



**Durham
Budget**

2021

**2021 BUSINESS PLANS
AND BUDGETS**

REGIONAL MUNICIPALITY OF DURHAM

**CONSOLIDATED
PROPERTY TAX SUPPORTED BUSINESS
PLANS AND BUDGETS**

Presented to Finance and Administration Committee on February 9, 2021



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The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Commissioner of Finance
Report: #2021-F-5
Date: February 9, 2021

Subject:

The 2021 Regional Business Plans and Budgets for Property Tax Purposes, including General Purpose, Solid Waste Management and Durham Region Transit

Recommendations:

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

2021 General Purpose Property Tax Business Plans and Budgets

- A) The 2021 Business Plans and Property Tax Budgets for General Purposes (excluding Durham Region Transit and Solid Waste Management) be approved, at a total net property tax requirement of \$615,753,000 as detailed within the 2021 Regional Business Plans and Budgets, including the body worn camera project through the Durham Regional Police Service, which are highlighted in this report and summarized as follows:

	2021 Tax Requirements (\$000s)
Regional Operations	
i) Departmental Operations	329,239
ii) Regional Roads Reserve – Growth	12,549
iii) Regional Roads – Rehabilitation Reserve Fund	26,050
iv) Regional Bridges – Rehabilitation Reserve Fund	5,525
Total Regional Operations	373,363
Police Services:	
v) Police Services (aligned with Regional Guideline)	221,158
vi) Additional Request – Body Worn Cameras (year 1)	2,033
Total Police Services	223,191
vii) Conservation Authorities	8,752
Special Contributions:	
viii) Land Conservation and Protection Reserve Fund	374
Durham Region Community Investment Grant:	
ix) - Trent University - Durham	474
x) - Durham College – Whitby	667
xi) - Durham Region Community Investment Grant	3,269
Total Special Contributions	4,784
SUBTOTAL	610,090
xii) Deferral for Seaton Assessment Growth	5,271
xiii) Adjustment to Assessment Base (re: Assessment under appeal)	392
TOTAL GENERAL PROPERTY TAX PURPOSES	615,753

- B) The 2021 Capital Program for General Property Tax Purposes (excluding Solid Waste, Durham Region Transit and Conservation Authorities' requirements), as outlined in Attachment 4 to this report and as further detailed within the 2021 Regional Business Plans and Budgets, in the amount of \$286,824,000 be approved, and the 2022 to 2030 Capital Forecast in the amount of \$1,916,291,000 be received for information purposes only and subject to future approvals.
- C) Financing for the 2021 Capital Program for General Property Tax Purposes as outlined in Attachment 4 to this report in the amount of \$286,824,000 be approved.

Contributions for Regional Roads and Bridges

- D) A 2021 contribution of \$12,549,000 to the Regional Roads Reserve – Growth be authorized to allow for financing of Road Capital Construction Projects.
- E) A 2021 contribution of \$26,050,000 to the Regional Roads Rehabilitation Reserve Fund be authorized to assist with roads rehabilitation requirements.

- F) A 2021 contribution of \$5,525,000 to the Regional Bridges Rehabilitation Reserve Fund be authorized to assist with bridge rehabilitation requirements.

Durham Regional Local Housing Corporation

- G) The 2021 Budget for the Durham Regional Local Housing Corporation be approved in the amount \$13,083,000.

Conservation Authorities

- H) Funding totalling \$6,275,802 for 2021 operations be approved for the Region's five Conservation Authorities as summarized below:

Central Lake Ontario Conservation Authority	\$4,169,890
Kawartha Region Conservation Authority	661,887
Ganaraska Region Conservation Authority	517,363
Toronto and Region Conservation Authority	672,800
Lake Simcoe Region Conservation Authority	253,862

Total Conservation Authority Operations Funding	\$6,275,802
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- I) Funding totalling \$1,716,017 for 2021 special projects be approved for the Region's Conservation Authorities as summarized below:

Kawartha Region Conservation Authority	\$147,322
Ganaraska Region Conservation Authority	238,657
Toronto and Region Conservation Authority	850,371
Lake Simcoe Region Conservation Authority	479,667

Total Conservation Authority Special Projects Funding	\$1,716,017
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- J) Funding totalling \$200,000 for 2021 land management expenditures be approved for properties within Durham Region as outlined below:

Central Lake Ontario Conservation Authority	\$85,000
Kawartha Region Conservation Authority	15,000
Ganaraska Region Conservation Authority	37,000
Toronto and Region Conservation Authority	41,000
Lake Simcoe Region Conservation Authority	22,000

Total Conservation Authority Land Management Funding	\$200,000
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- K) The Oak Ridges Moraine Groundwater Program (ORMGP) Initiatives be continued in 2021 at a funding level of \$175,000 for ongoing groundwater protection initiatives jointly funded with the City of Toronto, Region of York and Region of Peel.
- L) The special funding requests as outlined below be approved subject to the accountability of project costs incurred and project completion:
- a) Central Lake Ontario Conservation Authority for phase three of five of the Restoration Program in the amount of \$150,000
 - b) Central Lake Ontario Conservation Authority for Lynde Shores CA Main Entrance \$80,000
 - c) Central Lake Ontario Conservation Authority Purple Woods CA Improvements \$25,000

- d) Central Lake Ontario Conservation Authority Main Office HVAC (Year 1 of 3) \$40,000
 - e) Kawartha Conservation Authority for phase two of two of the Watershed Planning project in the amount of \$27,500
 - f) Kawartha Conservation Authority for phase two of two for Website Design and Implementation in the amount of \$7,131
 - g) Kawartha Conservation Authority for phase two of five for the Digitization of Corporate Records in the amount of \$5,347
- M) The special funding requests as outlined below be approved subject to securing the remainder of the project funding from the National Disaster Mitigation Program, project completion, and accountability of project costs incurred:
- a) Central Lake Ontario Conservation Authority for NDMP – Lake Ontario Shoreline Damage Centres Risk Assessment in the amount of \$30,000
 - b) Central Lake Ontario Conservation Authority for NDMP – Flood Forecasting and Warning Improvements in the amount of \$19,750
- N) A contribution of \$374,000 to the Land Conservation and Protection Reserve Fund be authorized to assist in financing requests for funding received from the five Conservation Authorities to acquire environmentally sensitive lands within the Region, based on eligibility criteria per the approved Regional Land Acquisition Reserve Fund Policy.

Special Contributions

- O) That the third of three annual funding contributions to Trent University Durham for the expansion of Trent University Durham Campus be approved, up to a maximum amount of \$474,000 for 2021 with the required financing provided from the Durham Region Community Investment Grant envelope; and further that funds be released at the discretion of the Commissioner of Finance in accordance with the executed funding agreement and the accountability of capital costs.
- P) That the second of three annual funding contributions to Durham College – Whitby Campus be approved, up to a maximum amount of \$666,667 for 2021 with the required financing provided from the Durham Region Community Investment Grant envelope; and further that funds be released at the discretion of the Commissioner of Finance in accordance with the executed funding agreement and the accountability of capital costs.
- Q) That the request for Community Investment Grant funding from Grandview Children's Centre, for up to a maximum of \$5,035,000 for the capital costs related to the construction of a new Children's Treatment Centre in Ajax be approved as the request meets the required funding criteria for healthcare institutions set out in the Region's Community Investment Grant Policy; and further that funding be drawn from the Durham Region Healthcare Institution Reserve Fund and disbursed at the discretion of the Commissioner of Finance subject to an executed funding agreement and accountability of capital costs.
- R) That the Regional Chair and Regional Clerk be authorized to execute the agreement with Grandview Children's Centre for the contribution of the new Children's Treatment Centre.

- S) That the request for Community Investment Grant funding from Lakeridge Health, for up to a maximum of \$37.5 million, for the capital costs related to the estimated \$500 million expansion of the Bowmanville Hospital be approved as the request meets the required funding criteria for healthcare institutions set out in the Region's Community Investment Grant Policy; and further that the contribution be funded from the Durham Region Healthcare Institution Reserve Fund for distribution to Lakeridge Health at the discretion of the Commissioner of Finance subject to an executed funding agreement, the establishment of milestones, and accountability of capital costs.
- T) That the Regional Chair and Regional Clerk be authorized to execute the funding agreement with Lakeridge Health for the Regional contribution to the capital costs related to the Bowmanville Hospital expansion.
- U) That Region staff develop a long-term sustainable funding strategy in support of Lakeridge Health's ten-year master plan which includes the contribution of a new Greenfield Hospital and the redevelopment of the Ajax/Pickering Hospital for Council's consideration as part of the 2022 Business Plan and Budget.
- V) That the Region of Durham continue discussions with the Township of Scugog on potential financing options for advancing the Lake Scugog Enhancement Project.

Solid Waste Management 2021 Business Plan and Budget

- W) The 2021 Business Plan and Budget for Solid Waste Management at a net property tax requirement of \$46,429,000 be approved as detailed in the 2021 Solid Waste Management Business Plan and Budget.
- X) The 2021 Capital Program for Solid Waste Management, as outlined in Attachment 4 to this report and as further detailed within the 2021 Regional Business Plan and Budget for Solid Waste Management, in the amount of \$673,000 be approved, and the 2021 to 2029 Capital Forecast in the amount of \$248,022,000 be received for information purposes only and subject to future approvals.
- Y) Financing for the 2021 Capital Program for Solid Waste Management as outlined in Attachment 4 to this report in the amount of \$673,000 be approved.

Durham Region Transit 2021 Business Plan and Budget

- Z) The 2021 Business Plan and Budget for Durham Region Transit be approved at a total net property tax requirement of \$64,392,000, as detailed in the 2021 Durham Region Transit Business Plan and Budget.
- AA) The 2021 Capital Program for Durham Region Transit, as outlined in Attachment 4 to this report and as further detailed within the 2021 Regional Business Plans and Budget, in the gross amount of \$27,186,000 be approved, and the Capital Forecast for the period 2022 to 2030, totalling \$378,048,000 be received for information purposes only and subject to future approvals.
- BB) Financing for the 2021 Capital Program for Durham Region Transit, as outlined in Attachment 4 to this Report, in the gross amount of \$27,186,000 be approved.

Financial Management and Accountability

- CC) The Listing of 2021 Regional Fees and Charges, as set forth in the 2021 Regional Business Plans and Budgets be approved and made available to the public and all applicable By-laws be amended accordingly.
- DD) That regarding historical capital funding of GO Transit, that no further tax levy support be set aside, and staff continue to forward GO Transit Development Charges collected only.
- EE) The Regional Chair be authorized to send a letter to the Minister of Municipal Affairs and Housing, the Minister of Transportation, the Minister of Finance/President of the Treasury Board, and local MPPs requesting that the province allow all previously announced funding provided under both the Municipal Stream and the Transit Stream of the Safe Restart Program be eligible to be applied to COVID-19 related fiscal impacts beyond March 31, 2021.
- FF) That the Regional CAO and the Commissioner of Finance meet with the DRPS Chief and DRPS CAO to understand the scope of services currently shared by DRPS and the Region and explore further efficiencies between the two organizations.
- GG) Based upon the 2021 Regional Business Plans and Budgets as recommended herein, the Commissioner of Finance be authorized to set 2021 Regional Property Tax Rates for General Purposes, Solid Waste Management and Durham Region Transit and approval be granted for the requisite By-laws.
- HH) For any Regional program change or capital expenditure included within the 2021 Regional Business Plans and Budgets which is proposed to be financed in whole, or in part, from Provincial/Federal subsidies, grants or related revenues, neither staffing, capital nor other related Regional expenditures can be committed until such time as adequate written confirmation is received from the respective provincial/federal ministry to commit to the subsidy, grant or related revenues (Finance and Administration Committee and Regional Council will be advised accordingly, consistent with the Regional Budget Management Policy).
- II) Funding totalling up to \$63,480 be approved for the Pickering Auxiliary Rescue Association with the funding to be provided from within the Finance Department's 2021 Business Plan and Budget to be administered by the Finance Department in consultation with the Durham Regional Police Service based upon services rendered.
- JJ) Funding totalling up to \$47,245 be approved for COMRA with the funding to be provided from within the Finance Department's 2021 Business Plan and Budget to be administered by the Finance Department in consultation with the Durham Regional Police Service based upon services rendered.
- KK) The reporting of the Impact of Excluded Expenses for tangible capital asset amortization, post-employment benefits and solid waste landfill closure/post-closure expenses be adopted, per requirements under the Ontario Regulation 284/09 of the *Municipal Act, 2001* and the Public Sector Accounting Board (PSAB).

**ESTIMATED IMPACT OF EXCLUDED EXPENSES
ON ACCUMULATED SURPLUS
FOR THE 2021 BUSINESS PLANS AND BUDGETS (000'S)**

	<u>2020</u>		<u>2021</u>		<u>Total</u>
	<u>Total</u>	<u>Property Tax</u>	<u>Water</u>	<u>Sewer</u>	
	\$	\$	\$	\$	\$
<u>PSAS Additions to Budget</u>					
Tangible Capital Asset Amortization	144,484	91,775	26,171	33,740	151,686
Post-Employment Benefit Expense	13,617	13,142	391	434	13,967
Landfill Closure Costs - Increase/(Decrease) in Liability	4,701	(5,214)			(5,214)
Transfers from Reserves and Reserve Funds	127,858	93,225	5,736	10,177	109,138
Total PSAB Additions	290,660	192,928	32,298	44,351	269,577
<u>PSAS Reductions to Budget</u>					
Gross Tangible Capital Assets Acquisitions	(486,354)	(237,526)	(81,242)	(96,917)	(415,685)
Less: Tangible Capital Asset Recoveries	71,722	-	-	15,673	15,673
Net Tangible Capital Asset Acquisitions	(414,632)	(237,526)	(81,242)	(81,244)	(400,012)
Debt Principal Payments	(16,974)	(12,095)	-	(694)	(12,789)
Transfers to Reserves and Reserve Funds	(134,827)	(102,159)	(8,908)	(25,102)	(136,169)
Contributed Tangible Capital Assets	(15,333)	(869)	(7,815)	(8,297)	(16,982)
Total PSAB Reductions	(581,766)	(352,649)	(97,965)	(115,337)	(565,952)
Net Impact - (Increase) to Accumulated Surplus	(291,106)	(159,721)	(65,667)	(70,986)	(296,374)

Report:

1. 2021 Business Plans and Budget Overview

1.1 This report provides key recommendations regarding the 2021 Regional Property Tax Supported Business Plans and Budgets for General Purposes, Solid Waste Management and Durham Region Transit. The 2021 Business Plans and Budgets and the recommendations herein represent the culmination of a significant effort by Regional staff to develop a budget that:

- Provides for the increased demands on the Region's front-line programs and services in response to the COVID-19 pandemic;
- Positions the Region to implement its COVID-19 recovery plan;
- Allows for targeted investments in key strategic priorities identified in the Region's Strategic Plan; and
- Balances these pressures with the need for taxpayer affordability and competitive property taxes recognizing the financial impact the pandemic has had and continues to have on residents and businesses.

1.2 The 2021 Business Plans and Budgets represents a net property tax budgetary increase of 1.98 per cent, lower than the overall 2.0 per cent guideline approved by Regional Council through Report 2020-F-17. The increase of 1.98 per cent also provides for the following two significant items that were not contemplated when Council established the overall 2.0 per cent guideline:

- Body Worn Cameras – The Durham Regional Police Services Board has requested \$2,032,542 in additional funding above their 3.0 per cent guideline for implementation of the body worn cameras in 2021. Additional information on this request is provided in Section 4.

- Assessment Base Adjustment – In late 2020, the Region received notification of the settlement of a longstanding property assessment appeal within the automotive sector. As a result of this settlement, the Region's total weighted CVA dropped by 0.15 per cent.

Without the above two initiatives the 2021 budgetary increase would have been 1.54 per cent compared to the current recommended increase of 1.98 per cent.

- 1.3 The recommended 2021 Business Plans and Budgets represent total gross expenditures of \$1,488.2 million (\$1,173.6 million operating and \$314.6 million capital), requiring a 2021 tax levy of \$726.6 million (\$701.9 million for operating and \$24.7 million for capital).
- 1.4 In developing the recommended 2021 Business Plans and Budgets, staff remained focused on aligning the Business Plans and Budgets with the following strategic priorities:
 - COVID-19 Response – continue to respond to COVID-19 impacts and advance the Region's Recovery Plan;
 - Environmental Sustainability – protect the environment for the future by demonstrating leadership in sustainability and addressing climate change;
 - Community Vitality – foster an exceptional quality of life with services that contribute to strong neighbourhoods, vibrant and diverse communities, and influence our safety and well-being;
 - Economic Prosperity – build a strong and resilient economy that maximizes opportunities for business and employment growth, innovation and partnership;
 - Social Investment – ensure a range of programs, services and supports are available and accessible to those in need, so that no individual is left behind; and
 - Service Excellence – provide exceptional value to Durham taxpayers through responsive, effective and fiscally sustainable service delivery.
- 1.5 Key investments in the proposed 2021 Business Plans and Budgets include:
 - Body Worn Cameras – Year one of a three year implementation with a full implementation cost of \$2,935,943. See Section 4 below for details.
 - Pandemic response – This has been a dominant factor in establishing the business plans for 2021. Details are provided in Section 2. Temporary impacts that have been provided for within the 2021 Business Plans and Budget are estimated at \$20.2 million.
 - Public Health investments – Permanent investments are being made with respect to Infectious Diseases stemming from COVID-19 and anticipated permanent impacts on the activities in this area. The actual spending in 2021 will greatly depend upon COVID-19 response including vaccination responsibilities and the level of senior government supports.
 - LTC investments – Significant investment in long term care to ensure the safety of our vulnerable residents.

- Diversity and inclusion - This received pre-budget approval and will provide a dedicated focus to the Region's anti-racism initiatives.
- Environment – Climate action and environmental sustainability will receive an even more enhanced focus with Council's declaration of a Climate Emergency. Further reports will be imminently forthcoming to Council.
- myDurham311 – This is a significant modernization initiative to transform our interactions with our customers. It will impact all facets of the corporation in our customer service delivery.
- Economic Development – Our strong focus here will be on helping our businesses recover from the severe impact of COVID-19 and advancing the deployment of broadband.
- Envision Durham – This year will focus on completing and consulting on proposed policy directions, natural heritage systems, growth management study and commencing the drafting of a new Regional Official Plan.
- Rapid Transit and Transit Orientated Development – This will focus on coordinating and implementing rapid transit projects, specifically the GO East Extension to maximize community building and economic benefits associated with rapid transit and a Transit Oriented Development Implementation Strategy.
- Significant housing investments including both the supportive housing development as well as the microhome pilot project and a focus on the redevelopment of DRLHC housing sites.
- Roads program – a total investment of \$165.2 million with a slightly higher proportion for rehabilitation of existing infrastructure balanced with growth related projects.
- Improving road safety through the implementation of various Vision Zero initiatives including the expansion of automated speed enforcement.

1.6 The following table provides a high-level overview of the 2021 recommended budget which represents a net property tax impact of 1.98 per cent or approximately \$55 for the Region-wide average residential home after assessment growth.

**Recommended
2021 Budget**

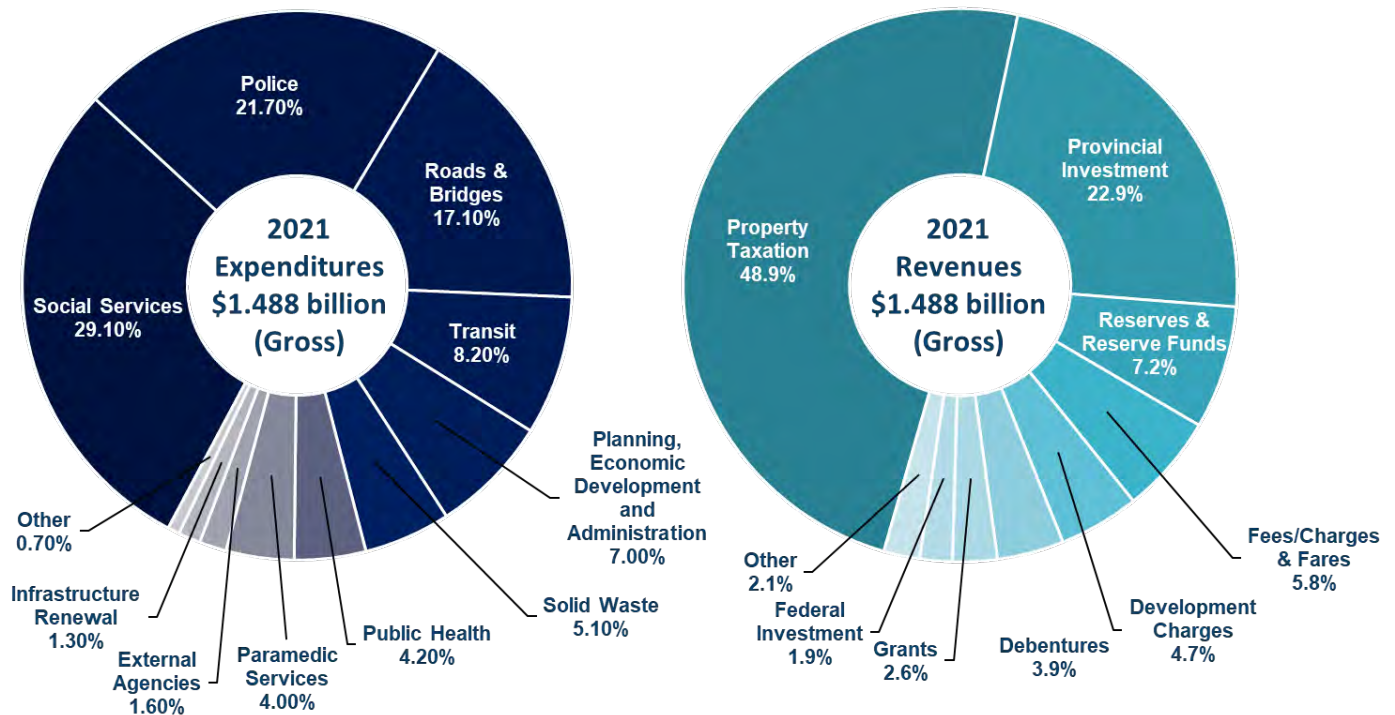
	2021 Increase (\$ millions)	Tax Impact (%)
Police Service (including Body Worn Cameras)	8,474	1.21
Durham Region Transit	3,690	0.53
Conservation Authorities	376	0.05
Solid Waste Management	(1,307)	(0.19)
Regional Operations and Other	15,096	2.17
Special Contributions	(193)	(0.03)
	26,136	3.74
Net Assessment Growth – Budgetary		(1.76)
Property Tax Impact		1.98

- 1.7 The following table summarizes the Region of Durham's 2021 gross and net property tax budget. A more detailed schedule outlining the 2021 gross and net property tax and user rate budgets with prior year comparators is provided in Attachment #1 to this report.

Recommended 2021 Budget

	Gross Expenditures (\$,000s)	Net Property Tax (\$,000s)
Police Services	322,823	223,191
Durham Region Transit	121,995	64,392
Regional Roads and Infrastructure	254,871	92,789
Solid Waste Management	75,837	46,429
Public Works	330,708	139,218
Public Health	62,137	22,070
Paramedic Services	58,954	32,150
Long-Term Care	121,663	50,254
Social Housing	97,076	49,483
Social Assistance	123,554	20,507
Children's Services	83,662	11,926
Family Services	7,048	5,593
Health & Social Services	554,094	191,983
Governance & Administration	89,896	41,272
Planning & Economic Development	11,399	9,745
9-1-1 Emergency Phone	4,711	4,713
Other Regional Services	106,006	55,730
Outside Agencies	23,094	22,594
Other	29,466	29,466
Outside Agencies and Other	52,560	52,060
Property Tax Supported Services Total	1,488,186	726,574

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



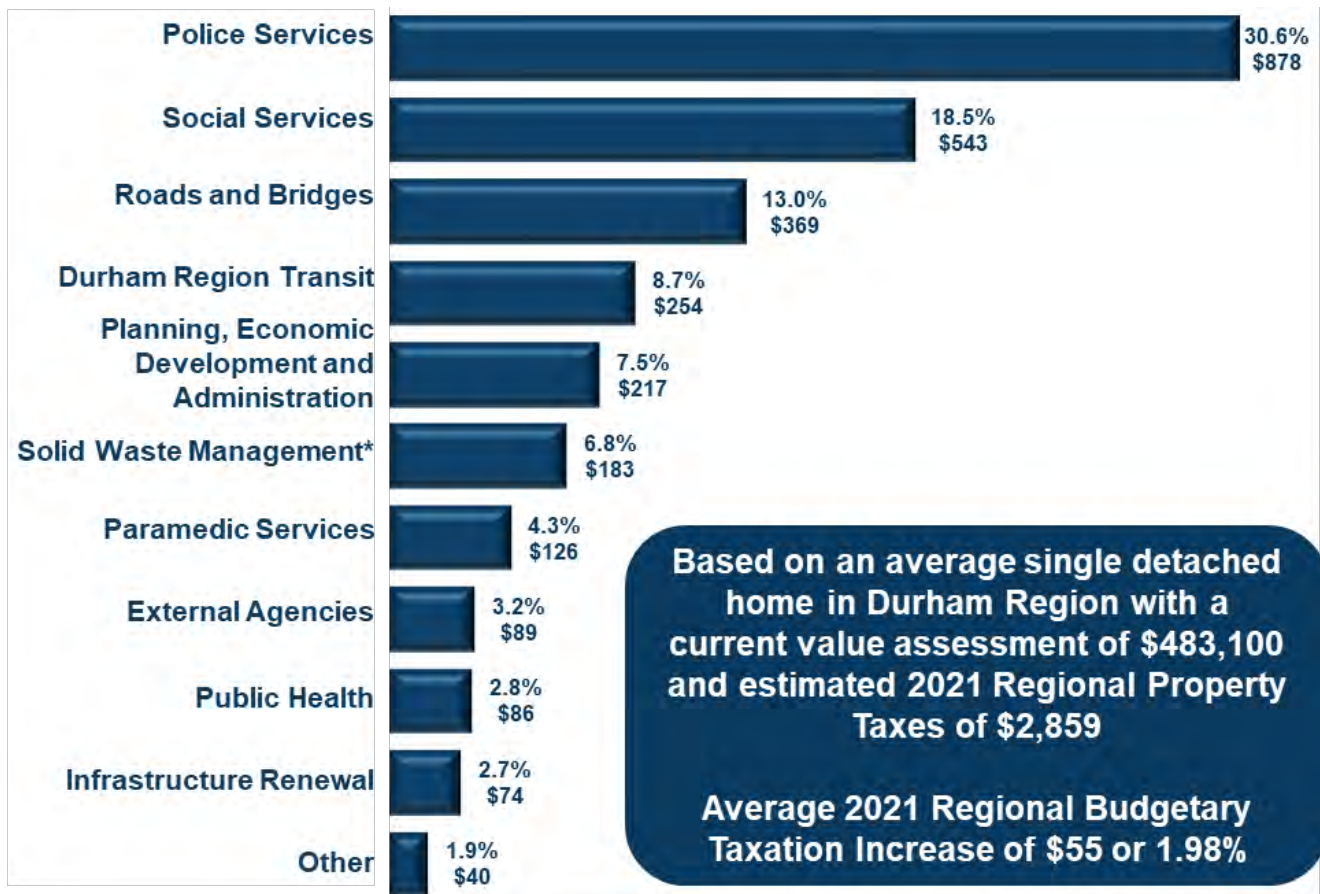
1.9 The gross 2021 property tax supported budget totals \$1.4 billion. The largest gross expenditure areas include:

- Social Services 29.1 per cent
- Waste Management 5.1 per cent
- Durham Regional Police 21.7 per cent
- Roads and Bridges 17.1 per cent
- Regional Transit 8.2 per cent

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

- Property Taxes 48.9 per cent
- Provincial Investment 22.9 per cent
- Reserve and Reserve Funds 7.2 per cent

1.11 The following graphic provides a breakdown of the Regional portion of the 2021 property tax bill based on the recommended 2021 budget where the average single detached homeowner in Durham will pay approximately \$238 per month, or \$2,859 annually for Regional property tax supported services based on a 2021 current value assessment of \$483,100.



* Solid Waste Management varies by local municipality.

2. COVID-19 Fiscal Impacts on the 2021 Budget

2.1 The COVID-19 pandemic continues to have a significant and evolving impact on the Region through increased demands on a number of critical Regional programs and services and changes to how Regional programs and services are delivered. The Region has been very nimble and responsive in adapting to these evolving demands and requirements.

2.2 It is anticipated that the Region will continue to face significant financial pressures throughout 2021 in responding to the pandemic and advancing the Region’s recovery plan. For some program areas, like public health and long-term care, permanent changes in how programs and services are provided are expected as a result of the pandemic.

2.3 The proposed 2021 Business Plans and Budgets provides funding for both the temporary impacts of the COVID-19 pandemic as well as, where known, the more permanent impacts.

- 2.4 Section 5 of this report provides additional detail on the permanent program changes that are reflected in the 2021 Business Plans and Budgets as a result of the COVID-19 pandemic. The balance of this section provides a summary of the temporary impacts that have been provided for within the 2021 Business Plans and Budgets which are estimated at \$20.2 million.
- 2.5 The 2021 Business Plans and Budgets propose to use senior government assistance provided under the Safe Restart Program to help mitigate these temporary fiscal impacts of COVID-19. Currently, use of the provincial/federal Safe Restart Program funds (both the Municipal Stream and the Transit Stream) is restricted to additional COVID-19 related fiscal impacts incurred by March 31, 2021. Staff continue to advocate directly to the province and through transit and municipal finance associations, for the ability to apply the Safe Restart funding that has been announced for the Region on COVID-19 related impacts beyond March 31, 2021. Through this report, staff is recommending that the Regional Chair be authorized to send a letter on behalf of Council to the Minister of Municipal Affairs and Housing and Minister of Transportation requesting that the province allow all previously announced funding under both the Municipal Stream and the Transit Stream of the Safe Restart Program to be applied to COVID-19 related fiscal impacts beyond March 31, 2021.
- 2.6 Should the provincial and federal governments not extend the eligibility date beyond March 31, 2021, the 2021 Business Plans and Budgets provide for the use of the Operating Impact Stabilization Reserve Funds of up to \$20.2 million to finance these temporary pressures.
- 2.7 Corporate Communications:
- Communicating vital information to Durham residents and businesses surrounding the current pandemic remains a priority for the Region. Funds have been included in the 2021 budget to ensure Durham residents and businesses have the information they need to keep safe and help reduce the spread of COVID-19 (\$100.0k).
 - The 2021 budget proposes to fund the \$100.0k in one-time COVID-19 related costs identified above from available senior government funding and as required from the Operating Impact Stabilization Reserve Fund.
- 2.8 Economic Development:
- Various advertising, technology and support costs to continue to support local businesses impacted by the COVID-19 pandemic including promotion and support for Downtowns of Durham and Support Local Campaigns (\$144.0k)
 - The 2021 budget proposed to fund the \$144.0k in one-time COVID-19 related costs identified above from available senior government funding and as required from the Operating Impact Stabilization Reserve Fund.
- 2.9 Public Health:
- One-time costs for two temporary public health inspectors and one temporary senior public health inspector for the Food Safety Program to address increased workload due to COVID-19 enhanced inspection requirements (\$380.1k).

- One-time costs for five temporary public health nurses to address additional capacity needs for ongoing COVID-19 response (\$611.7k).
- One-time costs for two temporary senior public health inspectors and three temporary public health inspectors in the Infectious Diseases and Infection Prevention and Control program for 6 months until these five positions can be filled permanently (\$318.1k).
- One-time investment for personal protective equipment (PPE) in School Health, Infectious Diseases – HP, and Immunization program to protect staff from the risks of COVID-19 (\$97.5k)
- The 2021 budget proposes to fund the \$1.4 million in one-time COVID-19 related costs identified above from available senior government funding and as required from the Operating Impact Stabilization Reserve Fund.

2.10 Social Services:

- Mandated active screening at all long-term care homes for all staff, contractors, and visitors entering the building. To meet this requirement the 2021 budget proposes temporary screeners at each of the Region's four long-term care homes (\$631.8k)
- Cleaning supplies, PPE and infection control supplies for each of the Region's four long-term care homes (\$450.0k)
- The 2021 budget proposes to fund the \$1.1 million in one-time COVID-19 related costs identified above from available senior government funding and as required from the Operating Impact Stabilization Reserve Fund.

2.11 Transit:

- Staffing costs to support COVID-19 bus cleaning and disinfecting procedures to ensure the safety of transit operations for DRT customers and staff (\$1.2 million)
- COVID-19 related cleaning and disinfecting products, janitorial services and staff PPE (\$800.0k)
- 2021 fare revenues are projected at 50 per cent of 2020 budgeted revenues as a result of the ongoing impacts of COVID-19 on travel patterns and public transit ridership (\$11.3 million)
- 2021 advertising revenue is also projected to decrease as a result of the ongoing pandemic (\$425.5k)
- DRT's U-Pass agreement with Durham Collage, Ontario Tech University and Trent University was suspended for the remainder of the 2020-2021 academic year (Report 2020-DRT-23) further reducing 2021 revenues from January through August 2021 (\$3.7 million).

- The 2021 proposed Business Plan and Budget for Durham Region Transit includes \$12.3 million in provincial and federal funding under Phase 2 of the Safe Restart Program – Transit Stream to assist in mitigating the impacts of the COVID-19 pandemic on transit operations. As mentioned previously this funding is currently restricted to additional COVID-19 related expenditures incurred until March 31, 2021. Staff continue to advocate for the ability to apply the Safe Restart funding that has been announced for the Region on COVID-19 related impacts beyond March 31, 2021. Should the provincial and federal governments not extend the eligibility date beyond March 31, 2021, the Region will need to consider further cost mitigation measures and use of stabilization reserve funds.

3. Use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds in the 2021 Business Plans and Budgets

- 3.1 Staff have identified and included the sustainable use of reserves and reserve funds, development charges and provincial and federal gas tax to fund one-time expenditures in the 2021 Property Tax Supported Business Plans and Budgets while ensuring the Region's commitment to fiscal responsibility and long-term financial planning have been maintained. This is a significant shift from historical practice to now allow for effective utilization of reserves and reserve funds to mitigate taxation impacts and deliver on Council priorities. The proposed use of reserve and reserve funds is aligned with their intended purpose.
- 3.2 Given the evolving nature of the COVID-19 pandemic and the unknown fiscal impacts that the pandemic and the resulting recovery will continue to have on the Region, there is a possibility that additional draws from reserve and reserve funds over and above the ones identified in the table below will be necessary. Staff will continue to keep Committee and Council updated on the fiscal impacts of the COVID-19 pandemic and its recovery on the Region.
- 3.3 The following table provides a summary of the contributions from development charges, provincial and federal gas tax and reserve and reserve funds utilized in the 2021 budget.

Department/ Division	Description	DC, Reserve/ Reserve Fund, Gas Tax	Amount \$
CAO Office	Temporary COVID-19 Pandemic Costs	Operating Impact Stabilization Reserve Fund – should senior government funding not be available	100,000
CAO Office	Pickering Nuclear Generating Station Study	Operating Impact Stabilization Reserve Fund	83,000
Corporate Services	Electronic Documents Management Project	Innovation and Modernization Initiatives Reserve Fund	500,000
Corporate Services	myDurham311 Project	Innovation and Modernization Initiatives Reserve Fund	2,669,063
Economic Development	Memorial Cup Bid	Operating Impact Stabilization Reserve Fund	200,000
Economic Development	Temporary COVID-19 Pandemic Costs	Operating Impact Stabilization Reserve Fund – should senior government funding not be available	144,290
Finance	Insurance – Claims Reserve	Insurance Reserve Fund	265,677

Department/ Division	Description	DC, Reserve/ Reserve Fund, Gas Tax	Amount \$
Corporate Items	Project Woodward	Economic Development Reserve Fund	475,000
Corporate Items	Broadband	Capital Project Reserve	100,000
Corporate Items	Broadband	Operating Impact – Stabilization Reserve Fund	75,000
Corporate Items	Modernization and Enhancement of Corporate Systems	Capital Project Reserve	500,000
Corporate Items	Enterprise Maintenance Management	Capital Project Reserve	650,000
Works	Roads Capital Program	Development Charges	54,293,528
Works	Roads Capital Program	Federal Gas Tax	14,675,000
Works	Roads Capital Program	Regional Roads Levy	12,600,023
Works	Roads Capital Program	Roads Rehab Reserve Fund	27,250,000
Works	Roads Capital Program	Bridge Rehab Reserve Fund	7,525,000
Works	Roads Capital Program	Vision Zero Reserve Fund	1,300,000
Works	Roads Capital Program	Transit Capital Reserve Funds	10,417,167
Transit	Transit Capital Program	Development Charges	4,324,800
Transit	Transit Capital Program	Provincial Gas Tax	7,436,428
Transit	Transit Capital Program	Transit Capital Reserve Levy	106.668
Police	Clarington Phase 2	Development Charges	11,300,000
Police	Clarington Phase 2	Capital Project Funding	10,000,000
Police	Clarington Phase 2	Climate Mitigation and Environmental Initiatives Reserve Fund	1,343,000
Social Services - Long-term Care	Temporary COVID-19 Pandemic Costs	Operating Impact Stabilization Reserve Fund – should senior government funding not be available	1,081,786
Health	Temporary COVID-19 Pandemic Costs	Operating Impact Stabilization Reserve Fund – should senior government funding not be available	1,407,413
Social Services – Housing	Supportive Housing Development	Regional Social Housing Reserve Fund	7,932,090
Social Services – Housing	Microhome Pilot Project	Regional Social Housing Reserve Fund	880,000
Health	Helmet Replacement	Capital Project Reserve	240,000
Health	Scoop Stretchers	Capital Project Reserve	68,000
Health	Stair Chairs	Capital Project Reserve	104,000
Works	Operations	Durham Regional Forest Reserve Fund	9,048
Works	Fleet Replacement	Equipment Replacement Reserve	9,858,500
Police	Helicopter Maintenance Costs	Capital Project Reserve	811,645
Transit	Operations	Provincial Gas Tax	1,611,000
Transit	Major Engine Repairs	Provincial Gas Tax	1,489,608
Transit	DRT Technology Roadmap	Provincial Gas Tax	60,000
Transit	Marketing and Communications Strategy	Provincial Gas Tax	60,000
Transit	Multi-Year Strategic Plan	Provincial Gas Tax	100,000
Transit	Retiree Benefits	Sick Leave Reserve	420,000

Department/ Division	Description	DC, Reserve/ Reserve Fund, Gas Tax	Amount \$
Headquarters	RHQ Optimization	Capital Project Reserve	4,000,000
Works	Litter Management – Blue Box Supplies	Waste Management Reserve Fund	900,000
Works	Oshawa Landfill – Rehabilitation – Site bio cover	Climate Mitigation and Environmental Initiatives Reserve Fund	500,000
		Total	199,866,734

4. Police Services Board Request for Body Worn Camera Program

- 4.1 Durham Regional Police Services Board at their meeting on December 15, 2020 passed the following resolution with respect to the implementation of a body worn camera program.

That the Board puts forth a request to the Region to provide additional funding for the implementation of a Body Worn Camera program in the amount of \$2.0 million (0.93%) for 2021, separate and apart from the 3.00% increase in accordance with the Regional guideline.”

- 4.2 DRPS staff in their 2021 Budget Approval Report to the Police Services Board recommended the following three-year implementation plan for the body worn camera program with the majority of the incremental costs being incurred in 2021 (year 1). Please note the amounts included for each year are the total costs for that particular year.

	2021	2022	2023
Axon (Hardware and Software)	\$800,000	\$900,000	\$1,000,000
Staffing	1,232,542	1,664,402	1,935,343
Total Cost	\$2,032,542	\$2,564,402	\$2,935,943

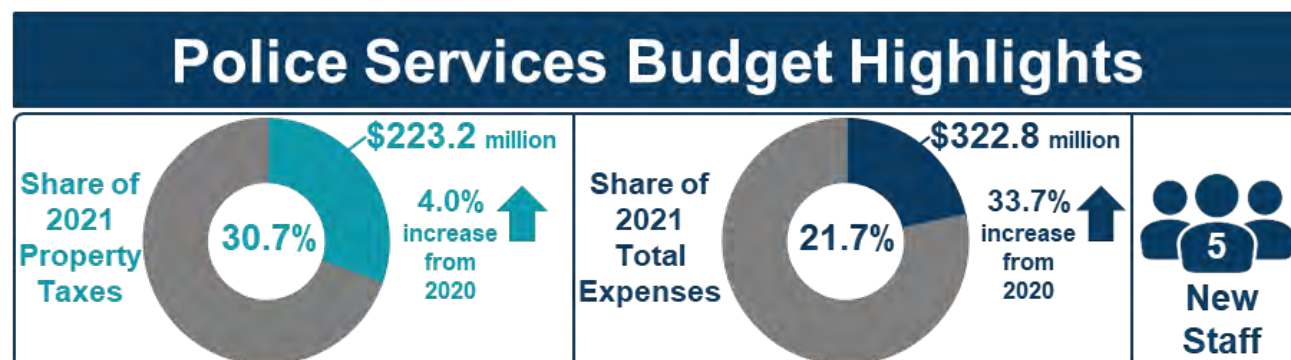
- 4.3 The following table outlines the incremental new positions required for body worn camera program. The cost for these new positions is included in the program costs outlined above.

	2021	2022	2023	Total
SSGT	1	-	-	1
SGT	1	-	-	1
PC	3	-	-	3
Video Management Technician	7	3	2	12
Total New Positions	12	3	2	17

- 4.4 Regional staff met with DRPS staff to discuss this new program and inquire about the ability to further phase in the costs for the body worn camera program. DRPS staff advised that this was not feasible.
- 4.5 The funding request in the amount of \$2,032,542 for year one implementation of the body worn camera program has been included in the 1.98 per cent proposed budget for Committee and Council's consideration. Should Committee/Council opt not to proceed with this additional funding request the 2021 Regional Business Plan and Budget could be reduced by \$2,032,542 resulting in a budgetary tax levy increase of 1.69 per cent.

5. 2021 Business Plans and Budget – Details

The following sections provide additional details on the operating, staffing and capital highlights for each of the Region's main service areas as well as the high level risks and uncertainties facing the service areas over 2021 and the forecast period.



Operating:

- Annualization of the 20 positions approved in the 2020 Budget (\$1.1 million)
- Implement Children at Risk of Exploitation (CARE) units. This new initiative is part of a 5-year Anti-Human Trafficking Strategy announced by the Ontario government where collaborative teams from policing and child protection workers proactively identify, investigate, locate and engage children and youth who are at high risk of, or are victims of child sex trafficking by analyzing a range of existing data sources. Provincial funding of \$812k funds payroll for 4 uniform positions (secondments) and program supplies.
- Combined Forces Specialized Enforcement Unit Secondment – collaborative approach, working with the RCMP to address serious and organized crime issues. The \$143k cost of this program is fully recoverable.
- Increase in the Helicopter Reserve Fund contribution to ensure sufficient funding is available to maintain the helicopter (\$0.1 million).
- The Police Services Board has requested that Regional Council consider an additional budget provision above the guideline of 3.0 per cent for year one of a three year implementation of a body worn camera program at an estimated cost of \$2.0 million in 2021; \$2.6 million in 2022 and \$2.9 million in 2023. Upon full deployment, annual costs are anticipated to be approximately \$3.0 million. Program costs include staffing, capital equipment and software.

Staffing:

- Reallocation of 3 Officers from Frontline Patrol to support the 24/7 Mobile Crisis Response Team.
- Reduction of 7 positions including 5 Constables supporting the School Liaison program, 1 Professional Standards Sergeant and 1 Executive Office Staff Sergeant
- Year one of the body worn camera program includes the addition of 12 new positions as detailed in Section 4.0 of this report.

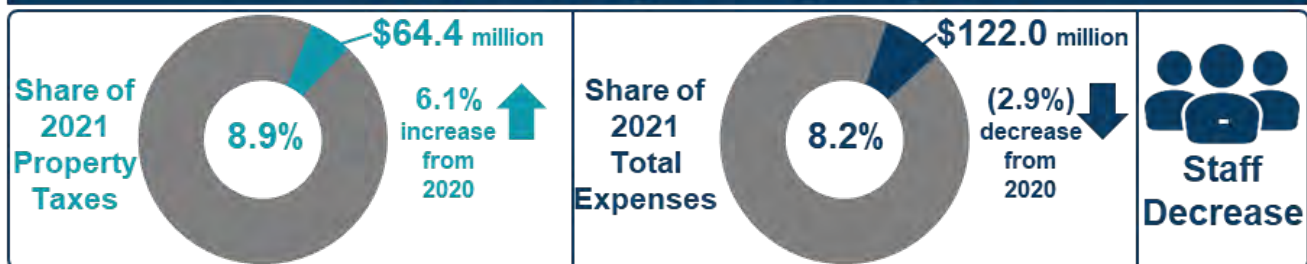
Capital:

- The Police Services capital program totals \$86.0 million and includes funding for vehicles, equipment purchases and facility maintenance and renewal. Significant capital investments proposed include:
 - Clarington Police Complex Phase 2 (\$81.0 million). This is in addition to the \$5.0 million approved in the 2015 budget. Phase 2 consists of the Regional Support Centre and the Centre for Investigative Excellence.

Risks and Uncertainties:

- Respond to growing incidents of violence
- Leverage partnerships to help those living in need or in high-risk neighborhoods
- Recruitment efforts including diversifying workforce

Transit Budget Highlights



Operating:

- Provides for up to 538,677 revenue hours of service (a net decrease of 12,410 hours). The service plan reflects Phase A of DRT’s three phase service recovery plan. The 2021 service plan provides for the introduction of more frequent service on existing routes as ridership increases, along with the reintroduction of scheduled services to areas served by On Demand should ridership recovery be stronger than anticipated. Service enhancements in the 2021 service plan include additional service to the new Amazon facility in Ajax and weekend service to the Toronto Zoo. The 2021 annualized service plan results in a net savings of \$3.2 million (\$5.2 million in savings from service recovery changes and \$2.0 million in service enhancements).
- As detailed in Section 2.0, the COVID-19 pandemic continues to have significant impacts on the delivery of DRT services and in projected fare and advertising revenues with the 2021 fiscal impact projected to be \$17.4 million. The proposed budget includes the use of \$12.3 million in provincial and federal funding under Phase 2 of the Safe Restart Program (transit stream) to assist in mitigating this fiscal impact.
- Continue strategic planning activities to support DRT recovery and long term planning including DRT strategic plan, marketing strategy and technology road map (combined cost of \$0.2 million).
- Annualization of five new positions approved in the 2020 budget (\$0.3 million). This does not include the annualization for the 7 positions approved as part of the service plan.
- Annualization of the 2020 service plan changes on the conventional network (\$0.5 million).

Staffing:

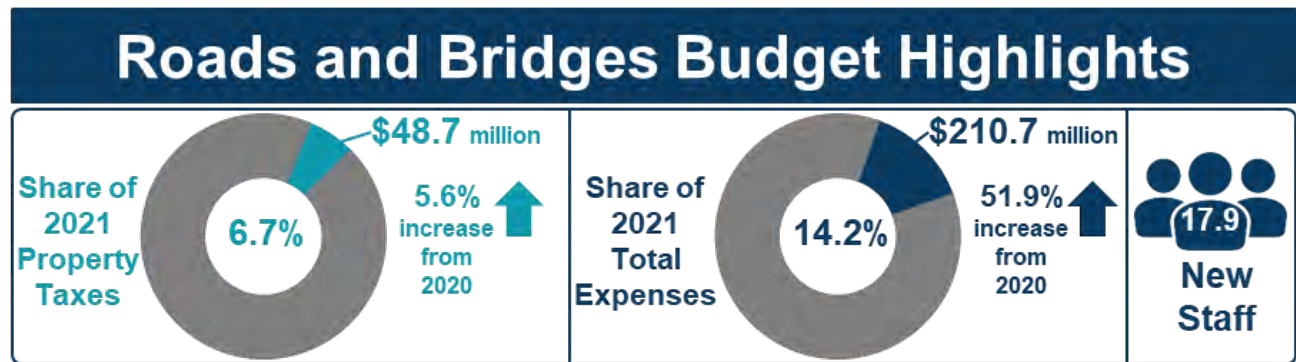
- Transfer two full time positions, one to Corporate Communications and one to Rapid Transit and Transit Oriented Development Office.
- Conversion of two permanent vacant operator positions to two permanent maintenance supervisors (\$0.1 million). The maintenance supervisor positions are essential to ensure sufficient supervision is in place for DRT maintenance activities across all daytime and nighttime shifts.

Capital:

- Details on Durham Region Transit's capital program are provided in Section 7.0 of this report.

Risks and Uncertainties:

- Significant uncertainty in the recovery of transit ridership and fare and U-Pass revenues following the COVID-19 pandemic.
- Safe Restart Funding is proposed to be used to assist in mitigating the impacts of the COVID-19 pandemic on transit operations. This funding is currently restricted to additional COVID-19 related expenditures incurred before March 31, 2021. Staff continue to advocate for the flexibility to use this funding to mitigate the impacts of COVID-19 after March 31, 2021.
- For 2022 there is uncertainty as to what impacts the COVID-19 pandemic may have on Durham's share of the provincial gas tax revenues. The Ministry of Transportation has indicated that they will monitor the impacts to key elements affecting the provincial gas tax allocations, such as municipal transit ridership and the availability of funding that is generated from the sale of gasoline.



Operating:

Increased investment in Durham Vision Zero countermeasures including:

- Annualization of the red light camera program implemented mid-year 2020 (\$0.08 million)
- Annualization of the automated speed enforcement program implemented mid-year 2020 (\$0.01 million)
- Expansion of the automatic speed enforcement program in 2021 to include four additional cameras (\$0.2 million)
- Additional line markings (\$0.1 million)

Temporary resources to deliver priority facility projects including modular housing and the Clarington Police Complex Phase 2 and to undertake sustainability reviews, prepare actions and deliver projects aimed at reducing the carbon footprint of existing and planned Regional facilities. (\$0.2 million)

Increase in road maintenance costs in response to growth and historical service demands (\$0.2 million)

Staffing:

A total of 8,934 new full time equivalent employees (FTEs) to support the delivery of capital projects and operating activities are proposed as follows:

- Senior Project Coordinator in Construction (\$21.8k for 0.358 FTE) to support design reviews, tenders and supervision of capital construction budgets and deadlines. (Annualized costs \$43.7k).
- Project Manager in Facilities Design, Construction and Asset Management (\$23.9k for 0.288 FTE) to provide leadership to capital facility projects including new builds, state of good repair, expansions and renovations. (Annualized costs \$47.8k)
- Works Technician 4 in Facilities Design, Construction and Asset Management (\$17.6k for 0.288 FTE) to support the delivery of capital facility projects including new builds, state of good repair, expansions and renovations. (Annualized costs \$35.1k)
- Project Manager in Transportation Infrastructure (\$82.9k for 1.0 FTE) to provide support with the Climate Change Mitigation/Adaptation (CCMA) capital planning and project delivery. (Annualized cost \$165.8k)
- Mechanic (\$58.5k for 1.0 FTE) to provide continuous support for the increased fleet size and to provide timely service and repairs to maintain Regional service levels. (Annualized cost \$117.0k)
- Labourers (\$177.4k for 4.0 FTE) reflects the conversion of temporary labourer positions at the Ajax, Oshawa and Orono Depots to complete legislated maintenance work activities. (Annualized costs \$354.7k)
- Traffic Operations Worker 2 (\$98,4k for 2.0 FTE) reflects the conversion of temporary positions in Traffic to provide continuous support for Regional inhouse delivery model and expansion of core activities of pavement markings operations, signs manufacturing/maintenance and roadside protection (guide rail) maintenance. (Annualized cost \$98.4k)

In addition to the above new positions, nine new permanent positions are proposed to deliver the Region's Rapid Transit plans including the Highway 2 Bus Rapid Transit (BRT) implementation and Rapid Transit planning for the Simcoe corridor. Details on the nine positions are:

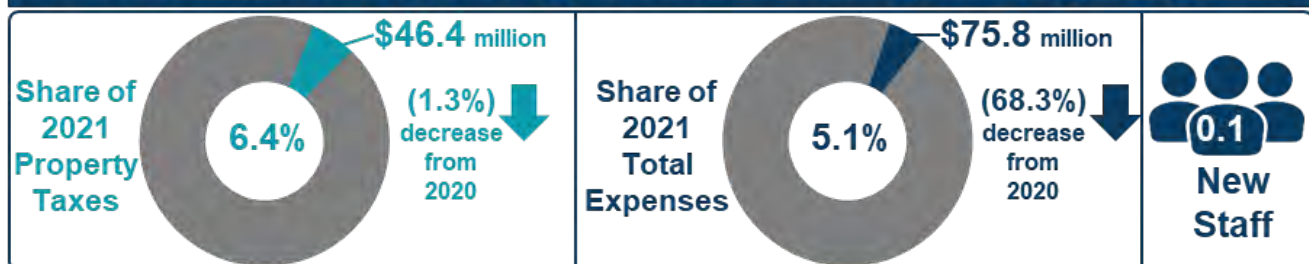
- Manager, Rapid Transit Office – received pre-budget approval through Report 2020-F-19 (\$198.9k for 1.0 FTE) (Annualized cost \$198.9k)
- Project Manager Rapid Transit – received pre-budget approval through Report 2020-F-19 (\$165.8k for 1.0 FTE) (Annualized cost \$165.8k)
- Project Engineer received pre-budget approval through Report 2020-F-19 (\$165.8k for 1.0 FTE) (Annualized cost \$165.8k)
- Project Supervisor for Construction activities (\$61.0k for 1.0 FTE) (Annualized cost \$122.0k).
- Senior Project Coordinator for construction activities (\$61.0k for 1.0 FTE) (Annualized cost of \$122.0k).
- Project Coordinators for design activities (\$213.0k for 2.0 FTE) (Annualized cost \$213.0k)
- Project Coordinator for traffic activities (\$53.2k for 1.0 FTE) (Annualized cost \$106.5k)
- Clerk 2 for office support (\$82.9k for 1.0 FTE) (Annualized cost \$82.9k)

Capital:

- Details on the capital program are provided in Section 6.0 of this report.

Risks and Uncertainties:

- Growth across the Region will increase the demand for services to support resident and businesses as well as the operational and maintenance requirements for Regional infrastructure
- Ensuring sufficient staff resources to deliver a growing capital program and resulting maintenance and operational demands
- Changing and unpredictable weather patterns and climate change impact treatment operations as well as preventative and reactive maintenance activities for the Regional road infrastructure
- Compliance with the Excess Soil Management regulation and related cost impacts on capital program.

Solid Waste Management Budget Highlights**Operating:**

- Continuation of procurement process for AD/MWP facility, including completion of shortlisting firms from the RFPQ process and commencing the RFP. Once completed the facility will contribute to an increase in Durham's diversion rate.
- Implementation of litter mitigation initiatives related to the Blue Box Program (\$0.9 million)

Staffing:

A total of 0.110 new full time equivalent employees (FTEs) are proposed as follows:

- Project Manager in Facilities Design, Construction and Asset Management (\$4.6k for 0.055 FTE) to provide leadership to capital facility projects including new builds, state of good repair, expansions and renovations. (Annualized costs \$9.1k)
- Works Technician 4 in Facilities Design, Construction and Asset Management (\$3.4k for 0.055 FTE) to support the delivery of capital facility projects including new builds, state of good repair, expansions and renovations. (Annualized costs \$6.7K)

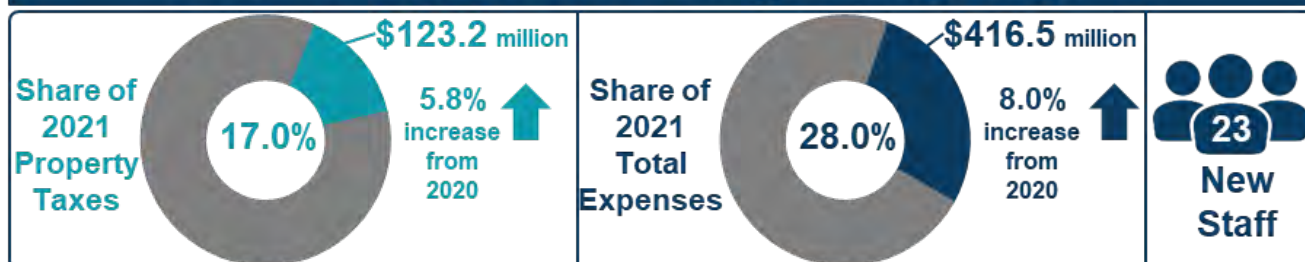
Capital:

- Pilot a bio cover application on the former Oshawa landfill site to convert additional methane into carbon dioxide. Landfill gases collected from the passive gas collection system at the Oshawa Landfill site would be passed through a bio cover containing methane oxidizing media at existing venting points, prior to release into the atmosphere. Funding for this project is coming from the Region's Climate Change Mitigation and Environment Initiatives Reserve Fund. (\$0.5 million).

Risks and Uncertainties:

- Risks related to legislative changes, regulations and provincial reviews including:
 - Completion of the streamlined EA and ECA amendment to increase the DYEC's annual permitted processing capacity from 140,000 tonnes per year to 160,000 tonnes per year. The budget assumes that this approval is received. Should approval not be received, there will be a negative pressure on the budgets as planned savings from the avoidance of bypass disposal costs would not be realized
 - Transition to extended producer responsibility regime including the timing and content of regulations supporting the transition
 - Compliance with Ontario's food and organic waste policy statement
- Impacts of the markets and unfavourable pricing present significant uncertainty to recycling commodity revenue

Social Services Budget Highlights



Operating:

The Social Services 2021 Business Plans and Budgets includes a number of federal and provincial funding programs designed to support vulnerable populations during the pandemic, assist with the additional costs of delivery of social services due to COVID-19 and invest in social infrastructure.

- \$4.7 million Social Services Relief Fund (SSRF) Phase 2 Holdback (see Report 2021-INFO-2)
- \$0.1 million SSRF Mental Health and Addictions Funding (see Report 2021-INFO-4)
- \$3.5 million Ontario Isolation Centre Initiative (see Report 2021-INFO-4)
- \$2.2 million Federal Reaching Home subsidy to support people experiencing and at risk of homelessness.
- \$0.5 million COVID-19 Resilience Infrastructure Fund for playground replacements at Whitby Ajax, Pickering and Lakewoods Early Learning and Child Care Centres and touchless features at the Region's Child Care Centres. The Region is awaiting confirmation on the status of our application.
- \$1.0 million COVID-19 Resilience Infrastructure Fund – Long Term Care Home Stream for capital costs to provide accessibility upgrades at the Region's four long-term care homes. The Region is awaiting confirmation on the status of our application.
- \$0.7 million in pandemic pay for LTC Personal Support Workers between January 1, 2021 and March 31, 2021.

Expansion of the Durham Portable Housing Benefits and a shift from Rent Geared to Income units to facilitate a more immediate and flexible assistance to low-income people on the Durham Access to Social Housing wait list.

Increase in Community Homelessness Prevention Initiative funding \$0.3 million.

Investigate licensed child care options to support families working shifts or in rural areas.

Operating:

The provincial government is proceeding with previously announced reductions in cost sharing for early learning and child care administration in 2021. Given current circumstances \$1.9 million in one-time transitional funding is provided to assist with the new 50/50 cost share methodology (\$349k)

Participation as a prototype site for the Ontario Works Intake and Benefit Administration Unit with the Ministry of Children, Community and Social Services is ongoing.

Development and implementation of a “Future State of Nursing” model and work on a virtual medicine model for LTC will be pursued.

As detailed in Section 2.0 the COVID-19 pandemic continues to have significant temporary impacts for long-term care and other Social Services Programs. The 2021 budget proposes to fund the \$1.1 million in one-time COVID-19 related costs from available senior government funding and as required from the Operating Impact Stabilization Reserve Fund.

Staffing:

A total of 23 new positions are proposed as follows:

- Social Worker for outreach services to vulnerable populations and to complement the work of the Primary Care Outreach Program (Annualized Cost \$123k)
- Housing Program Coordinator to help administer the CHPI program (Annualized Cost \$122k)
- 2 Housing Coordinators and 1 Housing Supervisor to support a modernized housing system approach administered through Social Services resulting from a realignment of the non-departmental budget to consolidate housing services functions in conjunction with the Finance Department (Annualized Cost \$288k)
- Program Assistant to triage calls from the community and provide program support to the Seniors Safety Office (Annualized Cost \$90k)
- Training Specialist to increase resources for orientation and training, including mandatory training and enhanced infection prevention and control and safety training (Annualized Cost \$106k).
- 11 new Personal Support Workers and 1 Registered Practical Nurse to increase support to residents (Annualized Cost \$932k)
- 2 Infection Control Nurses to ensure that infection control practices are maintained (Annualized Cost \$278k)
- Social Worker to ensure all residents and their families have equitable and prompt access to social work services (Annualized Cost \$127k)
- Clerk position to provide administrative supports (Annualized Cost \$83k)

Capital:

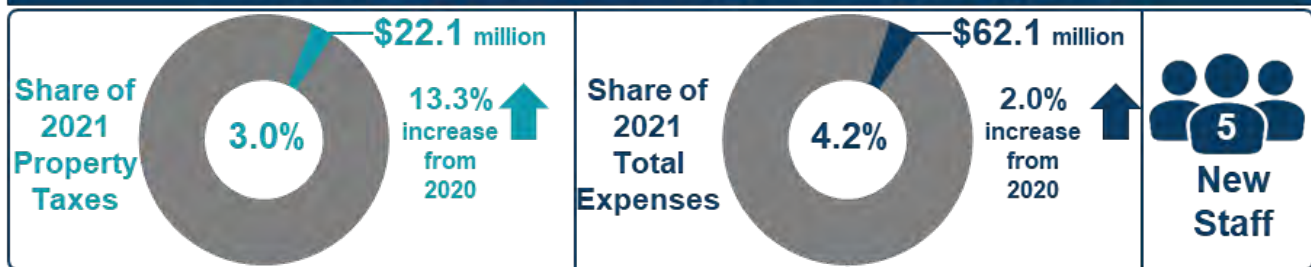
The Social Services 2021 Capital Budget invests over \$17.3 million in improving our facilities and equipment to enhance the level of services to our residents. Highlights of the capital plan include:

- Supportive Housing Development in Beaverton - \$13.6 million
- Microhome Pilot Project - \$0.9 million
- Various capital projects across all four of the Region's long-term care homes to enhance and repair existing infrastructure within the Homes and replace assets at the end of their useful life - \$0.7 million

Risks and Uncertainties:

- The most significant risk for Social Services is the uncertainty of provincial funding. Reductions in provincial funding have a significant impact on the Region's own resources and its ability to address community needs.
- There is increased uncertainty with respect to provincial and federal funding to support ongoing COVID-19 response.
- The province established a commission to investigate the spread of COVID-19 in the long-term care sector. The initial recommendations were to increase staffing, improve infection control, and collaborate with hospitals. The provincial government has announced a goal of establishing a standard of 4 hours of care per resident per day in long-term care homes. The impact on Durham is not yet known, however there is a risk that any new provincially mandated standard of care will not be fully funded or will be at a lower standard than Social Services determines necessary and safe for our highly vulnerable residents.
- A potential delay in the 50 unit modular affordable and supportive housing project should an appeal of the Brock Township interim control by-law be required. This could result in a significant loss of provincial and federal investment and increased risk to vulnerable populations in North Durham that require housing and supports.
- The provincial government is implementing changes to the delivery of employment services in the Province of Ontario. The timing and the scope of the impact on municipal partners, including Durham, is not yet fully known but the transformation is expected to reduce Durham's resources to assist OW clients.

Public Health Budget Highlights



Operating:

- Engage a Pharmacy Technician to support vaccine distribution within the Immunization program (\$50k).
- Software and licensing fees to improve client information security and establish a public facing portal for on-line booking (\$56k) and supports for remote delivery of public health services.
- Increase in larviciding costs (\$30k) to support economic increase related to vector-borne diseases.

Staffing:

- The COVID-19 pandemic continues to have significant impacts on the demands for public health services.
- Two new permanent Senior Public Health Inspectors (PHIs) (annualized cost of \$275k) and three new permanent PHIs (annualized cost of \$366k) to address a substantial increase in workload due to the COVID-19 pandemic and increased workload related to outbreaks of infectious diseases and infection prevention and control (IPAC) lapses.
- One temporary Senior PHI, two temporary PHIs, two PHI students and five Public Health Nurses (PHNs) to support increased workload due to COVID-19 (\$1.0 m).
- Three temporary PHIs (\$182k) and two temporary Senior PHIs (\$137k) for a six month period.
- 32 temporary PHNs funded until July 31, 2021 under the provincial COVID-19 School Focused Nurses Initiative.
- The 2021 budget proposes to fund the \$1.4 million in one-time COVID-19 related staff and PPE costs identified above from available senior government funding and as required from the Operating Impact Stabilization Reserve Fund.

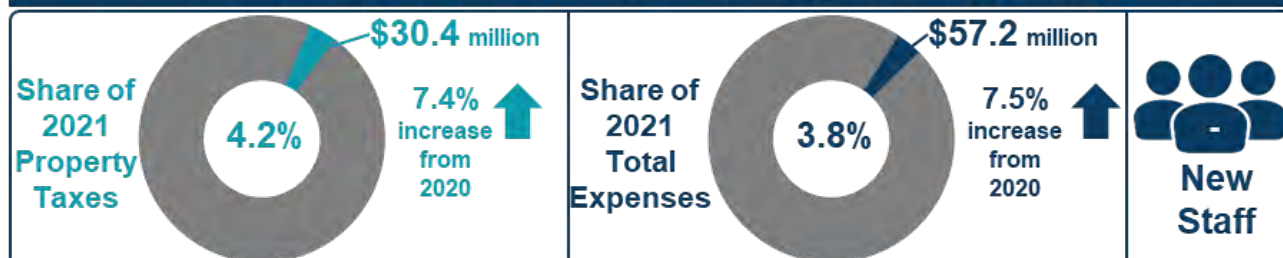
Capital:

- New computers and monitors to support surges in staffing in the Infectious Diseases program (\$52k) and new permanent and temporary PHI, Senior PHIs and PHNs (\$25k).
- Replacement of a large vaccine fridges (\$12k) contingent on one-time 100% provincial funding
- Pending approval of the Region's funding application for COVID-19 Resilience Infrastructure funding, implementation of touchless features at Health Department locations can proceed

Risks and Uncertainties:

- The significant resource pressure that COVID-19 has caused will result in an ongoing suspension of most regular public health programs and services for most of 2021 and the Health Department will not be able to meet all of its responsibilities as required in the OPHS.
- Increased flexibility to permit the use of Safe Restart funding for COVID-19 impacts incurred after March 31, 2021 is required. Should the province and federal government not extend the eligibility date beyond March 31, 2021 the Region will need to consider further cost mitigation measures and the use of stabilization reserve funds.
- An anticipated expanded scope for public health with respect to inspections, monitoring and surveillance likely to be mandated through new provincial guidelines and protocols.
- Public Health Modernization, which is currently on hold but is anticipated to be restarted, may impact public health funding, governance and organizational structures across the province.
- Growing population leading to an increased need for public health program and services.
- Changing population needs in Durham Region which would impact the way programs and services are delivered.
- Changes to provincial legislation that would impact programs and services.

Paramedic Services Budget Highlights



Operating:

- Annualization of the 13 FTEs approved in the 2020 budget (\$501k)
- Pilot Community Paramedicine Program which will provide support to high intensity needs clients requiring supplemental community paramedicine services beyond home and community care. The Central East Local Health Integration Network has committed funding (\$381k) for this pilot program until March 31, 2021.
- One-time start-up costs (\$91k) for CadLink software to enhance dispatch systems improve documentation and enhance paramedic response.
- Operational investment to secure a contract for improved maintenance and overall reduction of repair costs for stretchers (\$140k)
- Replacement of safety helmets (\$240k) to be funded from the Paramedic Services Equipment Reserve. This budget also includes an increase in the annual contribution to this reserve (\$34k) to ensure sufficient funding is available for the replacement of these helmets at the end of their useful life.
- Maintenance at Paramedic Response Stations including interior and exterior painting at seven stations (\$97k) concrete repair (\$6k) and replacement of AED unit (\$2k).

Staffing:

- Temporary general maintenance and repair person to address increased workload related to equipment certifications and inventory needs (\$42k).
- Part-time scheduler to respond to increased needs in scheduling and back-up support (\$22k)

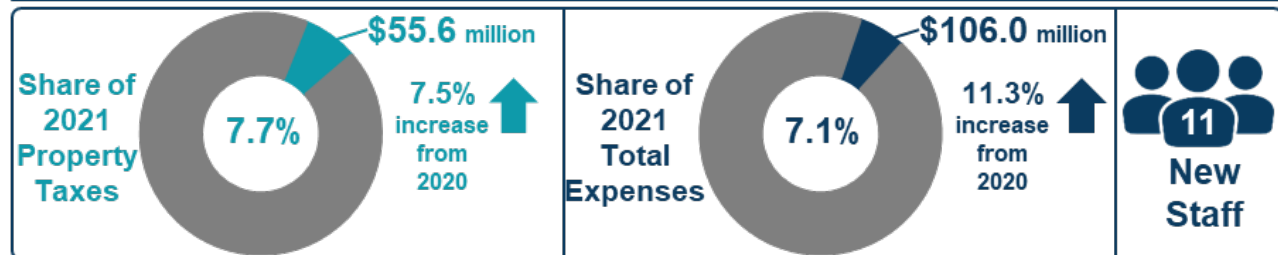
Capital:

- New generator to provide back-up power at the Ajax Paramedic Station (\$130k)
- Regular cyclical replacement of scoop chairs, stair chairs, computers for vehicles, station furniture and ambulances.
- Pending provincial and federal government approval of the Region's funding application for COVID-19 Resilience Infrastructure funding, two of the 10 planned ambulance replacements will be hybrid vehicles as part of a green initiative. The use of hybrid vehicles will be evaluated to determine ongoing benefits. This initiative supports the region's climate change initiatives. The Region has also applied for \$7k in federal and provincial grant funding under this same program for touchless features at the Whitby Paramedic Station.
- Ongoing funding for the new Clarington Paramedic Response Station (\$1.8 million).

Risks and Uncertainties:

- Provincial changes regarding expectations for public health and paramedics in the distribution and administration of COVID-19 vaccine.
- Ongoing support required by public health and paramedics for congregate living settings, such as long-term care and retirement homes.
- Emergency Health Services Modernization, which may impact emergency services funding, scope of emergency services and organizational structures across the province.

Corporate Administration, Planning and Economic Development Budget Highlights



Operating:

- Develop and launch a refreshed Economic Development Strategy and Action Plan.
- Develop and deliver marketing campaigns through innovative digital channels to grow awareness of the Region.
- Advance the deployment of broadband infrastructure to underserved areas.
- Implement the Local Food Business Retention and Expansion Action Plan to support the retention and expansion of agri-food businesses.
- Advance the development of Envision Durham – key activities include completing and consulting on Proposed Policy Directions; development of regional natural heritage system and agricultural system mapping; continuing work on policies and density targets for Major Transit sector and drafting of a new Regional Official Plan.
- Continue development of a Community Safety and Well-being Plan (CSWP).
- Complete the Carruthers Creek Watershed Plan.
- Complete and consult on a Regional Community Improvement Plan.
- Finalize the Regional Cycling Plan Update that will include an updated regional cycling network supported by an implementation strategy and financial considerations.
- Build the Rapid Transit Deployment Plan and prepare for related Transit Oriented Development to increase the use of public transit and contribute the Region's GHG reductions.
- Achieve the approval of the GO Extension to Bowmanville and prepare for Transit Oriented Development to capitalize on the economic and community building benefits associated with rapid transit investment and continue to build the Rapid Transit Deployment Plan by obtaining further funding for the Durham Scarborough Bus Rapid Transit Corridor and develop the business case for Simcoe Rapid Transit.
- Develop a comprehensive government relations framework to support advocacy on Regional priorities.
- Build on the early success in the first year of City Studio Durham to expand collaborations with Durham's post-secondary institutions.
- Develop a Regional strategy for the nuclear energy sector to support economic prosperity, community safety and sustainability.
- Launch an interactive multimedia campaign to support increased adoption of electric vehicles.

Operating:

- Develop a Corporate Climate Change Master Plan to reduce GHG emissions in Regional operations.
- Create a community-based anti-racism task force to help address diversity, equity and inclusion.
- Develop a three-year emergency management and business continuity program plan.
- Implement the Regional Intelligent Communities framework by establishing a community advisory panel and supporting the launch of signature projects.
- Implement a strategy to expand tree planting across the Region.
- Launch an innovative Durham Home Energy Savings Program to help homeowners reduce energy costs and greenhouse gas emissions while generating local jobs and investment.
- Develop a Communications Master Plan that sets the direction for strategic communications over the next three years.
- Implement the multi-year enterprise myDurham311 project that will introduce a new customer experience program at the Region that is designed to facilitate, streamline and integrate service delivery from a customer perspective.
- Modernize records management through investment in the Region's Electronic Document Management Project.

Staffing:

- Economic Development Specialist for Business Development to execute new programming focused on retaining and expanding key employers in Durham Region (Annualized Cost \$114k).
- Director, Advisor and Coordinator for Diversity, Equity and Inclusion – these three positions were approved through report 2020-COW-26. (Annualized Cost \$469k).
- Manager, Transit Oriented Development – this position was approved through Report 2020-F-19 (Annualized Cost \$199k).
- Manager Internal Audit to provide leadership to the development of an internal audit function and support modernization initiatives across the organization (Annualized Cost \$198k).
- Economic Analyst 2 to support the Region's business planning and budget process including the setting of user rates and charges (Annualized Cost \$146k).
- Procurement Officer to support the procurement requirements of the Region's Rapid Transit and Transit Oriented Development Office (Annualized Cost \$122k).
- Director, myDurham311 to lead the implementation and operations of myDurham311 (Annualized Cost \$200k).
- Solicitor to support Rapid Transit and Transit Oriented Development Office (Annualized Cost \$217k).
- Group Lead – Bilingual for service program changes to provide improved French Language Services (Annualized Cost \$106k).

External Agencies Highlights

Conservation Authorities:

- The 2021 budget for Conservation Authorities includes \$6,275,802 for operations, \$1,716,017 for special benefitting projects and \$200,000 for land management for the Region's five Conservation Authorities
- The 2021 funding for the Oak Ridges Moraine Groundwater Program (ORMGP) is recommended to remain at \$175,000 to finance ongoing groundwater protection initiatives jointly funded by the City of Toronto, Region of York and Region of Peel
- In addition, the Conservation Authorities submitted the following requests for special one-time funding from the Land Conservation and Protection Reserve Fund for specific projects and initiatives for Council's consideration. Four of these nine projects are a continuation of a multi-year initiative that was approved as part of the 2020 Business Plans and Budgets

Conservation Authorities:

- **Central Lake Ontario Conservation Authority** – Restoration Program \$150,000 (Year Four of Five) – under this program CLOCA will implement restoration projects, apply for funding, prepare progress reports and foster long term partnerships with watershed businesses, community organizations and landowners. Under this program CLOCA can initiate a restoration project that will have an overall ecological benefit, improve watershed health and work to mitigate the impacts of growth and climate change
- **Central Lake Ontario Conservation Authority** – Lynde Shores Conservation Area – Wetland Creation, Main Entrance Creation and Trail \$80,000 – this project provides an additional \$80,000 to the \$150,000 previously approved by Regional Council. Together this funding will provide for a new main entrance, parking lot, additional trail, kiosk signs, washroom building and landscaping.
- **Central Lake Ontario Conservation Authority** – Purple Woods Conservation Area Improvements \$25,000 – this project will enable Central Lake Ontario Conservation Authority to open Purple Woods CA to the same standard as other public Conservation Areas and provide pay and display parking. This funding provides for parking meters, fencing and a gate system.
- **Central Lake Ontario Conservation Authority** – Administrative Office \$40,000 (year one of three) – this project provides for the phased replacement of Central Lake Ontario Conservation Authority's rooftop HVAC units.
- **Central Lake Ontario Conservation Authority** – Lake Ontario Shoreline Damage Centres Risk Assessment \$30,000 – Central Lake Ontario Conservation Authority has submitted a funding application under the National Disaster Mitigation Program (NDMP) for 50 per cent funding (\$30,000) towards the cost of this project. Regional funding of \$30,000 will be contingent upon receipt of funding under the NDMP. This project builds from the Lake Ontario Shoreline Hazard Management Plan Update. The Risk Assessment will utilize updated flood and erosion hazard information and follow the provincial Hazard Identification and Risk Assessment process to rate the level of risk at homes and businesses within the defined coastal Damage Centres within the Central Lake Ontario Conservation Authority.

Conservation Authorities:

- **Central Lake Ontario Conservation Authority** – Flood Forecasting and Warning Improvements \$19,750 – Central Lake Ontario Conservation Authority has submitted a funding application under the National Disaster Mitigation Program (NDMP) for 50 per cent funding of \$19,750 towards the cost of this project. Regional funding of \$19,750 will be contingent upon receipt of funding under the NDMP. This project assists with the transfer of historical data into a new system and provides for enhanced training for Central Lake Ontario Flood forecasting and warning staff. This project also includes funding for a real-time camera for monitoring the Westside Marsh water level and Lake Ontario shoreline condition at Cedar Crest Beach.
- **Kawartha Conservation Authority** – Watershed Planning Update \$27,500 (Year Three of Three) – this project will provide the most current information related to Water Resource Systems and Watershed Planning to assist with the Region’s Municipal Conformity Review exercises. This project will also help to process Planning Act applications faster while ensuring conformity with provincial policy.
- **Kawartha Conservation Authority** - Website Design and Implementation \$7,131 (Year Three of Three) – under this project Kawartha’s Conservation Authority’s website will be updated and improved for on-line permit and planning application tracking system.
- **Kawartha Conservation Authority** – Digitization of Corporate Records \$5,347 (Year Three of Five) – this project is integral to expediting applications and improving customer service along with meeting the requirements under the Information and Privacy Act.

Special Funding Requests:

- **Trent University Durham** – as part of the 2019 Business Planning and Budgets, Regional Council approved annual funding of \$474,000 per year for three years to a maximum of \$1.42 million to Trent University Durham for the expansion of their Durham Campus. The proposed 2021 Business Plans and Budgets provides for the third and final annual payment of \$474,000 at the discretion of the Commissioner of Finance and subject to the accountability of capital costs and the achievement of key milestones outlined in the funding agreement.
- **Durham College – Whitby Campus** – as part of the 2020 Business Plans and Budgets, Regional Council approved annual funding of \$666,667 per year for three years to a maximum of \$2 million to Durham College support the capital expansion of the College’s Whitby campus. The proposed 2021 Business Plans and Budgets provides for the second annual payment of \$666,667 at the discretion of the Commissioner of Finance and subject to the accountability of capital costs and the achievement of key milestones outlined in the funding agreement.

Special Funding Requests:

- **Grandview Children's Centre** – On November 10, 2020, Grandview Children's Centre appeared as a delegation at the Finance and Administration Committee meeting to request a \$5.035 million Community Investment Grant from the Region of Durham towards the capital construction of a new 106,000 square foot Children's Treatment Centre.
- The project is proceeding as an Infrastructure Ontario Public Private Partnership (P3) Design, Build, Finance model with construction on the project expected to begin in November 2021. The construction period is estimated at 24 months with substantial completion targeted for November 2023. The information that has been disclosed publicly by Infrastructure Ontario suggests an estimated project cost of less than \$200 million.
- This funding request complies with the Durham Region Community Investment Grant Policy. Both the provincial and federal governments have made substantial financial commitments toward the project. In 2019, the provincial government committed \$31 million toward the capital construction of the new facility, while the federal government announced a \$17.5 million contribution. In addition, Grandview has set a goal of raising a combined \$500,000 from all the local area municipalities within Durham. Grandview has also launched a community fundraising campaign with a goal of raising \$20 million.
- It is recommended that funding from this project be drawn from the Durham Region Healthcare Institution Reserve Fund. As referenced below, staff will be reviewing the funding of this reserve fund and will report back to Council on this.
- **Lakeridge Health Bowmanville** – On December 8, 2020, representatives from Lakeridge Health appeared as a delegation at the Finance and Administration Committee meeting to request a \$37.5 million Community Investment Grant from the Region of Durham. The funding request represents 7.5 per cent of the estimated \$500 million total project cost for the Bowmanville Hospital redevelopment project.
- The Ministry of Health, through its Capital Cost Share Policy, is expected to fund approximately 85 per cent of the total capital costs, or approximately \$425 million of the \$500 million estimated project cost. The remaining 15 per cent, or approximately \$75 million, is to be funded through community support. The grant request of \$37.5 million would represent 50 per cent of the community requirement and is a maximum. It may be reduced based on the actual capital costs once they are available.
- According to the Infrastructure Ontario P3 Market Update – December 2020, the Request for Qualification (RFQ) is expected to be issued in the summer of 2022, with the Request for Proposal (RFP) expected to be issued in the winter of 2023. Lakeridge Health is estimating construction to begin by 2024.
- Funding for this request would be drawn from a combination of the Healthcare Institution Reserve Fund and the annual Community Investment Grant budget. This will consume the reserve fund in its entirety and fully utilize the annual Community Investment Grant budget for the next several years at the current rate of tax levy support. The funding distribution schedule will be finalized upon the execution of a detailed funding agreement between the Region and Lakeridge Health.

Special Funding Requests:

- On April 26, 2018 the Minister of Health advised Lakeridge Health that the Bowmanville Hospital redevelopment project is included in the Government's multi-year infrastructure investment plan and will advance as the Ministry considers the broader Master Plan. The March 2019 Provincial Budget confirmed the Government's commitment to redeveloping the Bowmanville Hospital. The provincial government has also provided a \$2.5 million planning grant to advance the detailed planning of the hospital expansion.
- In 2019, the Municipality of Clarington approved a \$5 million donation to the Bowmanville Hospital expansion project. The Bowmanville Hospital foundation has also launched the "We Care, We Can" campaign to help raise funds for the community funding requirement. Lakeridge Health has secured approximately 25 per cent of the community funding requirement to date.
- The request from Lakeridge Health complies with the Durham Region Community Investment

- **Broader Lakeridge Health Needs Assessment – 10 Year Master Plan**
- Also at the December 8, 2020 Finance and Administration Committee meeting, Lakeridge Health presented their 10 year master plan. The ten-year Master Plan horizon included the Bowmanville Hospital Redevelopment, developing a new greenfield hospital and redeveloping the Ajax Pickering Hospital. The order of magnitude cost of these three major projects is estimated as \$3.1 billion. Excluding the Bowmanville Hospital expansion, the ten-year plan would have an estimated cost of \$2.6 billion.
- Support for the broader ten-year plan would require a substantial investment from the Region of Durham. It is important to note that final costs have not been determined and are currently based on an order of magnitude from similar projects completed in the past. Finance staff will continue to work with Lakeridge Health on a sustainable long-term investment strategy in support of the broader Lakeridge Health Ten Year Master Plan and report back to Council.

- **Lake Scugog Enhancement Project** – The Region of Durham continues to work closely with the Township of Scugog on advancing the Lake Scugog Enhancement Project. Both the Township and the Region understand the importance of the project and its impact on the Scugog community. Although the project has not yet been successful in obtaining funding from senior government grant programs, the Region will continue working with the Township to identify alternative programs and funding strategies. It is recommended that the Region of Durham continue discussions with the Township of Scugog on potential financing options for advancing the Lake Scugog Enhancement Project.

6. 2021 Transportation Capital Program

- 6.1 To achieve balanced growth and sustainable communities, a transportation system that integrates road, traffic control, transit, and cycling infrastructure is integral.
- 6.2 The proposed 2021 Transportation Capital program is \$165.2 million, which represents an increase of \$67.7 million or 70 per cent from 2020 (\$97.5 million). The 2021 program includes \$48.0 million in 2021 transportation capital related to transit service, partially funded through the Investing in Canada Infrastructure Program Transit Stream (ICIP) which received pre-budget approval in October 2020 through Report #2020-F-19.
- 6.3 Net of the ICIP project costs, the proposed 2021 program includes \$49.9 million for network expansion projects, including funding for road construction projects that are anticipated to be ready for tendering in 2021 and preparatory work (i.e. Environmental Assessment, design, land acquisition, and utility relocations), transportation plans and studies as well as traffic control and other growth-related supporting infrastructure.
- 6.4 The 2021 program also includes \$38.7 million for road rehabilitation projects, \$12.6 million for bridge rehabilitation and replacement projects, \$2.1 million for road safety infrastructure and \$3.5 million for traffic control and other rehabilitation costs.

Transportation Capital Forecast

- 6.5 The total transportation capital expenditures over the 2022-2030 forecast period is estimated at \$1.46 billion. Based on growth needs and asset management approach, this level of investment has been identified to address the various rehabilitation and replacement needs and network expansion projects deemed necessary to accommodate current needs and future growth requirements.
- 6.6 Growth-related road expansion projects will be prioritized considering the Durham Transportation Master Plan (2017) and the 2018 Development Change By-law and Study. Meanwhile, preliminary pavement management modelling indicates that an annual investment of \$45 million throughout the forecast period will be necessary to bring the average pavement condition of the Region's road network from its current Pavement Condition Index (PCI) level of 53 to a service level target of 65. The forecast also includes significant costs related to bridge rehabilitation and replacements. Through the Region's annual Asset Management and Business Planning and Budget processes, Regional staff will continue to prioritize and refine future annual bridge needs over the forecast.

Road Infrastructure for Transit

- 6.7 Report #2020-F-19 provides the details of the Region's ICIP projects including road construction, traffic control and Environmental Assessment projects to support Bus Rapid Transit along the Highway 2 and Simcoe Street corridors. All of the Region's ICIP roadwork projects (\$204.4 million) have received Federal and Provincial approval with the exception of the Pickering median transit lanes project (\$126.3 million) which is still under review by the federal government.

Active Transportation

- 6.8 The Region acknowledges the need to advance the road infrastructure for active transportation, including cycling, as part of a sustainable transportation system. The 2021 transportation capital plan includes 2.5 km of new cycling infrastructure to be implemented as part of growth projects, including Brock Road in Pickering (Taunton Road to Alexander Knox Road), and Highway 2 from Salem Road to Galea Drive in Ajax.

Road Safety

- 6.9 Durham Vision Zero (DVZ) was endorsed by Regional Council on April 24, 2019 and officially launched on May 29, 2019. The Region continues to work collaboratively with road safety partners to achieve the long-term vision of zero deaths and injuries on Regional and local municipal roads, with a short-term goal of a minimum of 10% reduction in fatal and injury collisions. To support the Region's road safety goals, the 2021 roads capital plan includes \$2.1 million in capital expenses related to improving safety on the Regional road network, partially funded through the Region's Vision Zero Reserve Fund.

Transportation Capital Financing

- 6.10 The financing strategy for the proposed 2021 Transportation Capital Program (\$165.2 million) and 2022-2030 forecast (\$1.46 billion) is shown in Attachment #4.
- 6.11 Development charge revenues continue to be an important source of financing for growth-related infrastructure. It is noteworthy that the 2021 program is supported through a \$7.0 million draw from the Industrial Development Charges Reserve fund, partially enabled by recent receipts from the Amazon development in the Town of Ajax.
- 6.12 The Regional Roads Levy (currently \$12.6 million per year) provides a dedicated and sustainable source of annual property tax funding to leverage available development charges and cover any shortfalls in non-residential development charge revenues, for road expansion projects. Meanwhile, the Region's Road Rehabilitation Levy (\$26.1 million) provides annual dedicated property tax funding for road rehabilitation projects and the Bridge Rehabilitation Levy (\$5.5 million) is in place to accelerate the replacement and rehabilitation of structures.
- 6.13 The proposed transportation financing plan includes Federal Gas Tax funding of \$14.7 million for road rehabilitation and bridge replacement in 2021, increasing to \$17.6 million in 2022 to address forecasted transportation infrastructure needs. Future use of Federal Gas Tax funds will continue to be reviewed on an annual basis.
- 6.14 The 2021 financing strategy includes a \$1.2 million draw-down on the Road Rehabilitation Levy Reserve Fund to advance road rehabilitation and a \$2.0 million draw-down on the Bridge Rehabilitation Levy Reserve Fund to address bridge rehabilitation needs. Under the forecast financing strategy, further draws of the existing balances in the Road Rehabilitation Levy Reserve Fund and the Bridge Rehabilitation Levy Reserve Fund are projected over the forecast to address high priority asset management needs, subject to Regional Council consideration and approval through the annual business planning and budget process. The forecast period financing strategy also projects the draw-down of

existing Regional Roads Levy Reserve to assist in the funding of forecasted growth projects. This reflects a commitment to effectively and sustainably use existing reserve funds for priority purposes.

- 6.15 Despite the application of Federal Gas Tax funding towards transportation infrastructure, the forecasted use of reserves and reserve funds and projected development charge revenues, levy increases are forecasted as necessary to address capital requirements throughout the forecast period. Regional staff will continue to work towards refining capital forecasts and financing strategies with the aim of ensuring any future levy increases necessary to support transportation capital are gradual and affordable for taxpayers.

7. 2021 Durham Region Transit Capital Program

- 7.1 The proposed 2021 Durham Region Transit (DRT) capital program includes \$27.2 million in capital expenses, including \$19 million in transit capital expenses partially funded through the Investing in Canada Infrastructure Program Transit Stream (ICIP) which received pre-budget approval in October 2020 through Report #2020-F-19.
- 7.2 Net of the ICIP project costs, the proposed 2021 program includes \$6.0 million for design costs associated with a new bus storage and servicing facility, \$0.9 million for facility rehabilitation costs and \$1.3 million for other capital expenses including equipment, furniture and fixtures, technology, bus stop infrastructure and replacement of a service vehicle.

Transit Projects Supporting the Region's Climate Change Objectives

- 7.3 Throughout 2021 DRT will continue to advance key projects that support the Region's climate change objectives including finalizing procurement of DRT's first battery electric buses and hybrid electric buses, launch of the autonomous shuttle and smart infrastructure pilot in Whitby and continued implementation of solar lighting in DRT bus shelters.
- 7.4 As part of DRT's long-term infrastructure plans, DRT continues to advance work on transit priority measures and technologies that will improve service reliability and competitiveness while realizing greater fuel efficiency and reduced emissions from transit vehicles.

Durham Region Transit Capital Forecast

- 7.5 DRT capital expenditure over the 2022-2030 forecast period is forecasted to be \$378 million. This level of investment has been identified as necessary to address vehicle replacement and facility rehabilitation needs as well as the infrastructure requirements associated with service enhancement and network expansion.
- 7.6 It is estimated that DRT must replace 12 vehicles annually to maintain its fleet in good working condition at a cost of approximately \$7.9 million per year. Meanwhile, significant fleet expansion needs are also forecasted as necessary to meet the service demands of a growing population. As such, the capital forecast also includes \$142.3 million in expansion facility costs, including an estimated \$80 million in construction costs for a storage and maintenance facility planned for 2023.

ICIP Projects

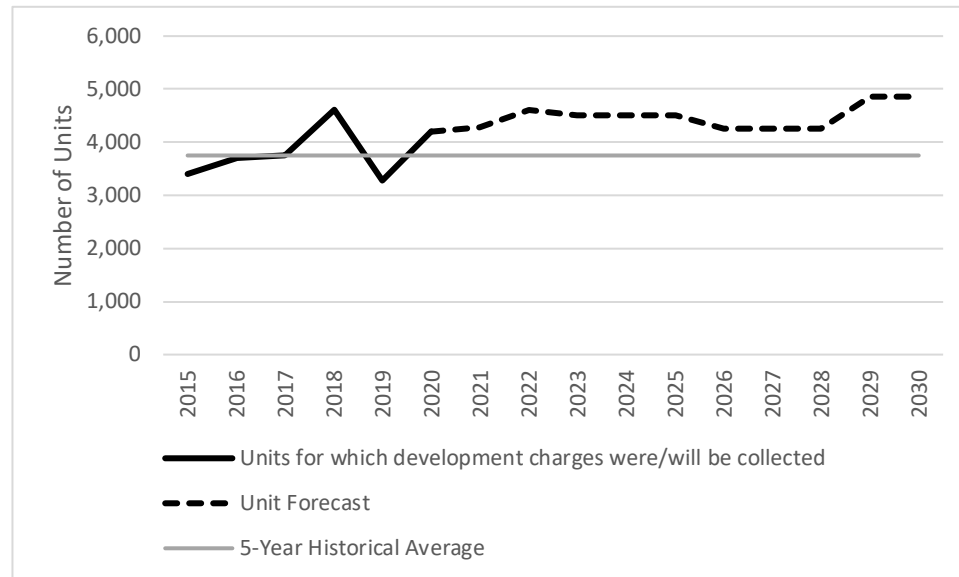
- 7.7 Report #2020-F-19 provides the details of the Region's ICIP projects including vehicle replacements, bus stop infrastructure, a fuel and fluids management system, operator protective shields and other projects that are to be implemented in 2021 and throughout the forecast period. While the 2021 DRT capital plan includes \$19 million in projects funded partially by the ICIP, a further \$25.7 million in gross ICIP capital costs are included in the DRT capital forecast. The Region's ICIP roadwork projects, related to rapid transit (\$204.4 million), can be found within the Works Department 2021 budget and capital forecast.

Durham Region Transit Capital Financing

- 7.8 Revenues from the Provincial Gas Tax program continue to be a significant source of funding for DRT capital and operating expenses. The Region's 2020-21 Provincial Gas Tax allocation amount is \$9.3 million, a \$0.3 million increase from 2019-20 (\$9.0 million). Within the DRT capital plan and forecast, Provincial Gas Tax funding, along with funding from the Region's Transit Capital Reserve Fund, is proposed to finance the Region's share of ICIP program-eligible project costs (26.67 per cent).
- 7.9 Transit development charge revenues are also an important source of financing for growth-related transit infrastructure including vehicles, facilities and bus stop infrastructure. The Region will be completing a new Transit Development Charge Background Study in 2022. As development charge revenues will not be able to fully finance forecasted expenses related to future expansion facilities, debentures will be required in the forecast years. Given the level of capital investment that is required in the forecast and available sources of financing, greater levels of general levy funding for transit capital are also forecasted as necessary in future years. Regional staff will continue to work towards refining capital forecasts and financing strategies as necessary.

8. Development Charges

- 8.1 Development charge revenues are a primary financing source for the significant growth-related projects that are included in the Region's capital forecast. The following chart shows the residential development forecast that has informed forecasted residential development charge revenues. Should the Region not experience residential growth as expected, available development charge funding for future expansion projects will be lower than forecasted.

Figure 1: Residential Units Forecast

8.2 Over the forecast, industrial and institutional development charge revenue is not anticipated to be sufficient to cover the requirements for planned growth projects and as such, the Region will be required to continue to fund industrial and institutional development charge funding shortfalls using other revenue sources (e.g., reserve fund, levy or debt financing).

8.3 Ongoing review of the capital forecast program, the timing of growth projects and the use of various financing strategies, including development charge, reserve fund, debenture and levy financing, will be conducted as part of Region's annual business planning and budget processes. Refinements to the forecast will be based on the rate of development that is realized in the Region (impacting both capital requirements and available development charge revenues) and other considerations to ensure affordable levy increases.

9. Potential Debt Financing Requirements and Considerations

9.1 The 2021 capital program requires \$58.4 million in debenture financing towards the \$81.0 million Clarington Police Complex Phase 2 project. In addition to this debenture financing, the capital forecast is projecting a further \$480.4 million required between 2022 and 2030. As outlined in the Region's Long-Term Financial Planning Framework, staff are developing a debt management strategy that will further inform future business plans and budgets.

9.2 Moody's Investors Services, in their recent review of the Region's credit fundamentals, which saw a confirmation of the Region's Triple "A" Credit Rating, indicated the Region's "debt burden will rise from 14.3% in 2019 to between 25% and 35% over the next five years, a level that remains one of the lowest relative to Canadian rated peers." (Moody's Investor Services - January 13, 2021)

10. Metrolinx/GO Transit Historical Capital Funding

10.1 Report 2007-F-33 recommended the following:

“Payments by The Region of Durham to GO Transit in 2007 relating to the Region’s share of GO Transit Growth Capital Budget be limited to the total amount of Development Charges collected by the Region in 2007 for GO Transit purposes.”

10.2 A further recommendation read:

“The amount of \$3,580,159 as contained in the recommended Provincial Download Services Cost portion of the 2007 Regional Business Plans and Budgets relating to GO Transit Capital be set aside until such time as the issues surrounding the municipal contributions, if any, by the GTA Regions/Cities (Toronto, Hamilton, Peel, York, Halton and Durham) to fund the GO Transit Growth Related Capital Budget are resolved by the Province.”

10.3 This practice has continued since that time. The Region’s solicitor has provided a confidential memo on this matter. It is recommended that the practice of only forwarding Development Charges for GO Transit purposes be continued and the approximate annual \$3.6 million tax levy being set aside be discontinued at this time. These funds will be redirected to support Transit Oriented Development and Rapid Transit initiatives as the programs ramp up.

11. Line-By-Line Savings Review

11.1 As part of the development of the proposed 2021 property tax supported Business Plans and Budgets, departments completed a line-by-line review of historical actuals to identify 2021 base budget reductions that do not impact service levels.

11.2 The following base budget savings totaling \$1.3 million (representing a reduction of approximately 0.2 per cent of the tax levy) have been identified and are reflected in the proposed 2021 property tax supported Business Plans and Budgets.

Department/Division	Line-by-Line Review Savings (000’s)
Durham Regional Police Service	\$201
Planning and Economic Development	89
Emergency 9-1-1	20
Paramedic Services	45
Social Services	192
Finance Services	496
Regional Headquarters	29
CAO’s Office	182
DRLHC	79
Total	\$1,333

12. Multi-Year Commitments: Impact on Future Budgets

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

- Staff annualization costs for the 57,044 positions proposed in the 2021 budget (\$6.8 million gross in 2022 an increase of \$2.3 million over 2021)
- Road rehabilitation needs, growth related road expansion projects and bridge and structure rehabilitation and replacement needs have been identified over the forecast period (2022 – 2029) of approximately \$1.5 billion.
- Facility expansions over the 2022 – 2029 forecast period to provide services for a growing and more diverse population and meet the current and future staffing requirements to service these demands.
- As mentioned last year a potential new regionally operated long-term care home subject to Ministry and Council approval.
- Increased operating cost pressure for long-term care homes to address the recommendations anticipated from the Commission's review stemming from COVID-19 impacts to long-term care residents.
- Potential increased resourcing to Health to address permanent implications of COVID-19 to the services provided.
- Investments to achieve Council's affordable housing targets.
- Aging social housing portfolio requiring significant capital investments.
- Continued need to address wait lists in several social service program areas including Child Care Fee Subsidy, individual, couple or family counselling services, behavior management and affordable housing.
- Future servicing of employment lands resulting from this Council initiative.
- Investment in broadband infrastructure subject to active grant submissions to the provincial ICON program and the federal Universal Broadband Fund and consideration being given to a Municipal Services Corporation.
- Implications arising from a Climate Master Plan to, among other items, reduce our GHG emissions and implement a low carbon fleet strategy.
- Outstanding assessment appeals at the Assessment Review Board (ARB) involve a total of \$14.3 billion in Region of Durham weighted assessment. Of these assessment appeals, it is estimated, under a medium risk scenario, that the Region has the potential to lose \$10.5 million in Regional taxes.

13. Risks and Uncertainties

13.1 COVID 19 – As noted in this report, there are financial risks pertaining to the level of senior government support affecting Health, Transit and Long-term Care to the greatest degree.

13.2 There are numerous risks, pressures and uncertainties that the Region faces in implementing strategic direction and in the successful delivery of its programs and services. Section 5 outlines the program specific risks and uncertainties for each of the major service areas so they will not be repeated here.

- 13.3 If the development forecast for the Region is not achieved, development charge revenues in future years will be lower than anticipated. This would result in the delay and deferral of potential network expansion projects.
- 13.4 There is uncertainty around if and when the Region's ICIP Pickering Median BRT project application will be approved by the Federal Government. News on this may be imminent.
- 13.5 Under the ICIP Transfer Payment Agreement, eligible costs must be incurred before October 31, 2027, leaving only seven construction seasons. For the Region's significant transit lane construction projects, there are risks relating to meeting this project completion deadline.
- 14. Update on the Business Planning and Budget Process Review and Modernization Project**
- 14.1 The multi-year business planning and budget process review and modernization project presents a structured opportunity to collaboratively reflect on and provide input into the Region's business processes and systems.
- 14.2 As part of the Business Planning and Budget Process Review and Modernization Project, the format of the 2021 Business Plans and Budgets document have been updated and modernized based on the following guiding principles:
- Transparent and user-focused document with information provided consistently across departments;
 - Provide a clear and immediate connection between the program and services being provided to residents and businesses and the financial and human resources required to provide these programs and services;
 - Provide financial and qualitative information that is clear, transparent, consistent and at a level of detail that enables strategic investment decision-making by Committee and Council; and
 - Provide a consolidated, comprehensive current year capital budget and nine-year capital forecast schedule that reflects enhanced long-term capital planning, asset management requirements and current growth projections.
- 14.3 To achieve the above guiding principles, the 2021 Business Plans and Budgets document continues to provide program-based business plans and budgets that include the following components and changes:
- High-level qualitative summary of each of the programs and services provided by the Department;
 - Planned activities for the current budget year which will contribute to the achievement of the Region's priorities outlined in the Region's Strategic Plan;
 - Key performance targets for 2021 to demonstrate projected outcomes for residents, businesses and stakeholders;
 - Key budgetary changes that provide a consolidated schedule of all budget changes that delineates base budget changes from strategic investment decisions;

- High-level overview by Department of underlying trends and forecasted impacts – including the COVID-19 pandemic - that will affect the way programs and services are delivered over the next five years.
- The inclusion of the following two financial schedules for each Department:
 - Summary by Account – this schedule will profile gross expenditures (including both operating and capital expenses) by object of expenditure and revenues by revenue categories including the net property tax requirement.
 - Summary by Program – this schedule will provide the total operating expense, capital expense, subsidy, other revenue and property tax financing by each program within the Department.
- The inclusion of the following three capital budget schedules:
 - 2021 Capital Budget and 2022-2030 Capital Forecast – this schedule provides a corporate level summary by department of the current year capital budget and nine-year capital forecast including proposed financing.
 - Summary of Capital – this departmental schedule provides the current year capital budget, nine-year capital forecast and proposed financing summarized by project category (e.g. building and structures, land and improvements, information technology, furniture and fixtures, machinery and equipment, and vehicles).
 - Detailed 2021 Capital Project Listing – this departmental schedule provides project specific details and financing for projects proposed in the current year capital budget.

15. Public Engagement Strategy on the 2021 Business Plans and Budgets

- 15.1 Transparency and education are key components of building successful public engagement on the Region's business plans and budgets with residents, businesses and stakeholders.
- 15.2 Building upon the success of the 2020 Business Plans and Budgets public engagement initiatives and recognizing the limitations the COVID-19 pandemic places on in-person meetings, the Region developed and deployed a series of tools and complementary engagement activities which focused on increasing opportunities for sharing information and engaging residents, businesses and stakeholders in the development of the 2021 Business Plans and Budgets.
- 15.3 Public engagement activities - focused on engaging with more residents and businesses in new and different ways to encourage their feedback - for the 2021 Business Plans and Budgets included:
- Hosting a Virtual Town Hall on Wednesday October 21, 2020 to share information about the key priorities being considered as part of the development of the 2021 Business Plans and Budgets and provide an opportunity for the public to provide input;
 - Refreshing the Region's Business Plans and Budgets online presence including an updated webpage and use of the Region's Your Voice Durham website to allow residents to ask questions and provide comments online;

- Posting an episode of the Stuff you should know about Durham Region video to educate the public on how the budget process works in a digestible, easy-to-understand way;
 - Providing ongoing social media engagement aligned with the progression of the business planning and budget process to support wider understanding of the process and seek engagement throughout the process; and
 - Providing traditional engagement initiatives consistent with prior year activities including the utilization of print media.
- 15.4 The Virtual Town Hall had over 12,000 residents participating in the event over the phone, on Rogers TV or on the Region's website. Residents were encouraged to provide – either over the phone on social media or on Your Voice Durham page – their questions, feedback and suggestions to help inform Durham Region's budget priorities for 2021. The Region received over 65 questions with representation from all local municipalities. A recording of the event is available on the Region's Your Voice Durham website.
- 15.5 These engagement activities – and the foundation they lay for future opportunities – represent a clear expansion in the scope of activities through the incorporation of digital media, a focus on informative outreach to residents that is shared in plain language and through a variety of formats that are accessible and interactive (where possible), and a commitment to continuous improvement in how the Region engages and consults with residents, businesses and stakeholders.
- 15.6 Those engagement activities which are not time-limited (i.e. a Virtual Town Hall), will remain available – and be updated periodically - throughout the year and not be limited to the time period leading up to the annual Business Plans and Budgets.
- 15.7 As part of the multi-year business planning and budget process review and modernization project, an interdepartmental team is working to evaluate standards and best practices, and to incorporate feedback and expertise to better understand when and how to use public engagement tools. This work will help inform the public engagement strategy for the 2022 Business Plans and Budgets and subsequent cycles.

16. Fees and Charges

- 16.1 Regional staff conduct annual reviews of fees and charges to ensure appropriate cost recovery, maximization of revenues to the extent possible and at a minimum, that all fees are updated to reflect changing circumstances, including inflationary pressures and legislative compliance. In light of the ongoing pandemic and economic climate there are minimal changes to the General Purpose Fees and Charges. The following highlights the changes made to General Purpose Fees and Charges in the 2021 Business Plans and Budgets.
- 16.2 Development Charges
- Development Charges are indexed annually on July 1st based on the by-laws passed by Regional Council.

16.3 Durham Region Transit

- Universal Transit Pass (U-Pass) rate increase from \$141.75 to \$144.50 per student per semester for the period September 1, 2021 to August 31, 2022.

16.4 Health Services

- Increase in fees for services provided by Health Protection for Ontario Building Code (building permits for sewerage system) and Regional activities based on Report 2019-MOH-1 recommended to Regional Council, effective April 1, 2021.

16.5 Services for Seniors

- Adjustment to Cable TV rates to \$26.49 based on amended agreements with provider, effective April 1, 2021

16.6 General Works

- Increase of 3% in site license fees for telecommunication equipment installed on Regional sites, infrastructure and facilities as per agreement, effective April 1, 2021.
- Increase of 5% in general service fees for encroachments on Regional roads, road easements, sewer, and water as per agreement, effective January 1, 2021.

16.7 Legislative Services

- Remove the fees for Council and Committee documents because they are a discontinued subscription service and have not provided hard copies of minutes/agendas/calendars since 2018 as per Report 2020-A-18.

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

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

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

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

17.3 Since the Region's 2021 Business Plans and Budgets exclude provisions for all or a portion of the expenses relating to the amortization of Tangible Capital Assets, post-employment benefits and solid waste landfill closure and post closure, this report is provided as required by the Regulation.

**ESTIMATED IMPACT OF EXCLUDED EXPENSES
ON ACCUMULATED SURPLUS
FOR THE 2021 BUSINESS PLANS AND BUDGETS (000'S)**

	<u>2020</u>		<u>2021</u>		<u>Total</u> \$
	<u>Total</u> \$	<u>Property Tax</u> \$	<u>Water</u> \$	<u>Sewer</u> \$	
<u>PSAS Additions to Budget</u>					
Tangible Capital Asset Amortization	144,484	91,775	26,171	33,740	151,686
Post-Employment Benefit Expense	13,617	13,142	391	434	13,967
Landfill Closure Costs - Increase/(Decrease) in Liability	4,701	(5,214)			(5,214)
Transfers from Reserves and Reserve Funds	127,858	93,225	5,736	10,177	109,138
Total PSAB Additions	290,660	192,928	32,298	44,351	269,577
<u>PSAS Reductions to Budget</u>					
Gross Tangible Capital Assets Acquisitions	(486,354)	(237,526)	(81,242)	(96,917)	(415,685)
Less: Tangible Capital Asset Recoveries	71,722	-	-	15,673	15,673
Net Tangible Capital Asset Acquisitions	(414,632)	(237,526)	(81,242)	(81,244)	(400,012)
Debt Principal Payments	(16,974)	(12,095)	-	(694)	(12,789)
Transfers to Reserves and Reserve Funds	(134,827)	(102,159)	(8,908)	(25,102)	(136,169)
Contributed Tangible Capital Assets	(15,333)	(869)	(7,815)	(8,297)	(16,982)
Total PSAB Reductions	(581,766)	(352,649)	(97,965)	(115,337)	(565,952)
Net Impact - (Increase) to Accumulated Surplus	(291,106)	(159,721)	(65,667)	(70,986)	(296,374)

18. Conclusion

- 18.1 The 2021 Business Plans and Budgets recommendations for property tax supported programs are lower than the overall 2.0 per cent guideline adopted by Regional Council through Finance Report # 2020-F-17 and represent a net property tax budgetary increase of 1.98 per cent or approximately \$55 for the Region-wide average residential home after assessment growth.
- 18.2 The recommended 2021 Business Plans and Budgets provide for a lean tax increase for business and residential property owners, recognizing the extreme priority around support to vulnerable sectors resulting from the devastating impact of COVID-19 and the resulting change to our business practices in a permanent way. As Council is aware, the Region of Durham provides extensive services to directly support its residents that are essential to health and well-being. In addition, the 2021 Business Plans and Budgets include continued investment in the Region's strategic priorities as noted throughout this report.

19. Attachments

- 19.1 Attachment #1: The Regional Municipality of Durham Summary of Estimated Gross and Net Budget Expenditures
- 19.2 Attachment #2: The Regional Municipality of Durham Summary of 2021 Property Tax Supported Business Plans and Budgets
- 19.3 Attachment #3: The Regional Municipality of Durham Summary of Proposed 2021 New and In-Year Approved Permanent Positions
- 19.4 Attachment #4: The Regional Municipality of Durham Summary of 2021 Property Tax Supported Capital Program and 2022 to 2023 Capital Forecast

- 19.5 Detailed 2021 Regional Business Plans and Budgets for Property Tax Purposes are available on-line through the links provided on the February 9, 2021 Finance and Administration Committee Agenda or in hard copy by contacting the Finance Department at (905) 668-7711 ext. 2302.

Respectfully submitted,

Original Signed By

Nancy Taylor, BBA, CPA, CA
Commissioner of Finance

Recommended for Presentation to Committee

Original Signed By

Elaine C. Baxter-Trahair
Chief Administrative Officer

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



	2020 Approved Budget		2021 Approved Budget		Annual Change			
	Gross Expenditures (\$,000's)	Net Tax or User Rate (\$,000's)	Gross Expenditures (\$,000's)	Net Tax or User Rate (\$,000's)	Gross Expenditures %		Net Tax or User Rate %	
PROPERTY TAX SUPPORTED								
Durham Region Police Service	241,411	214,717	322,823	223,191	81,412	33.72%	8,474	3.95%
Durham Region Transit	109,266	60,702	121,995	64,392	12,729	11.65%	3,690	6.08%
Regional Roads and Infrastructure	182,830	90,257	254,871	92,789	72,041	39.40%	2,532	2.81%
Solid Waste Management	248,403	47,736	75,837	46,429	(172,566)	(69.47%)	(1,307)	(2.74%)
Public Works	431,233	137,993	330,708	139,218	(100,525)	(23.31%)	1,225	0.89%
Public Health	60,887	19,546	62,137	22,070	1,250	2.05%	2,524	12.91%
Region of Durham Paramedic Services	55,005	30,068	58,954	32,150	3,949	7.18%	2,082	6.92%
Long-Term Care	115,731	47,678	121,663	50,254	5,932	5.13%	2,576	5.40%
Social Housing	68,675	46,477	97,076	49,483	28,401	41.36%	3,006	6.47%
Social Assistance	121,954	18,718	123,554	20,507	1,600	1.31%	1,789	9.56%
Children's Services	82,101	10,913	83,662	11,926	1,561	1.90%	1,013	9.28%
Family Services	6,757	5,294	7,048	5,593	291	4.31%	299	5.65%
Health & Social Services	511,110	178,694	554,094	191,983	42,984	8.41%	13,289	7.44%
Governance & Administration	78,763	37,723	89,896	41,272	11,133	14.13%	3,549	9.41%
Planning & Economic Development	10,464	9,449	11,399	9,745	935	8.94%	296	3.13%
Emergency 9-1-1 Telephone System	5,932	4,682	4,711	4,713	(1,221)	(20.58%)	31	0.66%
Other Regional Services	95,159	51,854	106,006	55,730	10,847	11.40%	3,876	7.47%
External Agencies	22,365	22,365	23,094	22,594	729	3.26%	229	1.02%
Other	32,014	32,016	29,466	29,466	(2,548)	(7.96%)	(2,550)	(7.96%)
External Agencies and Other	54,379	54,381	52,560	52,060	(1,819)	(3.35%)	(2,321)	(4.27%)
Property Tax Supported Total	1,442,558	698,341	1,488,186	726,574	45,628	3.16%	28,233	4.04%
					Less Assessment Base Growth (2.06%)			
					Net Property Tax Rate Impact 1.98%			
USER RATE SUPPORTED								
Water Supply	152,578	111,752	153,589	115,490	1,011	0.66%	3,738	3.34%
Sanitary Sewerage	205,465	105,962	223,741	111,335	18,276	8.89%	5,373	5.07%
User Rate Supported Total	358,043	217,714	377,330	226,825	19,287	5.39%	9,111	4.18%
All Regional Services Total	1,800,601	916,055	1,865,516	953,399	64,915	3.61%	37,344	4.08%

Totals may not add due to rounding.

The Regional Municipality of Durham
SUMMARY OF 2021 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS



2020	2021		
Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2020 %	Property Tax Impact %

SUMMARY

Page 1 of 4

A	DURHAM REGIONAL POLICE SERVICE	Page 2	214,717	223,191	8,474	3.9%	1.21%
B	DURHAM REGION TRANSIT	Page 2	60,702	64,392	3,690	6.1%	0.53%
C	CONSERVATION AUTHORITIES	Page 2	8,376	8,752	376	4.5%	0.05%
D	SOLID WASTE MANAGEMENT	Page 2	47,736	46,429	(1,307)	(2.7%)	(0.19%)
E	REGIONAL OPERATIONS AND OTHER	Page 2	362,177	378,147	15,970	4.4%	2.29%
ADJUSTMENT TO ASSESSMENT BASE							
Outstanding non-residential property tax appeals			1,457	392	(1,065)	(73.1%)	(0.15%)
2020 DEFERRAL FOR SEATON GROWTH							
			3,176	3,176	0	0.0%	0.00%
TOTAL REGIONAL PROPERTY TAX SUPPORTED BUDGETS (before growth)			698,341	724,479	26,138	3.74%	3.74%

2021 Assessment Growth (2.21% less 0.15% auto sector appeal CVA adjustment)	2.06%
2021 Deferral for Seaton Growth	(0.30%)
2021 Growth for Budgetary Purposes	(1.76%)

2021 Property Tax Budgetary Impact 1.98%

2021 Average Region-Wide Home Budgetary Increase \$55

Property Tax Budgetary Impact before auto sector appeal impact	1.83%
Average home impact before auto sector appeal impact	\$51



2020	2021		
	Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2020 %

DURHAM REGION POLICE SERVICE

1	Operations	241,410	320,790		
2	Additional Funding Request Body Worn Cameras		2,033		
3	Less: Provincial Grants	(8,104)	(8,104)		
4	Recoveries from Reserves	(9,708)	(9,164)		
5	Recoveries Other	(8,439)	(12,155)		
6	Development Charges	-	(11,300)		
7	Debenture Proceeds	-	(58,357)		
8	Other Revenues	(442)	(552)		
A Durham Region Police Service Total		214,717	223,191	8,474	3.9%
					1.21%

DURHAM REGION TRANSIT

9	Operating	93,668	94,809		
10	Capital	31,959	27,186		
11	Revenues	(64,925)	(57,603)		
B Durham Region Transit Total		60,702	64,392	3,690	6.1%
					0.53%

CONSERVATION AUTHORITIES

12	Central Lake Ontario Conservation Authority	4,303	4,600		
13	Kawartha Region Conservation Authority	844	864		
14	Ganaraska Region Conservation Authority	766	793		
15	Toronto and Region Conservation Authority	1,536	1,564		
16	Lake Simcoe Region Conservation Authority	752	756		
17	Oak Ridges Moraine Groundwater Program	175	175		
C Conservation Authorities Total		8,376	8,752	376	4.5%
					0.05%

SOLID WASTE MANAGEMENT

18	Waste Management Facilities	9,042	7,652		
19	Collection Services	20,814	20,664		
20	Disposal and Processing Services	13,758	14,319		
21	Common Service Costs	12,827	12,924		
22	Capital	163,560	600		
23	Debentures, Reserve and Other Funding for Major Capital	(163,500)	(500)		
24	Blue Box Revenues and Subsidies	(8,765)	(9,230)		
D Solid Waste Management Total		47,736	46,429	(1,307)	(2.7%)
					(0.19%)



2020 Restated Property Tax Budget (\$,000's)	2021		
	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2020 %	Property Tax Impact %

E REGIONAL OPERATIONS AND OTHER

WORKS DEPARTMENT

Regional Roads and Infrastructure					
<u>Operations and Facilities</u>					
25	Operations and Capital	35,302	38,020		
26	Facilities Management and Capital	4,632	4,444		
27	Operations and Facilities Subtotal	39,934	42,464	2,530	6.3%
<u>Roads Capital</u>					
28	Roads Capital	88,299	154,780		
29	Less: Regional Rehabilitation Reserve Fund	(27,250)	(27,250)		
30	Regional Road Reserve Fund	(9,814)	(12,600)		
31	Regional Bridge Rehabilitation Fund	(8,025)	(7,525)		
32	Development Charges	(25,761)	(54,293)		
33	Federal Gas Tax	(10,100)	(14,675)		
34	Vision Zero Reserve Fund	(1,150)	(1,300)		
35	Transit Capital Reserve Fund	-	(10,418)		
36	ICIP Grant	-	(20,019)		
37	Other Revenues	-	(500)		
38	Roads Capital Net Subtotal	6,199	6,200	1	0.0%
39	Regional Roads and Bridges Total	46,133	48,664	2,531	5.5%

ROADS AND BRIDGES

40	Regional Roads Reserve - Growth	12,549	12,549		
41	Regional Roads Rehabilitation Reserve Fund	26,050	26,050		
42	Regional Bridges Rehabilitation Reserve Fund	5,525	5,525		
43	Roads and Bridges Total	44,124	44,124	0	0.0%

PLANNING & ECONOMIC DEVELOPMENT

44	Planning	5,979	6,192		
45	Economic Development & Tourism	3,470	3,553		
46	Planning & Economic Development Total	9,449	9,745	296	3.1%

HEALTH & SOCIAL SERVICES

Public Health					
47	Health Operations	49,814	52,383		
48	Less: Provincial Investment	(30,267)	(30,313)		
49	Public Health Subtotal	19,547	22,070	2,523	12.9%
<u>Region of Durham Paramedic Services</u>					
50	Paramedic Services Operations	52,135	55,217		
51	Less: Contribution from Province & Recoveries	(23,851)	(24,850)		
52	Region of Durham Paramedic Services Subtotal	28,284	30,367	2,083	7.4%
53	Health Department Subtotal	47,831	52,437	4,606	9.6%
<u>Social Services</u>					
54	Emergency and Program Support Services	446	560		
55	Social Assistance	18,022	19,597		
56	Children's Services	10,913	11,926		
57	Family Services	5,294	5,593		
58	Housing Services	34,066	35,254		
59	Long-Term Care & Services for Seniors	47,678	50,254		
60	Social Services Department Subtotal	116,419	123,184	6,765	5.8%
61	Health & Social Services Total	164,250	175,621	11,371	6.9%



2020	2021		
	Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2020 %

FINANCE & ADMINISTRATION

62	Office of the Regional Chair	659	674			
63	Regional Council	2,585	2,644			
64	Office of the Chief Administrative Officer	6,998	8,961			
65	Corporate Services	28,856	29,888			
66	Finance Department	14,621	15,086			
67	Emergency 9-1-1 Telephone System	4,182	4,213			
68	Finance & Administration Total	57,901	61,466	3,565	6.2%	0.51%

DURHAM REGION LOCAL HOUSING CORPORATION


69	Durham Region Local Housing Corporation Total	9,895	13,083	3,188	32.2%	0.46%
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CORPORATE ITEMS

70	Personnel Related	2,363	2,167			
71	Corporate Requirements	44,758	40,862			
72	Revenue/Recovery Program	(21,673)	(22,370)			
73	Special Contributions					
74	Regional Land Acquisition Reserve Fund	567	374			
75	Trent University Durham	474	474			
76	Durham College	667	667			
77	Oak Ridges Hospice of Durham	360	-			
78	Durham Region Hospice (Clarington)	239	-			
79	Durham Region Community Investment Grant	2,670	3,269			
80	Corporate Items Total	30,425	25,443	(4,982)	(16.4%)	(0.71%)

E	Regional Operations and Other Subtotal	362,177	378,146	15,969	4.4%	2.29%
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The Regional Municipality of Durham
SUMMARY OF 2021 PROPOSED NEW AND IN-YEAR APPROVED PERMANENT POSITIONS

 Durham Budget 2021	Proposed 2021 FTEs	Proposed 2021 Impacts (\$,000's)		
		Proposed 2021 Budget Impacts	2022 Annualization	Total Ongoing Annualization
Works Department				
Solid Waste Management	0.110	8	9	17
Regional Roads and Infrastructure	8.934	480	482	962
Rapid Transit	9 ¹	1,016	189	1,205
Economic Development and Growth				
Economic Development	1	57	57	114
Health Department				
Public Health	5	339	339	678
Social Services				
Family Services	1	92	31	123
Housing Services	4 ²	349	61	410
Long-Term Care and Services for Seniors				
Fairview Lodge	2	142	73	215
Hillsdale Estates	9	443	373	816
Hillsdale Terraces	5	236	153	389
Long-Term Care Administration	2	98	98	196
Office of the CAO				
Transit Oriented Development	1 ³	199	-	199
Diversity, Equity and Inclusion	3 ⁴	469	-	469
Corporate Services				
myDurham 311	1	150	50	200
Legal Services - RTO/TOD Resource	1	163	54	217
Legal Services - Provincial Offences Act	1	53	53	106
Finance				
Finance	2	172	172	344
Finance - RTO/TOD Resource	1	61	61	122
Total Proposed 2021 New and In-Year Approved FTEs	57.044	4,527	2,255	6,782


¹ 3 new positions were approved through Report 2020-F-19

² 3 new positions were approved in-year per Section 8.1 of the Budget Management Policy


³ 1 new position was approved through Report 2020-F-19

⁴ 3 new positions were approved through Report 2020-COW-26


The Regional Municipality of Durham
SUMMARY OF 2021 PROPERTY TAX SUPPORTED CAPITAL PROGRAM AND 2022-2030 CAPITAL FORECAST

	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Capital Expenditures								
Durham Regional Police Service	13,320	85,952	5,965	5,828	9,629	36,853	137,913	196,188
Durham Region Transit	31,959	27,186	44,258	94,227	28,238	64,022	147,303	378,048
Works Department	261,333	165,828	192,927	180,410	234,981	166,901	933,795	1,709,014
Planning & Economic Development	51	70	74	76	90	45	399	684
Health Department	7,303	2,821	3,562	4,581	2,260	3,016	14,697	28,116
Social Services	2,587	17,338	1,818	13,612	86,156	1,456	35,053	138,095
Office of the Regional Chair	6	8	6	6	15	6	48	81
Office of the Chief Administrative Officer	70	86	54	73	36	53	271	487
Corporate Services	2,985	576	2,283	1,494	1,089	1,032	5,233	11,131
Finance Department	536	118	193	235	195	241	1,144	2,008
Emergency 9-1-1	1,252	-	73	-	83	180	618	954
Durham Region Local Housing Corporation	9,575	6,000	26,858	2,418	8,842	2,535	9,792	50,445
Corporate Items	-	2,826	-	-	-	-	-	-
Regional Headquarters	7,884	5,801	5,981	4,796	1,214	3,057	12,062	27,110
Property Tax Supported Capital Expenditures	338,861	314,610	284,052	307,756	372,828	279,397	1,298,328	2,542,361
Prior Approved Water and Sanitary Sewer Capital Expenditures	157,098	178,159	524,000	386,797	489,860	247,720	1,318,614	2,966,991
Total Capital Expenditures	495,959	492,769	808,052	694,553	862,688	527,117	2,616,942	5,509,352


The Regional Municipality of Durham
SUMMARY OF 2021 PROPERTY TAX SUPPORTED CAPITAL PROGRAM AND 2022-2030 CAPITAL FORECAST

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Capital Financing								
General Levy	27,029	24,760	61,796	72,240	43,769	59,486	202,435	439,727
Residential Development Charges	26,511	56,761	44,518	71,767	46,196	65,540	254,598	482,619
Commerical Development Charges	4,024	6,144	5,153	6,642	5,407	5,434	27,151	49,787
Institutional Development Charges	-	-	1,062	498	324	322	1,583	3,789
Industrial Development Charges	-	7,013	7,624	2,364	2,289	2,214	9,951	24,442
Roads Rehab Reserve Fund	27,250	27,250	32,085	28,805	31,775	31,305	137,785	261,755
Bridge Rehab Reserve Fund	8,025	7,525	5,525	5,525	9,900	5,525	27,625	54,100
Regional Roads Levy	9,814	12,600	12,284	20,993	19,348	14,806	101,061	168,492
Vision Zero Reserve Fund	1,150	1,300	725	675	650	500	-	2,550
Transit Capital Reserve Fund	-	10,525	6,599	335	9,855	720	-	17,509
Climate Mitigation and Environmental Initiative Reserve Fund	-	1,843	-	-	-	-	-	-
Innovation and Modernization Initiatives Reserve Fund	400	100	550	250	-	-	-	800
Asset Management Reserve Fund	180	-	-	-	-	-	-	-
Waste Management Reserve Fund	32,700	-	3,500	15,851	-	-	6,553	25,904
Seaton Capital Reserve Fund	-	-	5,000	5,000	3,315	12,685	-	26,000
Social Housing Reserve Fund	-	8,812	-	-	-	-	-	-
Capital Impact Stabilization Reserve Fund	2,000	-	-	-	-	-	-	-
Capital Project Reserve	17,240	14,172	575	2,340	73	1,255	3,402	7,645
Equipment Replacement Reserve	7,467	9,859	10,741	10,783	10,741	10,783	43,052	86,100
Federal Gas Tax	25,620	14,675	17,600	17,600	17,600	17,600	87,400	157,800
Provincial Gas Tax	2,030	7,436	8,996	7,260	7,348	7,348	38,371	69,323
Subsidy/Grant	12,210	44,978	44,719	11,228	72,703	1,980	80	130,710
Other Financing	3,211	500	-	2,000	800	9,100	41,000	52,900
Debentures	132,000	58,357	15,000	25,600	90,735	32,794	316,280	480,409
Property Tax Supported Capital Financing	338,861	314,610	284,052	307,756	372,828	279,397	1,298,328	2,542,361
Prior Approved Water and Sanitary Sewer Capital Financing	157,098	178,159	524,000	386,797	489,860	247,720	1,318,614	2,966,991
Total Capital Financing	495,959	492,769	808,052	694,553	862,688	527,117	2,616,942	5,509,352

Financial Details: Summary of Capital (\$,000's)


 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Durham Regional Police Service								
Capital Expenditures								
Building & Structures	8,715	81,515	1,500	1,500	4,815	31,730	109,595	149,140
Machinery & Equipment	937	944	807	808	808	806	3,956	7,185
Information Technology	1,934	1,284	1,374	1,111	1,288	1,331	7,222	12,326
Vehicles	1,612	2,088	2,162	2,287	2,596	2,864	16,532	26,441
Furniture & Fixtures	122	122	122	122	122	122	608	1,096
Capital Expenditure Subtotal	13,320	85,952	5,965	5,828	9,629	36,853	137,913	196,188
Capital Financing								
General Levy	5,120	4,952	5,965	5,828	6,314	6,623	37,564	62,294
Residential Development Charges	-	11,300	-	-	-	10,751	13,620	24,371
Climate Mitigation and Environmental Initiative Reserve Fund	-	1,343	-	-	-	-	-	-
Reserve Fund	-	-	-	-	3,315	12,685	-	16,000
Capital Project Reserve	8,200	10,000	-	-	-	-	-	-
Debentures	-	58,357	-	-	-	6,794	86,729	93,523
Capital Financing Subtotal	13,320	85,952	5,965	5,828	9,629	36,853	137,913	196,188
Total Capital Durham Regional Police Service	13,320	85,952	5,965	5,828	9,629	36,853	137,913	196,188

Financial Details: Summary of Capital (\$,000's)


 Durham Budget 2021	2020 Restated Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Durham Region Transit								
Capital Expenditures								
Building & Structures	533	9,518	23,688	84,417	16,517	25,670	80,900	231,192
Machinery & Equipment	4,905	2,543	1,225	233	530	2,513	2,603	7,104
Land & Improvements	3,750	-	-	-	-	-	-	-
Information Technology	318	583	325	250	250	250	1,250	2,325
Vehicles	22,430	14,510	19,020	9,327	10,941	35,589	62,550	137,427
Furniture & Fixtures	23	32	-	-	-	-	-	-
Capital Expenditure Subtotal	31,959	27,186	44,258	94,227	28,238	64,022	147,303	378,048
Capital Financing								
General Levy	1,339	1,386	4,752	35,209	8,052	21,448	40,512	109,974
Residential Development Charges	3,074	2,984	269	22,154	1,276	9,920	14,834	48,453
Non-Residential Development Charges	1,382	1,341	121	1,279	297	306	1,649	3,652
Transit Capital Reserve Fund	-	107	1,200	-	-	-	-	1,200
Federal Gas Tax	10,120	-	-	-	-	-	-	-
Provincial Gas Tax	2,030	7,436	8,996	7,260	7,348	7,348	38,371	69,323
ICIP Grant	9,614	13,932	13,920	2,725	2,215	-	-	18,860
Other Financing	3,200	-	-	-	800	9,000	40,000	49,800
Debentures	1,200	-	15,000	25,600	8,250	16,000	11,936	76,786
Capital Financing Subtotal	30,620	27,186	39,506	59,018	20,186	42,574	106,790	268,074
Total Capital Durham Region Transit	31,959	27,186	44,258	94,227	28,238	64,022	147,303	378,048

Note: 2020 Approved Budget has been restated to include the ICIP projects and PRESTO equipment refresh approved in-year


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Regional Roads and Infrastructure								
Capital Expenditures								
Road / Structure Construction (Growth)	29,859	43,581	54,821	69,202	52,201	65,100	357,898	599,222
Traffic Control & Other - Growth	5,660	6,200	5,370	5,130	5,155	3,925	19,820	39,400
Transportation Plans and Studies	150	150	150	150	150	500	750	1,700
ICIP Projects	-	48,000	46,000	11,595	96,070	2,700	-	156,365
Road Rehabilitation	38,665	38,660	45,000	45,000	45,000	45,000	225,000	405,000
Structure Rehabilitation / Replacement	8,535	12,610	12,610	11,965	17,910	13,270	47,075	102,830
Traffic Control & Other - Rehabilitation	3,480	3,480	3,405	3,380	3,380	3,175	16,810	30,150
Road & Traffic Safety Program (Vision Zero)	1,950	2,100	1,625	1,575	1,550	1,500	4,500	10,750
Building & Structures	192	50	815	3,333	1,350	8,933	10,071	24,502
Vehicles	7,672	9,884	11,057	10,878	10,809	10,810	43,100	86,654
Machinery & Equipment	1,016	190	575	74	40	238	198	1,125
Information Technology Infrastructure	243	240	815	251	350	273	1,390	3,079
Furniture & Fixtures	30	10	73	31	20	16	75	215
Capital Expenditure Subtotal	97,452	165,155	182,316	162,564	233,985	155,440	726,687	1,460,992


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Capital Financing								
General Levy	7,875	6,691	9,395	11,927	11,229	19,630	68,671	120,852
Residential Development Charges	23,119	42,477	44,045	47,235	44,716	44,869	223,147	404,012
Commerical Development Charges	2,642	4,803	5,032	5,363	5,110	5,128	25,502	46,135
Institutional Development Charges	-	-	1,062	498	324	322	1,583	3,789
Industrial Development Charges	-	7,013	7,624	2,364	2,289	2,214	9,951	24,442
Roads Rehab Reserve Fund	27,250	27,250	32,085	28,805	31,775	31,305	137,785	261,755
Bridge Rehab Reserve Fund	8,025	7,525	5,525	5,525	9,900	5,525	27,625	54,100
Regional Roads Levy	9,814	12,600	12,284	20,993	19,348	14,806	101,061	168,492
Vision Zero Reserve Fund	1,150	1,300	725	675	650	500	-	2,550
Transit Capital Reserve Fund	-	10,418	5,399	335	9,855	720	-	16,309
Equipment Replacement Reserve	7,467	9,859	10,741	10,741	10,741	10,741	42,962	85,926
Federal Gas Tax	10,100	14,675	17,600	17,600	17,600	17,600	87,400	157,800
Federal Grant	10	25	-	-	-	-	-	-
ICIP Grant	-	20,019	30,799	8,503	70,448	1,980	-	111,730
Recoveries From Others	-	500	-	2,000	-	100	1,000	3,100
Capital Financing Subtotal	97,452	165,155	182,316	162,564	233,985	155,440	726,687	1,460,992
Total Capital Regional Roads and Infrastructure	97,452	165,155	182,316	162,564	233,985	155,440	726,687	1,460,992


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020	2021	Forecast					Forecast
	Approved Budget	Proposed Budget	2022	2023	2024	2025	2026-2030	Total
Solid Waste Management								
Capital Expenditures								
Building & Structures	163,500	120	9,200	10,627	500	11,100	203,153	234,580
Machinery & Equipment	107	-	107	767	367	107	535	1,883
Information Technology Infrastructure	113	48	3	3	3	3	15	27
Landfill Remediation / Rehabilitation	60	500	1,000	6,448	125	250	3,400	11,223
Vehicles	100	4	-	-	-	-	-	-
Furniture & Fixtures	1	1	1	1	1	1	5	9
Studies	-	-	300	-	-	-	-	300
Capital Expenditure Subtotal	163,881	673	10,611	17,846	996	11,461	207,108	248,022
Capital Financing								
General Levy	370	173	2,111	1,995	996	1,461	555	7,118
Climate Mitigation & Environment Reserve Fund	-	500	-	-	-	-	-	-
Waste Management Reserve Fund	32,700	-	3,500	15,851	-	-	6,553	25,904
Seaton Capital Reserve Fund	-	-	5,000	-	-	-	-	5,000
Recovery from York	11	-	-	-	-	-	-	-
Debentures	130,800	-	-	-	-	10,000	200,000	210,000
Capital Financing Subtotal	163,881	673	10,611	17,846	996	11,461	207,108	248,022
Total Capital Solid Waste Management	163,881	673	10,611	17,846	996	11,461	207,108	248,022
Total Capital Works Department	261,333	165,828	192,927	180,410	234,981	166,901	933,795	1,709,014


Financial Details: Summary of Capital (\$,000's)

	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Planning								
Capital Expenditures								
Information Technology	41	44	72	60	58	43	299	532
Capital Expenditure Subtotal	41	44	72	60	58	43	299	532
Capital Financing								
General Levy	41	44	72	60	58	43	299	532
Capital Financing Subtotal	41	44	72	60	58	43	299	532
Total Capital Planning	41	44	72	60	58	43	299	532
Economic Development and Tourism								
Capital Expenditures								
Information Technology	10	26	2	16	32	2	100	152
Capital Expenditure Subtotal	10	26	2	16	32	2	100	152
Capital Financing								
General Levy	10	26	2	16	32	2	100	152
Capital Financing Subtotal	10	26	2	16	32	2	100	152
Total Capital Economic Development and Tourism	10	26	2	16	32	2	100	152
Total Capital Planning and Economic Development	51	70	74	76	90	45	399	684


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total	
			2022	2023	2024	2025	2026-2030		
Public Health									
Capital Expenditures									
Building & Structures	4,047	-	-	-	-	-	-	-	-
Machinery & Equipment	286	12	2	-	40	-	80	122	
Information Technology	453	78	90	41	21	14	24	190	
Furniture & Fixtures	250	27	36	38	8	8	-	90	
Capital Expenditure Subtotal	5,036	117	128	79	69	22	104	402	
Capital Financing									
General Levy	490	78	128	79	29	22	24	282	
Capital Impact Stabilization Reserve Fund	2,000	-	-	-	-	-	-	-	
Subsidy / Grant	2,546	39	-	-	40	-	80	120	
Capital Financing Subtotal	5,036	117	128	79	69	22	104	402	
Total Capital Public Health	5,036	117	128	79	69	22	104	402	


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Region of Durham Paramedic Services								
Capital Expenditures								
Machinery & Equipment	157	358	451	2,240	94	1,075	2,866	6,726
Land & Improvements	200	-	230	-	-	-	-	230
Information Technology	6	284	33	198	30	15	490	766
Vehicles	1,869	2,020	2,685	2,029	2,032	1,869	11,062	19,677
Furniture & Fixtures	35	42	35	35	35	35	175	315
Capital Expenditure Subtotal	2,267	2,704	3,434	4,502	2,191	2,994	14,593	27,714
Capital Financing								
General Levy	1,929	2,098	2,728	2,162	1,987	1,919	11,187	19,983
Residential Development Charges	318	-	204	-	204	-	612	1,020
Capital Project Reserve	-	172	502	2,340	-	1,075	2,794	6,711
Subsidy / Grant	20	434	-	-	-	-	-	-
Capital Financing Subtotal	338	2,704	706	2,340	204	1,075	3,406	7,731
Total Capital Region of Durham Paramedic Services	2,267	2,704	3,434	4,502	2,191	2,994	14,593	27,714
Total Capital Health Department	7,303	2,821	3,562	4,581	2,260	3,016	14,697	28,116


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Children's Services								
Capital Expenditures								
Building & Structures	34	600	-	1,250	-	-	341	1,591
Machinery & Equipment	-	-	-	-	22	-	44	66
Land & Improvements	-	-	-	-	-	-	57	57
Information Technology	49	78	98	39	44	98	264	543
Furniture & Fixtures	17	35			17		15	32
Capital Expenditure Subtotal	100	713	98	1,289	83	98	721	2,289
Capital Financing								
General Levy	100	175	98	1,289	83	98	721	2,289
Subsidy / Grant	-	538	-	-	-	-	-	-
Capital Financing Subtotal	100	713	98	1,289	83	98	721	2,289
Total Capital Children's Services	100	713	98	1,289	83	98	721	2,289
Emergency Management and Program Support Services								
Capital Expenditures								
Information Technology	10	15	5	7	7	5	33	57
Capital Expenditure Subtotal	10	15	5	7	7	5	33	57
Capital Financing								
General Levy	10	15	5	7	7	5	33	57
Capital Financing Subtotal	10	15	5	7	7	5	33	57
Total Capital Emergency Management and Program Support Services	10	15	5	7	7	5	33	57

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Family Services								
Capital Expenditures								
Building & Structures	-	-	-	1,900	-	-	-	1,900
Information Technology	77	15	25	68	22	49	229	393
Capital Expenditure Subtotal	77	15	25	1,968	22	49	229	2,293
Capital Financing								
General Levy	77	15	25	271	22	49	229	596
Residential Development Charges	-	-	-	547	-	-	-	547
Seaton Capital Reserve Fund	-	-	-	1,150	-	-	-	1,150
Capital Financing Subtotal	77	15	25	1,968	22	49	229	2,293
Total Capital Family Services	77	15	25	1,968	22	49	229	2,293
Housing Services								
Capital Expenditures								
Building & Structures	-	14,433	-	-	-	-	-	-
Information Technology	29	23	20	-	2	20	24	66
Furniture & Fixtures	5	-	-	-	-	-	-	-
Capital Expenditure Subtotal	34	14,456	20	-	2	20	24	66
Capital Financing								
General Levy	34	23	20	-	2	20	24	66
Social Housing Reserve Fund	-	8,812	-	-	-	-	-	-
Subsidy / Grant	-	5,621	-	-	-	-	-	-
Capital Financing Subtotal	34	14,456	20	-	2	20	24	66
Total Capital Housing Services	34	14,456	20	-	2	20	24	66

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Social Assistance								
Capital Expenditures								
Building & Structures	-	-	-	6,400	-	-	20,000	26,400
Information Technology	92	449	204	119	374	267	1,253	2,217
Capital Expenditure Subtotal	92	449	204	6,519	374	267	21,253	28,617
Capital Financing								
General Levy	92	449	204	838	374	267	1,253	2,936
Residential Development Charges	-	-	-	1,831	-	-	2,385	4,216
Seaton Capital Reserve Fund	-	-	-	3,850	-	-	-	3,850
Debentures	-	-	-	-	-	-	17,615	17,615
Capital Financing Subtotal	92	449	204	6,519	374	267	21,253	28,617
Total Capital Social Assistance	92	449	204	6,519	374	267	21,253	28,617

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	

Long-Term Care and Services for Seniors

Fairview Lodge Long-Term Care Home

Capital Expenditures

Building & Structures		-	50						50
Machinery & Equipment	276	180	157	189	137	259	840		1,582
Information Technology	74	49	22	35	-	65	100		222
Furniture & Fixtures	39	-	14	14	14	10	50		102
Capital Expenditure Subtotal	389	229	243	238	151	334	990		1,956

Capital Financing

General Levy	389	169	243	238	151	334	990		1,956
Subsidy / Grant	-	60	-	-	-	-	-		-
Capital Financing Subtotal	389	229	243	238	151	334	990		1,956

Total Capital Fairview Lodge Long-Term Care Home


	389	229	243	238	151	334	990		1,956
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Hillsdale Estates Long-Term Care Home


Capital Expenditures

Building & Structures	670	-	265	1,482	45	-	1,595		3,387
Land & Improvements	-	-	18	1,275	-	-	-		1,293
Machinery & Equipment	402	562	276	149	1,907	145	3,754		6,231
Information Technology	74	74	40	52	40	40	200		372
Furniture & Fixtures	11	13	38	32	10	10	50		140
Capital Expenditure Subtotal	1,157	649	637	2,990	2,002	195	5,599		11,423


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Capital Financing								
General Levy	1,157	249	637	2,990	2,002	195	5,599	11,423
Subsidy / Grant	-	400	-	-	-	-	-	-
Capital Financing Subtotal	1,157	649	637	2,990	2,002	195	5,599	11,423
Total Capital Hillsdale Estates Long-Term Care Home	1,157	649	637	2,990	2,002	195	5,599	11,423
Hillsdale Terrences Long-Term Care Home								
Capital Expenditures								
Building & Structures		-					111	111
Machinery & Equipment	231	440	252	279	612	279	878	2,300
Land & Improvements	-	-	-	-	-	-	1,300	1,300
Information Technology	66	63	39	39	53	39	1,208	1,378
Furniture & Fixtures	27	2	14	-	-	-	-	14
Capital Expenditure Subtotal	324	505	305	318	665	318	3,497	5,103
Capital Financing								
General Levy	324	145	305	318	665	318	3,497	5,103
Subsidy / Grant	-	360	-	-	-	-	-	-
Capital Financing Subtotal	324	505	305	318	665	318	3,497	5,103
Total Capital Hillsdale Terraces Long-Term Care Home	324	505	305	318	665	318	3,497	5,103


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Lakeview Manor Long-Term Care Home								
Capital Expenditures								
Building & Structures	-	-	-	32	50	-	885	967
Machinery & Equipment	218	277	219	226	290	145	1,163	2,043
Land & Improvements	-	-	-	-	-	-	520	520
Information Technology	46	20	34	10	10	10	74	138
Vehicles	135	-	-	-	-	-	-	-
Furniture & Fixtures	-	-	15	15	15	15	65	125
Capital Expenditure Subtotal	399	297	268	283	365	170	2,707	3,793
Capital Financing								
General Levy	399	124	268	283	365	170	2,707	3,793
Subsidy / Grant	-	173	-	-	-	-	-	-
Capital Financing Subtotal	399	297	268	283	365	170	2,707	3,793
Total Capital Lakeview Manor Long-Term Care Home	399	297	268	283	365	170	2,707	3,793


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Long-Term Care Administration								
Capital Expenditures								
Building & Structures	-	-	-	-	82,485	-	-	82,485
Information Technology	4	9	3	-	-	-	-	3
Furniture & Fixtures	1	1	10	-	-	-	-	10
Capital Expenditure Subtotal	5	10	13	-	82,485	-	-	82,498
Capital Financing								
General Levy	5	10	13	-	-	-	-	13
Debentures	-	-	-	-	82,485	-	-	82,485
Capital Financing Subtotal	5	10	13	-	82,485	-	-	82,498
Total Capital Long-Term Care Administration	5	10	13	-	82,485	-	-	82,498
Total Capital Social Services	2,587	17,338	1,818	13,612	86,156	1,456	35,053	138,095


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Office of the Regional Chair								
Capital Expenditures								
Information Technology	-	8	-	-	9	-	18	27
Furniture & Fixtures	6	-	6	6	6	6	30	54
Capital Expenditure Subtotal	6	8	6	6	15	6	48	81
Capital Financing								
General Levy	6	8	6	6	15	6	48	81
Capital Financing Subtotal	6	8	6	6	15	6	48	81
Total Capital Office of the Regional Chair	6	8	6	6	15	6	48	81


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Office of the Chief Administrative Officer								
Capital Expenditures								
Machinery & Equipment	10	-	-	-	-	10	10	20
Information Technology	49	80	49	73	36	43	261	462
Furniture & Fixtures	11	6	5	-	-	-	-	5
Capital Expenditure Subtotal	70	86	54	73	36	53	271	487
Capital Financing								
General Levy	70	86	54	73	36	53	271	487
Capital Financing Subtotal	70	86	54	73	36	53	271	487
Total Capital	70	86	54	73	36	53	271	487
Office of the Chief Administrative Officer								


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Human Resources								
Capital Expenditures								
Machinery & Equipment	10		25	25	10	10	90	160
Information Technology	184	48	34	57	46	26	232	395
Furniture & Fixtures		-	18					18
Capital Expenditure Subtotal	194	48	77	82	56	36	322	573
Capital Financing								
General Levy	194	48	77	82	56	36	322	573
Capital Financing Subtotal	194	48	77	82	56	36	322	573
Total Capital Human Resources	194	48	77	82	56	36	322	573
Information Technology								
Capital Expenditures								
Machinery & Equipment	-	187	300	300	300	300	1,500	2,700
Information Technology	734	110	813	711	590	600	2,840	5,554
Furniture & Fixtures	21	15	24	12				36
Capital Expenditure Subtotal	755	312	1,137	1,023	890	900	4,340	8,290
Capital Financing								
General Levy	755	312	1,137	1,023	890	900	4,340	8,290
Capital Financing Subtotal	755	312	1,137	1,023	890	900	4,340	8,290
Total Capital Information Technology	755	312	1,137	1,023	890	900	4,340	8,290


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
myDurham 311								
Capital Expenditures								
Information Technology	-	100	250	250	-	-	-	500
Furniture & Fixtures	-	-	300	-	-	-	-	300
Capital Expenditure Subtotal	-	100	550	250	-	-	-	800
Capital Financing								
General Levy	-	-	-	-	-	-	-	-
Innovation and Modernization Initiatives Reserve Fund	-	100	550	250	-	-	-	800
Capital Financing Subtotal	-	100	550	250	-	-	-	800
Total Capital myDurham 311	-	100	550	250	-	-	-	800
Legal Services								
Capital Expenditures								
Information Technology	13	11	17	10	10	14	54	105
Furniture & Fixtures		-	6					6
Capital Expenditure Subtotal	13	11	23	10	10	14	54	111
Capital Financing								
General Levy	13	11	23	10	10	14	54	111
Capital Financing Subtotal	13	11	23	10	10	14	54	111
Total Capital Legal Services	13	11	23	10	10	14	54	111


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Legal Services - Provincial Offences Act								
Capital Expenditures								
Building & Structures	1,072	-	-	-	-	-	-	-
Machinery & Equipment	-	15	-	-	-	-	15	15
Information Technology	26	16	37	49	14	26	152	278
Furniture & Fixtures	24	6	24	-	-	-	-	24
Capital Expenditure Subtotal	1,122	37	61	49	14	26	167	317
Capital Financing								
General Levy	50	37	61	49	14	26	167	317
Capital Project Reserve	1,072	-	-	-	-	-	-	-
Capital Financing Subtotal	1,122	37	61	49	14	26	167	317
Total Capital Legal Services - Provincial Offences Act	1,122	37	61	49	14	26	167	317


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Legislative Services								
Capital Expenditures								
Information Technology	673	43	350	25	58	25	225	683
Furniture & Fixtures	228	25	85	55	61	31	125	357
Capital Expenditure Subtotal	901	68	435	80	119	56	350	1,040
Capital Financing								
General Levy	501	68	435	80	119	56	350	1,040
Innovation and Modernization Initiatives Reserve Fund	400	-	-	-	-	-	-	-
Capital Financing Subtotal	901	68	435	80	119	56	350	1,040
Total Capital Legislative Services	901	68	435	80	119	56	350	1,040
Total Capital Corporate Services	2,985	576	2,283	1,494	1,089	1,032	5,233	11,131


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Finance Department								
Capital Expenditures								
Machinery & Equipment	60	-	-	-	-	-	40	40
Information Technology	410	118	193	193	195	199	1,014	1,794
Vehicles	40	-	-	42	-	42	90	174
Furniture & Fixtures	26	-	-	-	-	-	-	-
Capital Expenditure Subtotal	536	118	193	235	195	241	1,144	2,008
Capital Financing								
General Levy	356	118	193	193	195	199	1,054	1,834
Reserve Fund - Asset Management	180	-	-	-	-	-	-	-
Equipment Reserve	-	-	-	42	-	42	90	174
Capital Financing Subtotal	536	118	193	235	195	241	1,144	2,008
Total Capital Finance Department	536	118	193	235	195	241	1,144	2,008


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Emergency 9-1-1								
Capital Expenditures								
Information Technology	1,250	-	73		83	180	618	954
Machinery & Equipment	2	-						-
Capital Expenditure Subtotal	1,252	-	73	-	83	180	618	954
Capital Financing								
Capital Project Reserve	1,250	-	73		73	180	608	934
General Levy	2	-			10		10	20
Capital Financing Subtotal	1,252	-	73	-	83	180	618	954
Total Capital Emergency 9-1-1	1,252	-	73	-	83	180	618	954


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Durham Regional Local Housing Corporation								
Capital Expenditures								
Building & Structures	9,515	5,940	26,703	2,343	8,627	2,480	9,497	49,650
Furniture & Fixtures	-	-	100	20	10	-	20	150
Machinery & Equipment	-	-	-	-	150	-	-	150
Vehicles	60	60	55	55	55	55	275	495
Capital Expenditure Subtotal	9,575	6,000	26,858	2,418	8,842	2,535	9,792	50,445
Capital Financing								
Federal Gax Tax	5,400	-	-	-	-	-	-	-
General Levy	4,175	6,000	26,858	2,418	8,842	2,535	9,792	50,445
Capital Financing Subtotal	9,575	6,000	26,858	2,418	8,842	2,535	9,792	50,445
Total Capital Durham Regional Local Housing Corporation	9,575	6,000	26,858	2,418	8,842	2,535	9,792	50,445

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast				Forecast Total	
			2022	2023	2024	2025		2026-2030
Corporate Items								
Capital Expenditures								
Information Technology	-	2,826	-	-	-	-	-	-
Capital Expenditure Subtotal	-	2,826	-	-	-	-	-	-
Capital Financing								
Subsidy/Grant	-	2,826	-	-	-	-	-	-
Capital Financing Subtotal	-	2,826	-	-	-	-	-	-
Total Corporate Items	-	2,826	-	-	-	-	-	-

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Regional Headquarters								
Capital Expenditures								
Building & Structures	7,584	5,801	5,868	3,904	1,114	1,829	11,575	24,290
Machinery & Equipment	300	-	113	892	100	1,228	487	2,820
Capital Expenditure Subtotal	7,884	5,801	5,981	4,796	1,214	3,057	12,062	27,110
Capital Financing								
General Levy	1,146	1,250	5,981	4,796	1,214	3,057	12,062	27,110
Capital Project Reserve	6,718	4,000	-	-	-	-	-	-
Subsidy / Grant	20	551	-	-	-	-	-	-
Capital Financing Subtotal	7,884	5,801	5,981	4,796	1,214	3,057	12,062	27,110
Total Capital Regional Headquarters	7,884	5,801	5,981	4,796	1,214	3,057	12,062	27,110



Durham
Budget

2021

DURHAM REGIONAL POLICE SERVICE

Responsible for the delivery of policing services and community support programs to ensure the safety and security of all residents

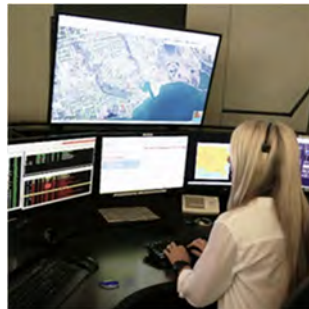
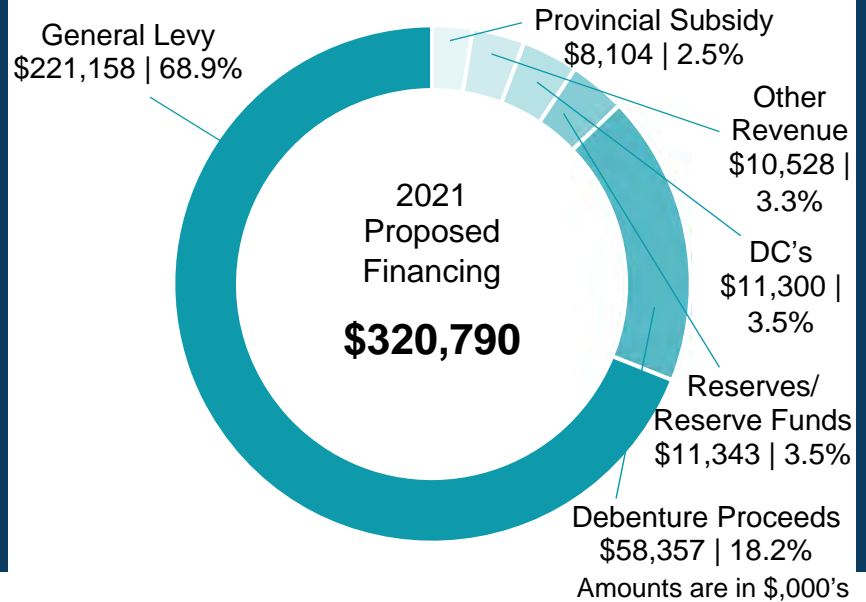
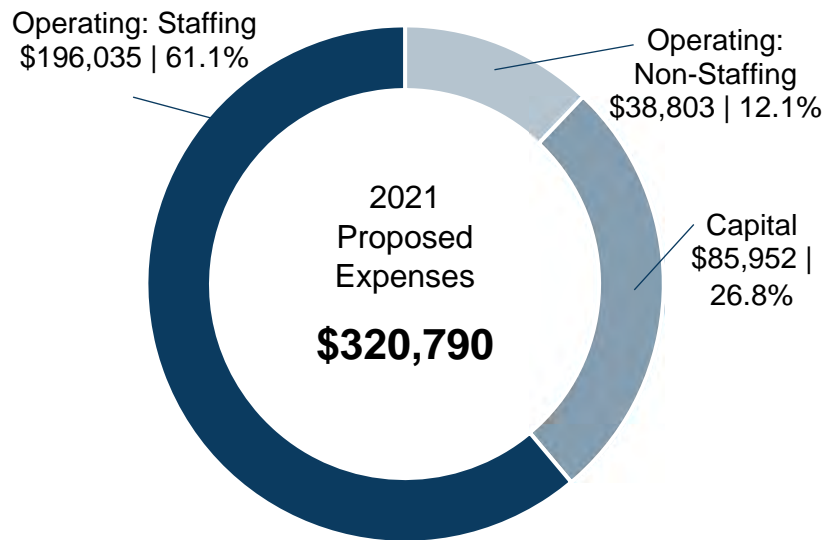


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Major Programs and Services

Patrol Operations

Emergency Response

Provide quick and effective response to emergency calls for service.

Community Safety

Promote safe communities through partnerships with community organizations and programs to support those in crisis.

Serious and Organized Crime

Crime Investigation

Investigate and solve crimes through intelligence, partnerships and data analysis.

Crime Prevention

Prevent crime and illegal activities through intelligence-led policing techniques and community education.

Patrol Support

Emergency Response

Support emergency response calls through the provision of response services for search and rescue (canine, air support, marine) and tactical supports.

Community Safety

Promote safe roadways through enforcement, educational activities and partnership programs (Vision Zero).
Provide support to victims of crime through strong community partnerships and collaborative strategies and programs.

Operational Support

Court Security

Provide security for the court staff and the public at court locations. Provide secure transport for prisoners required to appear in court.

Evidence

Provide services that ensure seized evidence and property is properly recorded and maintained to support criminal court proceedings.

911 Emergency Call Answering Centre

Support emergency calls for service through the answering of regional 911 calls and routing the calls to either Police, Fire or Ambulance.

Major Programs and Services (Continued)

NextGen Common Communications Platform

Community Safety

Single, unified regional radio communications system that supports critical communications between the police, municipal fire agencies and local municipal departments that supports emergency response for residents and businesses within the Region.

Administrative Support

Community Safety

Attract and retain a skilled workforce that reflects the diversity of the communities served. Support the physical and mental health and well-being of employees that ensures continued service delivery to the communities served. Development of strategic plans and measures that support community safety and well-being for all residents.

Community Relations

Support a culturally sensitive response to the diverse communities and populations through education, collaboration and community partnerships. Delivery of a comprehensive communications platform providing residents with information on police services and resources.

Internal Processes

Support policing services through the provision of innovative technology solutions. Continuous process review and improvement that increases accountability and supports operational excellence in the delivery of policing services to the community. Analysis of crime trends to support policing activities and education.

Business Services

Facilities Management

Provide overall lifecycle management of all Regional police facilities. Services include long term planning, acquisition and maintenance of appropriate locations to support policing and administrative services (8 owned facilities, 9 leased and shared use of Regional headquarters building).

Fleet and Quartermaster

Provide services that ensure all police vehicles are well-maintained and available for use and that staff are equipped with proper protective equipment.

Financial Planning and Audit

Ensure financial and resource accountability and quality assurance through financial and auditing activities.

Major Programs and Services (Continued)

Records Management

Centralized records management system that supports residents and businesses through the provision of police record check services and ensures that information is handled in accordance with current legislative requirements.

Executive Branch

Administration

Develop and direct the implementation of strategies that drive effective and efficient use of resources and policing activities throughout the Region.

Office of Professional Responsibility

Conduct reviews of internal discipline matters and public complaints to ensure that employees are achieving excellence through pride, respect, understanding and ethical behavior.

Police Services Board

Governance

Represent the public's interest by serving as the civilian governing body for the police service, to ensure community-based policing that is accountable, professional and sustainable. Comprised of seven civilian members, appointed by resolution of Council or appointed by Lieutenant Governor General in Council.

Headquarters Shared Cost – DRPS Portion

The allocated share of costs attributable to Durham Regional Police Service for the operation of Regional Headquarters facility.

Contribution to the Helicopter Reserve

Program to fund the proper maintenance and repair of the helicopter to ensure its continued availability for use in policing activities and support emergency response.

Debt Service

To fund debt servicing costs for current and future capital building projects.

Major Capital Projects

Consolidated capital program for the Durham Regional Police Service.

Strategic Priorities

For 2021 some of the key priorities and planned actions – in alignment with both the Regional Strategic Plan and the Durham Regional Police Service Strategic Plan - focus on:

Delivering services and programs that inspire the trust and confidence of all communities



Improve reported levels of satisfaction across the communities we serve



Increase community participation in crime prevention by providing relevant and timely crime and safety information



Identify, prioritize and strengthen partnerships to support vulnerable and marginalized members of the community



Attract a skilled workforce that reflects the diversity of the community



Enhance police visibility to instill community confidence and reduce fear of crime

Strategic Priorities (Continued)

Provide efficient and effective evidence-based policing services



Improve road safety by focusing enforcement on driving behaviors that cause the greatest harm



Prevent, investigate and solve criminal activity using intelligence, partnerships and data analysis



Prevent re-offending that causes the greatest harm



Maintain cost-effective service through innovation and continuous improvement

Foster a positive organizational culture



Support the physical and mental health and well-being of our members

Strategic Priorities (Continued)



Ensure a respectful, bias-free and inclusive workplace



Identify and resolve the barriers to effective internal communications



Improve the transparency and clarity of member evaluation and development processes


Key Targets for 2021

- Achieve 80% community satisfaction rating
- Improve Emergency Response Time to 7.5 minutes (median)
- 2,300 hours for foot & bicycle patrols
- 35% applicants from under-represented groups
- Refer 25 cases to Durham Connect
- Clear 66% increase clearance for gun-crime incidents
- 80% conviction rate for impairment driving charges
- Reduce injury/fatal collisions caused by impairment to 1%
- Achieve \$285 cost of police services per capita


Financial Details: Summary by Account (\$,000's)

	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Expenses					
Operating Expenses					
Personnel Expenses	184,298	188,230	193,146		
Personnel Related	2,777	2,724	2,889		
Communications	1,786	1,826	1,818		
Supplies	2,466	2,372	2,462		
Food	28	28	28		
Utilities	1,540	1,727	1,752		
Computer Maintenance & Operations	2,918	2,918	3,141		
Materials & Services	204	201	201		
Buildings and Grounds Operations	2,555	2,460	2,495		
Equipment Maintenance & Repairs	895	895	1,482		
Vehicle Operations	3,543	4,112	4,173		
Debt Charges	11,000	11,000	11,000		
Professional Services	4,117	2,548	2,559		
Contracted Services	1,398	1,126	1,143		
Leased Facilities Expenses	1,497	1,497	1,845		
Financial Expenses	1,962	1,962	2,060		
Major Repairs & Renovations	187	-	-		
Contribution to Reserves / Reserve Funds	250	250	350		
Headquarters Shared Costs	1,706	1,706	1,744		
Operating Expenses Subtotal	225,127	227,582	234,288	6,706	2.9%


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Internal Transfers & Recoveries					
Legal Administration Charge	231	231	235		
Police - Maple Grove SLA Charge	5	5	6		
Finance Charge	272	272	309		
Internal Transfers & Recoveries Subtotal	508	508	550	42	8.3%
Gross Operating Expenses	225,635	228,090	234,838	6,748	3.0%
Capital Expenses					
New	811	639	-		
Replacement	4,941	4,481	4,952		
Major Capital	8,200	8,200	81,000		
Capital Expenses Subtotal	13,952	13,320	85,952	72,632	62.8%
Total Expenses	239,587	241,410	320,790	79,380	32.9%
Revenues and Financing					
Operating Revenue					
Provincial Subsidy	(8,031)	(8,104)	(8,104)		
Fees & Service Charges	(2,965)	(4,801)	(4,324)		
Rents	(165)	(165)	(166)		
Sundry Revenue	(86)	-	(6)		
Auction Revenue	(277)	(277)	(380)		
Revenue from Municipalities	(852)	(852)	(842)		
Recoveries from Reserves and Reserve	(239)	(239)	(812)		
Revenue from Related Entities	(4,055)	(4,055)	(3,998)		
Operating Revenue Subtotal	(16,670)	(18,493)	(18,632)	(139)	(0.8%)


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Capital Financing					
Development Charges	-	-	(11,300)		
Recovery - Climate Mitigation and Environmental Initiative Reserve Fund	-	-	(1,343)		
Recovery - Capital Project Reserve	(8,200)	(8,200)	(10,000)		
Debenture Proceeds	-	-	(58,357)		
Capital Financing Subtotal	(8,200)	(8,200)	(81,000)	(72,800)	(887.8%)
Total Revenues and Financing	(24,870)	(26,693)	(99,632)	(72,939)	(276.4%)
Durham Regional Police Service Total	214,717	214,717	221,158	6,441	3.0%

Financial Details: Summary by Program (\$,000's)

		2020 Estimated Actuals	2020 Approved Budgets				2021 Proposed Budgets					Variance		
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Durham Regional Police Service														
1	Patrol Operations	71,909	77,972	-	(3,211)	(600)	74,161	80,744	-	(3,208)	(619)	76,917	2,756	
2	Serious & Organized Crime	38,981	40,014	247	(307)	-	39,954	41,340	247	(401)	-	41,186	1,232	
3	Patrol Support	14,372	15,071	56	(119)	(239)	14,769	16,040	56	(119)	(812)	15,165	396	
4	Operational Support	14,993	23,842	-	(4,157)	(3,972)	15,713	24,508	-	(4,066)	(3,893)	16,549	836	
5	NextGen Common Communication Platform	1,302	1,930	428	-	(1,097)	1,261	1,943	276	-	(1,020)	1,199	(62)	
6	Administrative Support	28,960	24,825	2,140	(310)	-	26,655	25,026	1,648	(310)	-	26,364	(291)	
7	Business Services	23,098	24,646	2,249	-	(4,461)	22,434	25,274	2,725	-	(4,164)	23,835	1,401	
8	Executive Branch	7,546	6,234	-	-	(20)	6,214	6,263	-	-	(20)	6,243	29	
9	Police Services Board	600	600	-	-	-	600	606	-	-	-	606	6	
10	Headquarters Shared Cost - DRPS Portion	1,706	1,706	-	-	-	1,706	1,744	-	-	-	1,744	38	
11	Contribution to The Helicopter Reserve	250	250	-	-	-	250	350	-	-	-	350	100	
12	Debt Service	11,000	11,000	-	-	-	11,000	11,000	-	-	-	11,000	-	
13	Major Capital Projects	-	-	8,200	-	(8,200)	-	-	81,000	-	(81,000)	-	-	
Durham Regional Police Service Subtotal		214,717	228,090	13,320	(8,104)	(18,589)	214,717	234,838	85,952	(8,104)	(91,528)	221,158	6,441	3.0%
Durham Regional Police Service Total		214,717	228,090	13,320	(8,104)	(18,589)	214,717	234,838	85,952	(8,104)	(91,528)	221,158	6,441	3.0%

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Durham Regional Police Service								
Capital Expenditures								
Building & Structures	8,715	81,515	1,500	1,500	4,815	31,730	109,595	149,140
Machinery & Equipment	937	944	807	808	808	806	3,956	7,185
Information Technology	1,934	1,284	1,374	1,111	1,288	1,331	7,222	12,326
Vehicles	1,612	2,088	2,162	2,287	2,596	2,864	16,532	26,441
Furniture & Fixtures	122	122	122	122	122	122	608	1,096
Capital Expenditure Subtotal	13,320	85,952	5,965	5,828	9,629	36,853	137,913	196,188
Capital Financing								
General Levy	13,320	4,952	5,965	5,828	6,314	6,623	37,564	62,294
Residential Development Charges	-	11,300	-	-	-	10,751	13,620	24,371
Reserve Fund - Climate Mitigation and Environmental Initiatives Reserve Fund	-	1,343	-	-	-	-	-	-
Reserve Fund	-	-	-	-	3,315	12,685	-	16,000
Capital Project Reserve	8,200	10,000	-	-	-	-	-	-
Debentures	-	58,357	-	-	-	6,794	86,729	93,523
Capital Financing Subtotal	21,520	85,952	5,965	5,828	9,629	36,853	137,913	196,188
Total Capital Durham Regional Police Service	13,320	85,952	5,965	5,828	9,629	36,853	137,913	196,188

Details of Budget Changes

Strategic Investments – Durham Regional Police Service	2021 Impact (\$ 000's)
Children at Risk of Exploitation (CARE) units. A new initiative that is part of a 5-Year Anti-Human Trafficking Strategy announced by the Ontario government earlier in 2020. The initiative creates collaborative teams from policing and child protection workers that work to proactively identify, investigate, locate and engage children and youth who are at high risk of, or are victims of, child sex trafficking by analyzing a range of existing data sources that capture risk indicators for sex trafficking. Funding includes payroll costs for 4 uniform positions (Secondments) and funding for required program supplies. The initiative includes year one subsidy of \$812k, covering full cost.	-
Combined Forces Specialized Enforcement Unit Secondment. Collaborative approach, working with the RCMP, to address serious and organized crime issues. The secondment is fully cost recoverable with recovery of \$143k.	-
Pandemic Supplies	105
Increased annual investment in police helicopter reserve. Reserve is used to support scheduled maintenance and repairs, based on current legislative requirements	100
Investment in complex claims management; a prior authorization program for complex drug claims, managed by an independent team of clinical professionals	38
Software licenses to support the changing nature of technology (remote work sites & investigative methods)	123
Net increase in vehicle repair and maintenance services	173
Professional services to support Forensic evidence investigation	15
Net Increase in Capital Investment	301
Reallocation of 3 Officers from Frontline Patrol to support the 24/7 Mobile Crisis Response Team program	-
Strategic Investments – Durham Regional Police Service Subtotal	855

Details of Budget Changes (Continued)

Base Adjustments – Durham Regional Police Service	2021 Impact (\$ 000's)
Economic increases	5,701
Annualizations	1,122
Inflationary adjustments	165
Changes to Fees and Charges	301
Staffing reductions – details provided in Staffing Details section	(1,066)
Line-by-Line identified savings	(201)
Realignment to actuals	41
Removal of one-time items	(477)
Base Adjustments – Durham Regional Police Service Subtotal	5,586
Net Changes Durham Region Police Service	6,441

Staffing Details

Durham Regional Police Service	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>1,231.0</u>
Position Reduction	
5 Constables supporting the School Liaison program	(5.0)
1 Professional Standards Sergeant	(1.0)
1 Executive Office Staff Sergeant	(1.0)
Total Position Reduction	<u>(7.0)</u>
Durham Regional Police Service Subtotal	1,224.0
Total Durham Region Police Service Complement	1,224.0

Looking Forward

Policing services support the community by providing services to ensure the safety and security of residents, to support victims and vulnerable persons, and through pro-active crime prevention programs.

The current year has brought some additional challenges from the pandemic, that meant increased re-allocation of resources and the same is expected for 2021.

The Service faces continuous challenges, from population growth and uncertainties relating to government funding for programs, which will need to be addressed in order to achieve our goals and commitments.

The Service plans continued investment in programs and initiatives that support community safety and crime prevention goals, as well as increased efficiency and effectiveness through the modernization of operations. Some of these include:

- Collaborative programs to support those groups most in need, such as the '24/7 Mobile Crisis Response Team' program partnering officers with health care professionals;
- Programs to address the changing nature of criminal activity, such as the human trafficking initiative 'CARE' (Children at Risk of Exploitation) focused on prevention and victim support;
- Continued identification and lobbying efforts for federal and provincial funding to support community policing initiatives;
- Proactive recruitment activities to ensure a skilled and diverse workforce; and
- Modernization of operations, seeking process efficiencies and enhanced customer services, such as increased offering of on-line services for residents.

Appendix A: Detailed 2021 Capital Projects Listing

Durham Region	Durham Budget	2021	Quantity	New / Replacement	2021 Proposed Financing							2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
					Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant					Debenture
Durham Regional Police Service																
Building and Structures																
			1		-	-	-	-	-	-	-	515	515	-	-	515
			1		-	11,343	-	-	-	11,300	-	58,357	-	-	-	81,000
Building and Structures Subtotal					-	11,343	-	-	-	11,300	-	58,357	515	-	-	81,515
Machinery and Equipment																
			12	Replacement	-	-	-	-	-	-	-	16	16	-	-	16
			5	Replacement	-	-	-	-	-	-	-	28	28	-	-	28
			5	Replacement	-	-	-	-	-	-	-	31	31	-	-	30
			3	Replacement	-	-	-	-	-	-	-	90	90	-	-	90
			5	Replacement	-	-	-	-	-	-	-	4	4	-	-	5
			2	Replacement	-	-	-	-	-	-	-	9	9	-	-	9
			10	Replacement	-	-	-	-	-	-	-	35	35	-	-	35
			16	Replacement	-	-	-	-	-	-	-	56	56	-	-	56
			5	Replacement	-	-	-	-	-	-	-	155	155	-	-	154
			22	Replacement	-	-	-	-	-	-	-	121	121	-	-	121
			170	Replacement	-	-	-	-	-	-	-	322	322	-	-	322
			70	Replacement	-	-	-	-	-	-	-	47	47	-	-	46
			50	Replacement	-	-	-	-	-	-	-	6	6	-	-	6
			20	Replacement	-	-	-	-	-	-	-	14	14	-	-	14
			5	Replacement	-	-	-	-	-	-	-	9	9	-	-	9
Machinery and Equipment Subtotal					-	-	-	-	-	-	-	944	944	-	-	944

Appendix A: Detailed 2021 Capital Projects Listing

Durham Region Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed		
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy	
Information Technology																
Forensic Laptop	2	Replacement	-	-	-	-	-	-	-	-	9	9	-	-	9	
Forensic Computer Monitor	3	Replacement	-	-	-	-	-	-	-	-	2	2	-	-	2	
Imaging Device	1	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4	
Forensic Desktop	3	Replacement	-	-	-	-	-	-	-	-	12	12	-	-	12	
Video Editing Kit	1	Replacement	-	-	-	-	-	-	-	-	7	7	-	-	7	
Desktop Computer w/Monitor	170	Replacement	-	-	-	-	-	-	-	-	191	191	-	-	191	
Laptop Computer	45	Replacement	-	-	-	-	-	-	-	-	83	83	-	-	83	
Toughbooks (Patrol Cars)	40	Replacement	-	-	-	-	-	-	-	-	140	140	-	-	140	
Network Switch	20	Replacement	-	-	-	-	-	-	-	-	88	88	-	-	88	
CCTV Camera	50	Replacement	-	-	-	-	-	-	-	-	79	79	-	-	79	
Desktop Telephone	80	Replacement	-	-	-	-	-	-	-	-	37	37	-	-	37	
Modems (in Car) MDT	30	Replacement	-	-	-	-	-	-	-	-	27	27	-	-	27	
Computer Parts	1	Replacement	-	-	-	-	-	-	-	-	50	50	-	-	50	
Telephone Voicemail	1	Replacement	-	-	-	-	-	-	-	-	100	100	-	-	100	
Fingerprint Equipment (Livescan)	1	Replacement	-	-	-	-	-	-	-	-	63	63	-	-	63	
Private Branch Exchange (PBX)	4	Replacement	-	-	-	-	-	-	-	-	160	160	-	-	160	
Firewall	-	Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	
Servers / SANS	19	Replacement	-	-	-	-	-	-	-	-	233	233	-	-	233	
Information Technology Subtotal			-	-	-	-	-	-	-	-	1,284	1,284	-	-	1,284	
Vehicles																
Marked Patrol	40	Replacement	-	-	-	-	-	-	-	-	1,780	1,780	-	-	1,780	
Unmarked Sedan	6	Replacement	-	-	-	-	-	-	-	-	199	199	-	-	199	
Unmarked Vans, Trucks, SUV's	2	Replacement	-	-	-	-	-	-	-	-	76	76	-	-	76	
Other	2	Replacement	-	-	-	-	-	-	-	-	33	33	-	-	33	
Vehicles Subtotal			-	-	-	-	-	-	-	-	2,088	2,088	-	-	2,088	
Furniture and Fixtures																
Furniture for Unplanned Breakage	1	Replacement	-	-	-	-	-	-	-	-	61	61	-	-	61	
Chair Replacement Program	1	Replacement	-	-	-	-	-	-	-	-	35	35	-	-	35	
Fitness Equipment Replacement	1	Replacement	-	-	-	-	-	-	-	-	26	26	-	-	26	
Furniture and Fixtures Subtotal			-	-	-	-	-	-	-	-	122	122	-	-	122	
Durham Regional Police Service Subtotal			-	11,343	-	-	-	-	11,300	-	58,357	4,952	85,952	-	-	85,952
Total Capital Durham Regional Police Service			-	11,343	-	-	-	-	11,300	-	58,357	4,952	85,952	-	-	85,952

Appendix B: Board Ends Policies (January 1, 2011)

The Durham Regional Police Services Board will direct, control and inspire the organization through the careful establishment of broad written policies, reflecting the values and perspectives of the citizens of Durham Region. The development of Ends policies will also include consultation with the Chief of Police. The Board's major policy focus will be on the intended long-term impacts on the citizens of Durham Region, not on the administrative or programmatic means of attaining those results.

The five Board Ends policies are outlined below.

1. Community Safety

Policy Statement

The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

Reporting

The following measures will be considered in an assessment of community safety:

- Overall crime rate

- Violent crime rate
- Property crime rate
- Crime severity index
- Clearance rate
- Weighted clearance rate
- Response time to emergency calls
- Motor vehicle collision injury and fatality rates

The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.

An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.

The Chief shall report annually on outcomes resulting from this policy.

2. Community Policing

Policy Statement

The mission, philosophy and values of the Durham Regional Police Service emphasize the importance of working in partnership with citizen's communities. Working in collaboration with community partner's fosters trust and confidence in the police.

It is the policy of the Durham Regional Police Services Board that police services in Durham Region shall be delivered in partnership with communities and citizens to proactively address and resolve community problems. These partnerships will focus on the root causes of crime, aim to reduce fear of crime, and maintain and enhance high levels of community safety.

Reporting

An assessment of community policing in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

3. Assistance to Victims of Crime

Policy Statement

The police are often the first point of contact within the criminal justice system for victims of crime, who have a wide range of needs based on their own unique circumstances. Having experienced the trauma of being victimized, all victims deserve special care and attention.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service will extend victims of crime an abundance of respect and understanding and appropriate levels of support and services.

Reporting

An assessment of assistance to victims of crime in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

4. Community Diversity

Policy Statement

An effective and responsive police service must reflect the composition of the communities it serves. The police service must further demonstrate respect and sensitivity to the pluralistic, multiracial and multicultural character of its communities in the delivery of its programs and services.

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.

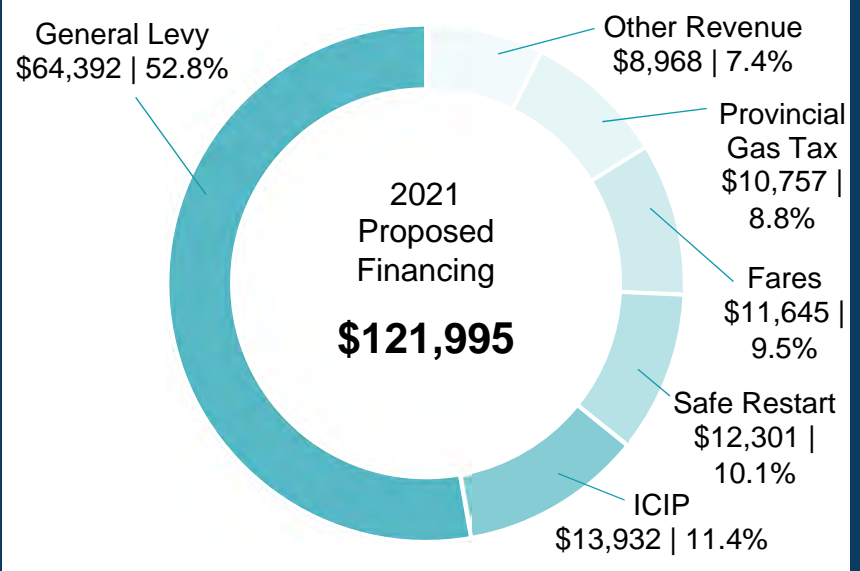
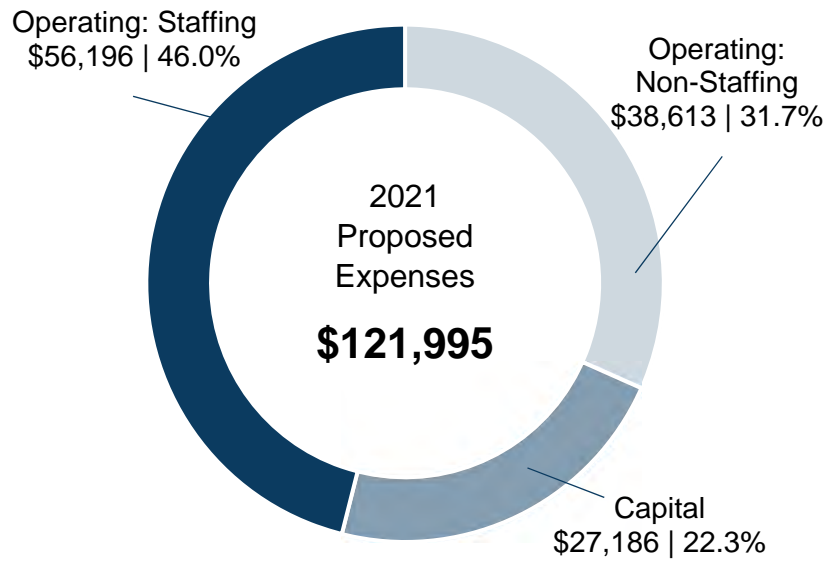
Appendix C: NextGen Partner Revenue Summary (\$,000's)

	2020		2021		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Ajax Fire	(59.3)	(59.3)	(59.0)	-	(59.0)
Town of Whitby	(105.7)	(105.7)	(104.0)	-	(104.0)
Whitby Fire	(50.7)	(50.7)	(49.2)	-	(49.2)
City of Oshawa Works	(138.4)	(138.4)	(136.2)	-	(136.2)
City of Oshawa Municipal Law Enforcement	(21.6)	(21.6)	(21.3)	-	(21.3)
Oshawa Fire	(73.5)	(73.5)	(72.3)	-	(72.3)
Municipality of Clarington	(63.6)	(63.6)	(64.4)	-	(64.4)
Clarington Fire	(79.7)	(79.7)	(78.4)	-	(78.4)
City of Pickering	(51.3)	(51.3)	(51.1)	-	(51.1)
Pickering Fire	(61.8)	(61.8)	(60.2)	-	(60.2)
Scugog Fire	(47.6)	(47.6)	(46.8)	-	(46.8)
Brock Fire	(42.0)	(42.0)	(42.6)	-	(42.6)
Uxbridge Fire	(30.3)	(30.3)	(29.8)	-	(29.8)
Durham College/Ontario Tech University	(24.7)	(24.7)	(24.3)	-	(24.3)
Pickering Auxiliary Rescue Association	(2.5)	(2.5)	(2.4)	-	(2.4)
Ontario Power Generation	(142.1)	(142.1)	(55.8)	-	(55.8)
Durham Works	(71.7)	(71.7)	(71.1)	-	(71.1)
Scugog Works	-	-	(14.6)	-	(14.6)
Durham Health	(5.6)	(5.6)	(7.3)	-	(7.3)
Durham Social Services	(6.2)	(6.2)	(6.1)	-	(6.1)
Durham Emergency Management Office	(3.1)	(3.1)	(3.0)	-	(3.0)
Region of Durham Paramedic Services	(3.7)	(3.7)	(6.7)	-	(6.7)
Durham Region Transit	(2)	(2)	(2.4)	-	(2.4)
Revenue and Recovery Subtotal	(1,087)	(1,087)	(1,009)	-	(1,009)
Revenue and Recovery Total	(1,087)	(1,087)	(1,009)	-	(1,009)



DURHAM REGION TRANSIT

As one of Ontario's largest regional transit systems, serving 8 unique area municipalities over 2,500 square kilometres, DRT delivers an integrated transit network by building innovative, connected and competitive mobility services so that Durham residents and visitors choose DRT to get where they need to go and to encourage more livable and healthy communities.



Amounts are in \$,000's



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Major Programs and Services

Durham Region Transit

Administration

Support the Regional service delivery and provincial reporting requirements of the Commission, plan and schedule fixed routes and OnDemand services, provide clerical and technical support to the various internal groups at DRT and interface with other Region of Durham Departments for corporate support services.

Operations

Manage and deliver safe, reliable, and fully accessible conventional transit fixed-route service, as well as demand-responsive transportation services where fixed-route service is unavailable.

Maintenance - Equipment

Manage and maintain DRT's vehicle fleet, equipment, tools, and maintenance contracts, so that DRT's capital assets remain in a state of good repair, provide safe and ready transportation for customers and employees, and are replaced and/or expanded as needed.

Specialized Service

Provide demand-responsive, origin-to-destination transportation services to eligible persons with disabilities using the full range of available public transportation services.

Northern Service

Manage and administer Conventional and OnDemand Services in the North Durham communities of Scugog, Uxbridge, and Brock Townships.

Facilities Management

Provide overall lifecycle management of all Regional transit facilities and infrastructure. Services include providing facility maintenance and upkeep of DRT facilities to ensure they remain in a state of good repair.

Debt Service

To fund debt servicing costs for current and future major capital projects

Headquarters Shared Cost – Durham Region Transit Portion

The allocated share of costs attributable to Durham Region Transit for the operation of Regional Headquarters facility.

Bus Rapid Transit

Durham Region Transit works closely with the Works Department and newly established Rapid Transit and Transit Oriented Development Office in the Office of the Chief Administrative Officer to advance the Region's rapid transit vision.

Major Programs and Services (Continued)

Major Capital

Consolidated capital program for Durham Region Transit.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Service Excellence



Recovering and growing ridership through targeted investments to address the effects of the COVID-19 pandemic to foster ridership confidence in DRT as a safe and competitive travel option.



Service enhancements to promote healthy transportation choices through optimizing a robust transit network leveraging fixed route service and demand responsive service



Asset replacement principles that are based on financial sustainability and optimizing the life span of major assets

Community Vitality



Continue the eligibility review process to ensure compliance with the eligibility requirements of the Accessibility for Ontarians with Disabilities Act (AODA), supporting fairness and equity for all customers using public transit specialized services

Strategic Priorities (Continued)

Environmental Sustainability



Continued investment towards innovative and alternate choices of fuel vehicles offering zero or near-zero emissions

Economic Prosperity



Continue to investigate, test and deploy new mobility models to showcase Durham as an innovative and forward looking jurisdiction (e.g. OnDemand, autonomous vehicle pilot)

Key Targets for 2021


Durham Region Transit

- Exceed 5.5 million revenue rides in 2021 - approximately 50 per cent of pre-COVID 19 ridership level
- Deliver 538,677 Annual Service Hours
- Achieve a minimum of 80% on-time departure from all stops - compared to 79% overall actual result in 2020
- Exceed 99.5% of scheduled service delivered - compared to 99.04% overall actual result in 2020
- Reduce DRT preventable collisions per 100,000 km by 10% annually starting 2021
- Maintain percentage of ridership paying fares with PRESTO above 70 per cent - compared to 46% overall actual result in 2020


Financial Details: Summary by Account (\$,000's)

	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Expenses					
Operating Expenses					
Personnel Expenses	49,785	53,712	55,476		
Personnel Related	584	723	720		
Communications	214	448	443		
Supplies	3,614	4,648	5,414		
Utilities	545	721	683		
Computer Maintenance & Operations	967	992	1,161		
Materials & Services	348	400	289		
Buildings & Grounds Operations	787	643	582		
Equipment Maintenance & Repairs	740	509	476		
Vehicle Operations	4,739	7,992	7,365		
Debt Charges	1,030	1,030	1,030		
Professional Services	370	508	707		
Contracted Services	10,478	13,559	12,274		
Leased Facilities Expenses	93	93	91		
Bad Debt Expenses	44	44	44		
Financial Expenses	2,082	2,082	2,557		
Property Taxes	459	385	389		
Minor Assets & Equipment	75	66	25		
Major Repairs & Renovations	1,698	2,034	2,010		
Headquarters Shared Costs	73	73	74		
Operating Expenses Subtotal	78,725	90,662	91,810	1,148	1.3%

Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance		
				\$	%	
Internal Transfers & Recoveries						
Communications Charge	412	412	336			
Corporate IT Charge	236	236	241			
Legislative Services Charge	47	47	49			
Legal Services Charge	85	85	85			
Corporate HR Charge	390	390	404			
Planning Charge	265	265	275			
Family Services Charge	20	20	20			
Finance Charge	1,791	1,791	1,829			
Works-Facilities Management Charge	91	110	110			
Recovery for ODSP Discount Pass	(350)	(350)	(350)			
Internal Transfers & Recoveries Subtotal	2,987	3,006	2,999	(7)	(0.2%)	
Gross Operating Expenses	81,712	93,668	94,809	1,141	1.2%	
Capital Expenses						
New	111	111	151			
Replacement	196	196	51			
Major Capital	31,652	31,652	26,984			
Capital Expenses Subtotal	31,959	31,959	27,186	(4,773)	(14.9%)	
Total Expenses	113,671	125,627	121,995	(3,632)	(2.9%)	


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Revenues and Financing					
Operating Revenue					
Safe Restart Funding	(4,341)	-	(12,301)		
Fares	(9,607)	(22,472)	(11,645)		
U-Pass	(3,355)	(6,778)	(3,219)		
Advertising	(1,290)	(1,290)	(865)		
Other	(26)	(32)	(32)		
Recovery from Reserves/Reserve Funds	(420)	(420)	(420)		
Provincial Gas Tax	(3,313)	(3,313)	(3,321)		
Operating Revenue Subtotal	(22,352)	(34,305)	(31,803)	2,502	7.3%
Capital Financing					
Federal Grant - Capital	(20)	(20)	-		
Grant - Capital	(9,614)	(9,614)	(13,932)		
Transit - Residential DC	(3,074)	(3,074)	(2,984)		
Transit - Non-Residential DC	(1,382)	(1,382)	(1,341)		
Provincial Gas Tax	(2,030)	(2,030)	(7,436)		
Transit Capital Reserve Fund	-	-	(107)		
Federal Gas Tax	(10,100)	(10,100)			
Other	(3,200)	(3,200)	-		
Debenture	(1,200)	(1,200)	-		
Capital Financing Subtotal	(30,620)	(30,620)	(25,800)	4,820	-15.7%
Total Revenues and Financing	(52,972)	(64,925)	(57,603)	7,322	-11.3%
Durham Region Transit Total	60,698	60,702	64,392	3,690	6.1%

Financial Details: Summary by Program (\$,000's)

	2020 Estimated Actuals	2020 Approved Budget					2021 Proposed Budget					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Durham Region Transit													
1 Administration	7,923	13,882	97	-	(5,036)	8,943	15,421	165	(1,226)	(4,619)	9,741	798	
2 Operations	23,462	44,510	-	-	(29,060)	15,450	43,197	-	(9,791)	(14,685)	18,721	3,271	
3 Maintenance - Equipment	17,863	22,696	210	-	(13)	22,893	23,919	37	(1,203)	(13)	22,740	(153)	
4 Specialized Service	5,220	6,744	-	-	(93)	6,651	6,654	-	-	(93)	6,561	(90)	
5 Northern Service	1,186	2,070	-	-	(103)	1,967	2,082	-	(35)	(92)	1,955	(12)	
6 Facilities Management	2,747	2,497	-	-	-	2,497	2,432	-	(46)	-	2,386	(111)	
7 Debt Service	1,030	1,030	-	-	-	1,030	1,030	-	-	-	1,030	-	
8 Headquarters Shared Cost - Durham Region Transit Portion	73	73	-	-	-	73	74	-	-	-	74	1	
9 Bus Rapid Transit	162	166	-	-	-	166	-	-	-	-	-	(166)	
10 Major Capital	1,032	-	31,652	(20)	(30,600)	1,032	-	26,984	(13,932)	(11,868)	1,184	152	
Durham Region Transit Subtotal	60,698	93,668	31,959	(20)	(64,905)	60,702	94,809	27,186	(26,233)	(31,370)	64,392	3,690	6.1%
Durham Region Transit Total	60,698	93,668	31,959	(20)	(64,905)	60,702	94,809	27,186	(26,233)	(31,370)	64,392	3,690	6.1%

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Restated Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Durham Region Transit								
Capital Expenditures								
Building & Structures	533	9,518	23,688	84,417	16,517	25,670	80,900	231,192
Machinery & Equipment	4,905	2,543	1,225	233	530	2,513	2,603	7,104
Land & Improvements	3,750	-	-	-	-	-	-	-
Information Technology	318	583	325	250	250	250	1,250	2,325
Vehicles	22,430	14,510	19,020	9,327	10,941	35,589	62,550	137,427
Furniture & Fixtures	23	32	-	-	-	-	-	-
Capital Expenditure Subtotal	31,959	27,186	44,258	94,227	28,238	64,022	147,303	378,048
Capital Financing								
Provincial Gas Tax	2,030	7,436	8,996	7,260	7,348	7,348	38,371	69,323
Non-Residential DC	1,382	1,341	121	1,279	297	306	1,649	3,652
Residential DC	3,074	2,984	269	22,154	1,276	9,920	14,834	48,453
ICIP Grant	9,614	13,932	13,920	2,725	2,215	-	-	18,860
Debentures	1,200	-	15,000	25,600	8,250	16,000	11,936	76,786
General Levy	1,339	1,386	4,752	35,209	8,052	21,448	40,512	109,974
Federal Gas Tax	10,120	-	-	-	-	-	-	-
Transit Capital Reserve Fund	-	107	1,200	-	-	-	-	1,200
Other Financing	3,200	-	-	-	800	9,000	40,000	49,800
Capital Financing Subtotal	31,959	27,186	44,258	94,227	28,238	64,022	147,303	378,048
Total Capital Durham Region Transit	31,959	27,186	44,258	94,227	28,238	64,022	147,303	378,048

Note: 2020 Approved Budget has been restated to include the ICIP projects and PRESTO equipment refresh approved in-year

Details of Budget Changes

Strategic Investments – Durham Region Transit	2021 Impact (\$ 000's)
Transfer of 2.0 FTE's to Transit Oriented Development in the CAO's Office	(200)
New response software that will more efficiently manage bookings for OnDemand service – making it more convenient for riders to book trips and improving data tracking	200
Develop the DRT Technology Roadmap Plan - to identify opportunities to better synchronize existing DRT technology while planning for future technology requirements (\$60k). This one-time expense is proposed to be funded by provincial gas tax	-
Develop DRT Marketing and Communications Strategic Plan to support marketing and communications functions to optimize resources and increase ridership (\$60k). This one-time expense is proposed to be funded by provincial gas tax	-
Develop the new DRT Multi Year Strategic Plan to continue to deliver high quality public transit and meet new demands and challenges in light of changing demographics and growing populations (\$120k). This one-time expense is proposed to be funded by provincial gas tax	-
COVID-19 related impacts:	
Fare projected revenue loss	11,332
U-Pass projected revenue loss	3,692
Advertising projected revenue loss	425
Janitorial increases related to increased sanitation measures and pandemic & cleaning activities	2,049
Provincial 'Safe Restart' funding	(12,301)
Service Plan adjustments reflecting Phase A of DRT's service recovery plan (-\$5,197k) and additional service to the new Amazon facility in Ajax and seasonal weekend service to the Toronto Zoo (\$1,980k)	(3,217)
Reduction of cost related to Bus Rapid Transit responsibility shifting to Transit Oriented Development in the CAO's Office and Rapid Transit Office in Works	(171)
Strategic Investments – Durham Region Transit Subtotal	1,809

Details of Budget Changes (Continued)

Base Adjustments – Durham Region Transit	2021 Impact (\$ 000's)
Economic increases	1,165
Annualization of 5.0 FTE's approved in the 2020 budget (excluding FTE increases from the 2020 Service Plan)	366
Annualization of the 2020 Service Plan including 7.0 FTE's included in the 2020 Service Plan	472
Removal of one-time 2020 items	(122)
Base Adjustments – Durham Region Transit Subtotal	1,881
Net Changes Durham Region Transit	3,690

Staffing Details

Durham Region Transit	Full Time Equivalents (FTE's)
2020 Approved Complement Restated	<u>440.0</u>
Position Transfer	
Transfer of Conventional Operator positions to the Transit Oriented Development Office and reclassified as a Transit Planner	(2.0)
Total Position Transfers	<u>(2.0)</u>
Durham Region Transit Subtotal	438.0
Total Complement Durham Region Transit	438.0

Looking Forward

Durham Region Transit – in the delivery of its commitment to provide safe, accessible and reliable transit for healthy lifestyles – along with the broader transit and transportation industry continues to experience significant impacts to ridership and revenues as a result of the COVID-19 pandemic including:

- Transit ridership levels are not expected to return to pre-pandemic levels until late 2022 at the earliest - although this recovery will be, in part, influenced by the overall health of the economy;
- Provincial funding from the Safe Restart program (for COVID-19 related impacts) is committed until March 31, 2021. DRT continues to advocate for the opportunity to leverage available funding beyond March 31, 2021 as the financial impact of COVID-19 on transit systems is projected to continue well into 2022; and
- Uncertainty beyond 2021 on the level of provincial gas tax funding.

In addition DRT is committed to: shifting transit fleets to zero and lower emission alternatives over the next decade in support of climate change objectives; and increasing PRESTO adoption rates (including achieving 70 per cent adoption following the completion of device replacements in 2020 and 80 per cent adoption within twelve months of the implementation of open payment - expected in 2021).

In the face of these challenges DRT will continue to advance the Transit Ridership Recovery Framework presented to the Transit Executive Committee in 2020 in order to restore the confidence of passengers in the safety of riding DRT and to enhance the reliability of transit in meeting customer needs by:

- Working with transit industry partners and organizations to advocate for continued COVID-19 transit funding to support recovery efforts and minimize the impacts of revenue uncertainty on service delivery. It is critically important that DRT is well positioned to quickly demonstrate a safe, reliable and competitive travel option as ridership returns before potential customers consider other transportation services;
- Further, advancing forward-looking infrastructure and service innovation initiatives leveraging investments from federal and provincial governments to stimulate economic recovery and ensure it is well positioned to enable ridership growth. This includes advancing the Highway 2 Bus Rapid Transit infrastructure, initiating review of higher order transit solutions for Simcoe Street in Oshawa, preparing for the Lakeshore East GO train extension, advancing development of DRT's third facility in North Oshawa, and initiating transition of DRT's fleet to zero emission vehicles; and
- Collaborating with other 905 transit agencies to advance and improve the adoption of contactless electronic fare payment options through PRESTO that support DRT's adoption rate, including advancing service and fare integration, leveraging new PRESTO functionality to better meet customer needs, and working to implement a digital PRESTO U-Pass solution

Appendix A: Detailed 2021 Capital Projects Listing

Durham Region Transit	Quantity	New / Replacement	2021 Proposed Financing							2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed
			Provincial Gas Tax	Transit Capital Reserve	Non-Residential DCs	Residential DCs	ICIP Grant	Debenture	General Levy				
Building and Structures													
New Indoor Bus Storage/Service Facility	1	New	1,549	-	1,265	2,815	-	-	371	6,000	-	117,300	123,300
Bus Stop Infrastructure	1	New	-	-	76	169	-	-	115	360	-	-	360
Harmony Terminal New Location	1	New	-	-	-	-	-	-	200	200	-	15,000	15,200
Railing installation on roof skylights	1	New	-	-	-	-	-	-	28	28	-	-	28
Replacement of Bus Wash - Westney	1	Replacement	830	-	-	-	-	-	-	830	-	-	830
Replacement of Flooring in lunchroom and hallways	1	Replacement	20	-	-	-	-	-	-	20	-	-	20
Replacement of Monorail System #3	1	Replacement	11	-	-	-	-	-	-	11	-	-	11
Bus Stop Infrastructure (ICIP)	1	New	312	-	-	-	857	-	-	1,169	-	-	1,169
Bus Stop Infrastructure (Simcoe St ICIP)	1	New	-	107	-	-	293	-	-	400	-	-	400
Raleigh Administrative Building Re-Build (ICIP)	1	Replacement	133	-	-	-	367	-	-	500	-	4,500	5,000
Building and Structures Subtotal			2,855	107	1,341	2,984	1,517	-	714	9,518	-	136,800	146,318
Machinery and Equipment													
WiFi Units for Supervisor Vehicles	5	New	-	-	-	-	-	-	20	20	-	-	20
Pallet mover	2	New	-	-	-	-	-	-	1	1	-	-	1
Raleigh PA System Fire Alarm Upgrade	1	New	-	-	-	-	-	-	23	23	-	-	23
Raleigh Hoist Upgrade for SS Buses	1	New	-	-	-	-	-	-	13	13	-	-	13
Replacement of five AED Units	5	Replacement	11	-	-	-	-	-	-	11	-	-	11
Destination Sign Upgrades (ICIP)	1	New	200	-	-	-	550	-	-	750	-	-	750
Advanced Fuel and Fluid Mgmt System (ICIP)	1	New	133	-	-	-	367	-	-	500	-	-	500
Operator Protective Shields (ICIP)	1	New	327	-	-	-	898	-	-	1,225	-	-	1,225
Machinery and Equipment Subtotal			671	-	-	-	1,815	-	57	2,543	-	-	2,543

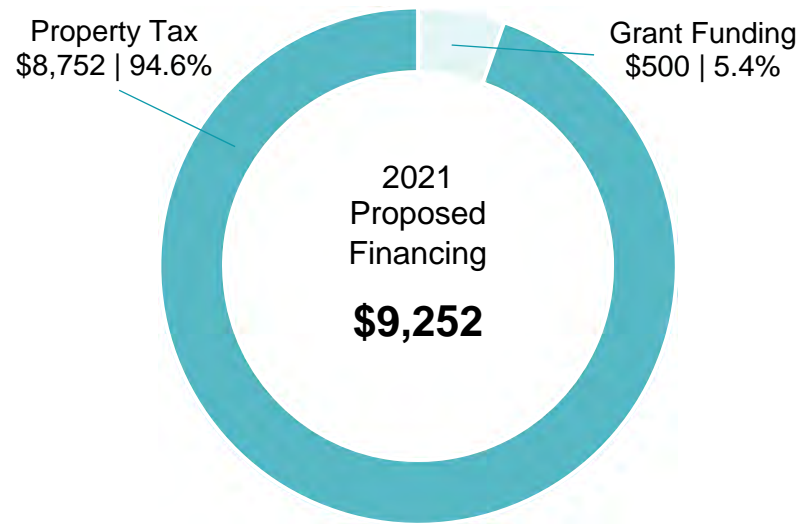
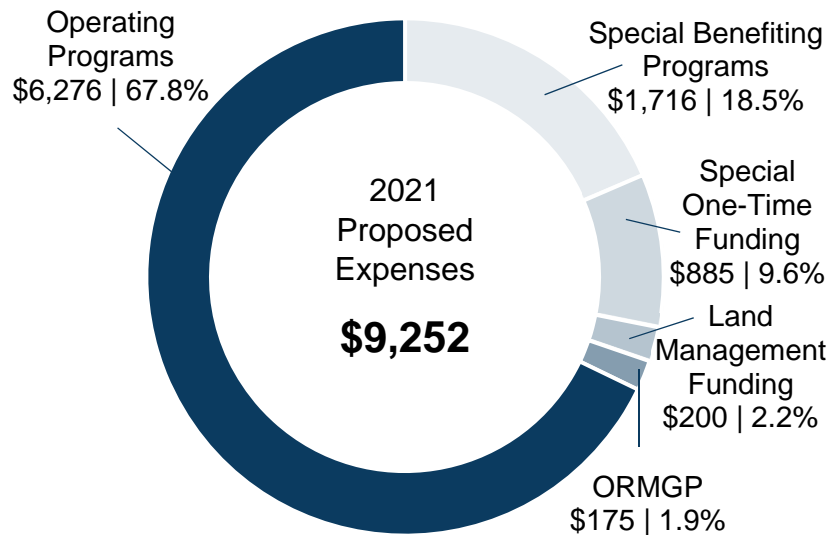
Appendix A: Detailed 2021 Capital Projects Listing

Durham Region Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing							2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed
			Provincial Gas Tax	Transit Capital Reserve	Non-Residential DCs	Residential DCs	ICIP Grant	Debenture	General Levy				
Information Technology													
Desktop Computers	2	Replacement	-	-	-	-	-	-	2	2	-	-	2
Laptop Computers	12	Replacement	-	-	-	-	-	-	25	25	-	-	25
Lightweight Laptops	1	Replacement	-	-	-	-	-	-	3	3	-	-	3
Laptop Computers for INIT	3	Replacement	-	-	-	-	-	-	13	13	-	-	13
Power Laptops	1	Replacement	-	-	-	-	-	-	4	4	-	-	4
Spare monitors for Specialized Service	4	New	-	-	-	-	-	-	1	1	-	-	1
Monitors for INIT and Service Line PC	13	New	-	-	-	-	-	-	3	3	-	-	3
Toughbooks	3	New	-	-	-	-	-	-	10	10	-	-	10
Laptop for Safety Coordinator	1	New	-	-	-	-	-	-	2	2	-	-	2
Tablets for Maintenance	6	New	-	-	-	-	-	-	20	20	-	-	20
Laptops for Operations Supervisors	14	New	-	-	-	-	-	-	30	30	-	-	30
Transit technology/innovations	1	New	-	-	-	-	-	-	200	200	-	-	200
Smart Technology	1	New	-	-	-	-	-	-	270	270	-	-	270
Information Technology Subtotal			-	-	-	-	-	-	583	583	-	-	583
Vehicles													
Service Vehicle Replacement	1	Replacement	55	-	-	-	-	-	-	55	-	-	55
Buses - BRT (ICIP)	5	Replacement	1,003	-	-	-	-	2,759	-	3,762	-	-	3,762
Buses - Conventional Hybrid (ICIP)	11	Replacement	2,640	-	-	-	-	7,260	-	9,900	-	-	9,900
OnDemand/Specialized Mini Bus Replace (ICIP)	4	Replacement	212	-	-	-	-	581	-	793	-	-	793
Vehicles Subtotal			3,910	-	-	-	-	10,600	-	14,510	-	-	14,510
Furniture and Fixtures													
Chairs (TP & I)	2	Replacement	-	-	-	-	-	-	1	1	-	-	1
Chairs (Westney)	3	Replacement	-	-	-	-	-	-	1	1	-	-	1
Chairs (Raleigh)	3	Replacement	-	-	-	-	-	-	1	1	-	-	1
Workstation for Safety Coordinator	1	New	-	-	-	-	-	-	5	5	-	-	5
Workstations for Operator Terminals	4	New	-	-	-	-	-	-	8	8	-	-	8
Explosion proof cabinets	2	New	-	-	-	-	-	-	3	3	-	-	3
Storage cabinets	3	New	-	-	-	-	-	-	3	3	-	-	3
Sit/Stand Desks for Operations Managers	4	New	-	-	-	-	-	-	10	10	-	-	10
Furniture and Fixtures Subtotal			-	-	-	-	-	-	32	32	-	-	32
Durham Region Transit Subtotal			7,436	107	1,341	2,984	13,932	-	1,386	27,186	-	136,800	163,986
Total Capital Durham Region Transit			7,436	107	1,341	2,984	13,932	-	1,386	27,186	-	136,800	163,986



CONSERVATION AUTHORITIES

Further the conservation, restoration, development and management of natural resources in watersheds in Durham



Amounts are in \$,000's



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Major Programs and Services

**Financial Details: Summary by Account
Summary by Program**

Details of Budget Changes

Looking Forward

Appendix A: Conservation Authority Map

Appendix B: Conservation Authorities' Submission

Major Programs and Services

Conservation Authorities

Community-based watershed management agencies, whose mandate is to undertake watershed-based programs to protect people and property from flooding, and other natural hazards, and to conserve natural resources for economic, social and environmental benefits.

Central Lake Ontario Conservation Authority (CLOCA)

Inclusive of the municipal boundaries of Ajax and Pickering to Clarington, and north, from Lake Ontario to the crest of the Oak Ridges Moraine.

Kawartha Region Conservation Authority (KRCA)

Inclusive of Lake Scugog in the southwest and Pigeon Lake in the east, to Balsam Lake in the northwest and Crystal Lake in the northeast.

Ganaraska Region Conservation Authority (GRCA)

Inclusive of Wilmot Creek in Clarington to east of Cobourg from the south shore of Rice Lake down to Lake Ontario.

Toronto and Region Conservation Authority (TRCA)

Inclusive of several Lake Ontario waterfront shorelines including Carruthers Creek, Don River, Duffins Creek, Etobicoke Creek, Highland Creek, Humber River, Mimico Creek, Petticoat Creek and Rouge River.

Lake Simcoe Region Conservation Authority (LSRCA)

Inclusive of the East Holland River and the entire Lake Simcoe watershed with the exception of the City of Orillia and the Upper Talbot River subwatershed.

Oak Ridges Moraine Groundwater Program (ORMGP)

Collecting, analyzing and disseminating water resource data to provide a basis for effective and consistent management of water resources across municipal and watershed boundaries. Previously known as the York-Peel-Durham-Toronto coalition and the Conservation Authorities Moraine Coalition (YPDT-CAMC) Groundwater Management Program.

Financial Details: Summary by Account (\$,000's)



**Durham
Budget**

2021

2020 Estimated Actuals

2020 Approved Budget

2021 Proposed Budget

Variance

\$

%

Expenses

Operating Programs

Operating Programs

6,116

6,116

6,276

Operating Programs Subtotal

6,116

6,116

6,276

160

2.6%

Special Benefiting Program

Watershed Planning

342

342

346

Groundwater Management

35

35

37

Natural Hazard Mapping

72

72

72

Flood Forecasting/Warning

66

66

66

Watershed Monitoring

288

288

290

Natural Heritage Mapping

173

173

175

Aquatic Resources/Fisheries

85

85

86

Conservation Area Management Plans

28

28

28

Watershed Specific Projects

562

562

574

Administrative Office Building

42

42

42

Special Benefiting Program Subtotal

1,693

1,693

1,716

23

1.3%

Special One-Time Program

CLOCA - Purple Woods Conservation
Authority Improvements

-

-

25

CLOCA - Restoration Program (year 3 of
5)

150

150

150

CLOCA - Lynde Shores Conservation
Area Main Entrance

-

-

80

CLOCA - Main Office HVAC (year 1 of 3)

-

-

40


CLOCA - NDMP: Lake Ontario Shoreline
Damage Centers Risk Assessment

-


-

30

Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
CLOCA - NDMP: Flood Forecasting and Warning Improvements	-	-	20		
KRCA - Watershed Planning Update - Water Resources	30	30	28		
KRCA - Website Design and Implementation	7	7	7		
KRCA - Digitization of Corporate Records	5	5	5		
TRCA - Wetland Restoration Project	-	-	500		
Special One-Time Program Subtotal	192	192	885	693	360.9%
Land Management Funding					
Land Management Funding	200	200	200		
Land Management Funding Subtotal	200	200	200	-	0.0%
Oak Ridges Moraine Groundwater Program					
Oak Ridges Moraine Groundwater Program	175	175	175		
Oak Ridges Moraine Groundwater Program Subtotal	175	175	175	-	0.0%
Provincial One-Time Funding					
Grant Funding	-	-	(500)		
Capital Expenses Subtotal	-	-	(500)	(500)	-100.0%
Total Expenses	8,376	8,376	8,752	376	4.5%
Conservation Authorities Total	8,376	8,376	8,752	376	4.5%

Financial Details: Summary by Program (\$,000's)

	2020 Projected Actuals	2020 Approved Budgets					Approved Budget	2021 Proposed Budgets					Variance	
		Operating	Special Benefits	One-Time Requests	Land Mgmt	Provincial One-Time		Operating	Special Benefits	Special One-Time	Land Mgmt	Provincial One-Time	Proposed Budget	\$
Conservation Authorities														
1 Central Lake Ontario Conservation Authority	4,303	4,068	-	150	85	-	4,303	4,170	-	345	85	-	4,600	297
2 Kawartha Region Conservation Authority ¹	844	642	145	42	15	-	844	662	147	40	15	-	864	20
3 Ganaraska Region Conservation Authority ²	766	494	235	-	37	-	766	517	239	-	37	-	793	27
4 Toronto Region Conservation Authority	1,536	657	838	-	41	-	1,536	673	850	500	41	(500)	1,564	28
5 Lake Simcoe Region Conservation Authority ³	752	255	475	-	22	-	752	254	480	-	22	-	756	4
Conservation Authority Subtotal	8,201	6,116	1,693	192	200	-	8,201	6,276	1,716	885	200	(500)	8,577	
6 Oak Ridges Moraine Groundwater Program	175	175					175	175		-	-	-	175	
Conservation Authorities Subtotal	8,376	6,291	1,693	192	200	-	8,376	6,451	1,716	885	200	(500)	8,752	376 4.5%
Conservation Authorities Total	8,376	6,291	1,693	192	200	-	8,376	6,451	1,716	885	200	(500)	8,752	376 4.5%

¹ KRCA includes CVA adjustment of \$4,000

² GRCA includes CVA adjustment of \$11,000

³ LSRCA includes CVA adjustment of (\$4,000)

Details of Budget Changes

Strategic Investments – Conservation Authorities	2021 Impact (\$ 000's)
CLOCA – Lynde Shores Conservation Area main entrance, parking lot, and additional trail	80
CLOCA – Purple Woods Conservation Area parking meter and fencing/gate system	25
CLOCA – Main Office HVAC repair and maintenance staged over three years	40
CLOCA – National Disaster Mitigation Program: Lake Ontario Shoreline Damage Centers Risk Assessment to provide the information required to conduct future hazard mitigation planning. Note that the program is dependent on receipt of funding from National Disaster Mitigation Program.	30
CLOCA – National Disaster Mitigation Program: Flood Forecasting & Warning Improvements to support a new water data system to manage, analyze, visualize and report on watershed conditions. Note that the program is dependent on receipt of funding from National Disaster Mitigation Program.	20
TRCA – Wetland restoration project offset by COVID-19 Resilience Infrastructure grant funding (\$500K). Note that the project is dependent on federal/provincial approval.	-
Strategic Investments – Conservation Authorities Subtotal	195

Base Adjustments – Conservation Authorities	2021 Impact (\$ 000's)
Provision for Council Approved 2021 Budget Guidelines (Report 2020-F-17 - Operating 2.5%, Special Benefiting 1.5%)	170
KRCA – CVA adjustments	4
GRCA – CVA adjustments	11
LSRCA – CVA adjustments	(4)
Base Adjustments – Conservation Authorities Subtotal	181

Net Changes Conservation Authorities	376
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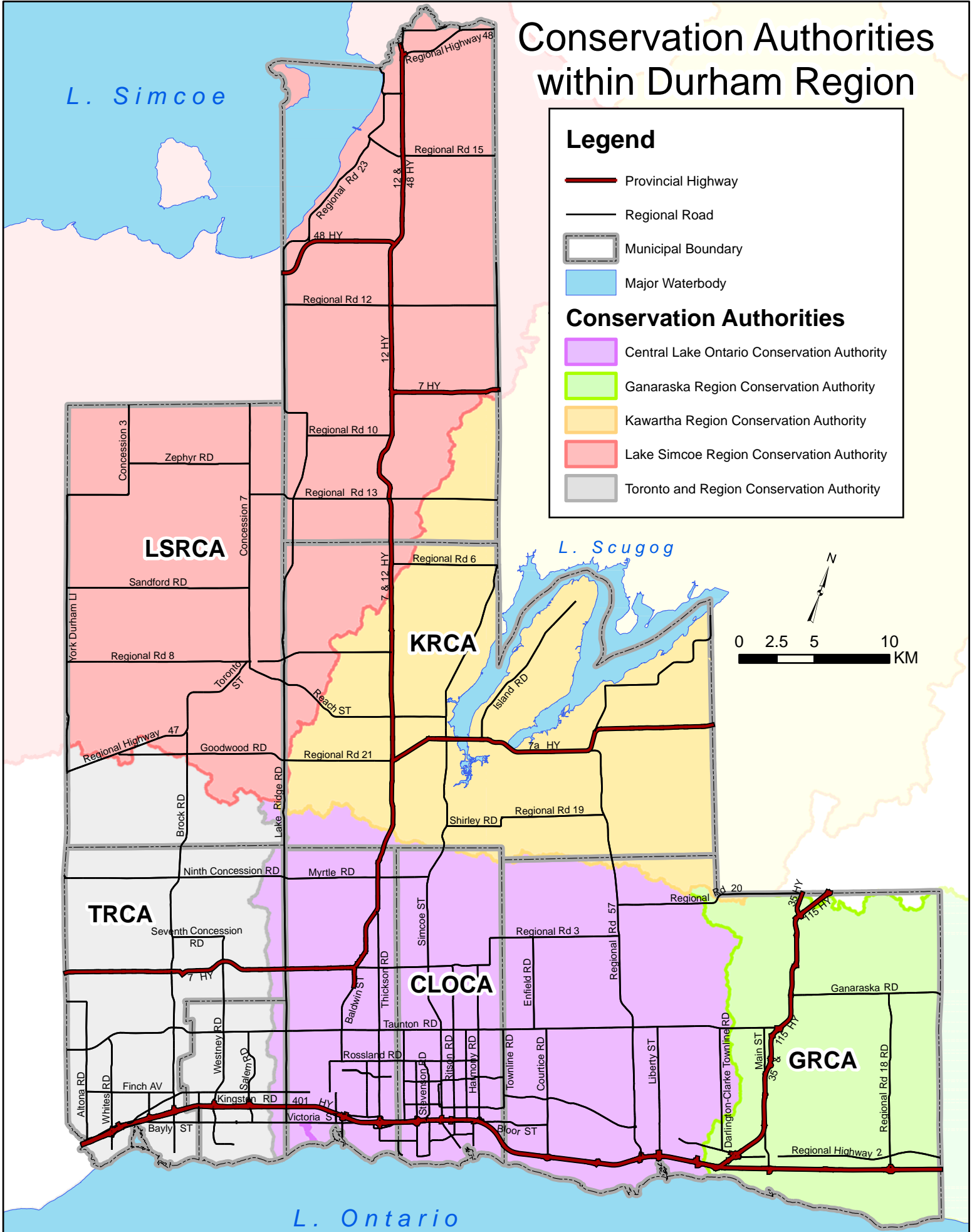
Looking Forward

Conservation Authorities anticipate the Province of Ontario to introduce changes to regulations under the *Conservation Authorities Act* to occur either later in 2021 or early in 2022. Changes to the regulations could require adjustments to Memorandums of Understanding (MOUs) or Service Level Agreements (SLAs) for all non-core services provided to upper and lower tier municipal partners. These changes could have financial impacts for the Conservation Authorities. The Conservation Authorities – along with the Regional Corporation – are actively monitoring the situation.

Responding to the COVID-19 pandemic the health and safety of employees and the public is the top priority of the Conservation Authorities who will continue to follow provincial and municipal guidelines into 2021.

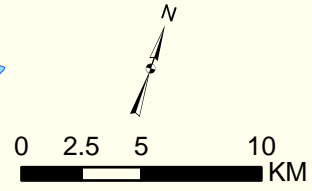
The Conservation Authorities – in continued to partnership with the Region – will champion efforts to protect the environment for the future by demonstrating leadership in sustainability and addressing climate change.

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



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



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Member of Conservation Ontario

January 4, 2021

CLOCA IMS: AFNB47

Mrs. Nancy Taylor
Commissioner of Finance and Treasurer
The Regional Municipality of Durham
605 Rossland Road East, PO Box 623
Whitby, ON L1N 6A3

Dear Mrs. Taylor:

Subject: 2021 CLOCA Levy Submission

CLOCA is pleased to submit its 2021 Levy Submission. CLOCA Board Members, at meetings on November 17, 2020 and December 15, 2020 considered the attached Staff Reports and adopted the following resolutions:

Auth. Res. #73/20

*THAT Staff Report #5714-20 be received; and,
THAT the 2021 Preliminary Operating Levy Submission and Special Municipal Land Management Levy Submission totalling \$4,254,890, the Special Capital Request for the CLOCA Environmental Restoration Project totalling \$150,000, the Special Capital Request for the Lynde Shores CA Main Entrance Project totalling \$80,000, the Special Capital Request for the Purple Woods CA Improvements totalling \$25,000, and the Special Capital Request for the Main Office HVAC totalling \$40,000 be approved for circulation to the Region of Durham.*

CARRIED

Auth. Res. #80/20

*THAT Staff Report 5716-20 be received for information; and,
THAT the Board of Directors endorse the submission of a funding proposals for Round 6 of the National Disaster Mitigation Program for a Lake Ontario Shoreline Damage Centers Risk Assessment, and Flood Forecasting and Warning Improvements.*

CARRIED

Cont'd.....2

What we do on the land is mirrored in the water



THAT the Board of Directors endorse the submission of a funding proposals for Round 6 of the National Disaster Mitigation Program for a Lake Ontario Shoreline Damage Centers Risk Assessment, and Flood Forecasting and Warning Improvements.

In summary, CLOCA’s General Operating and Special Levy Submissions consist of the following:

General Operating Levy	\$4,116,045
General Operating Levy – Children’s Watershed Festival	\$53,845
Special Municipal Levy – CA Land Management	\$85,000
Environmental Restoration (year 3 of 5)	\$150,000
Lynde Shores CA Main Entrance	\$80,000
Purple Woods CA Improvements	\$25,000
Main Office HVAC (Year 1 of 3)	\$40,000
NDMP Lake Ontario Shoreline Hazard Risk Analysis	\$30,000
NDMP Flood Forecasting and Warning Improvements	\$19,750
TOTAL	\$4,599,640

Also attached please find a copy of CLOCA’s 5-year operating and capital forecast.

Special Capital Levy Requests

Six Special Capital Requests are included in the 2021 budget submission and are outlined in detail in the attached staff reports and summarized as follows:

Environmental Restoration Project

In 2019, Durham Region approved financial support for year 1 of a 5-year Environmental Restoration Project and that allowed CLOCA to funding a new Restoration Coordinator position and seed money for environmental restoration project implementation. The implementation of this Environmental Restoration Project fulfills several key strategic plan objectives and will ultimately result in future improvements in watershed health.

Since receiving funding approval from Durham Region for the Environmental Restoration Project, CLOCA has made significant progress in 2019-2020 in restoration and stewardship. The following is a brief overview of the main accomplishments to date:

- Assisted with the development and implementation of several medium to large scale restoration projects within CLOCA conservation lands
- Assisted with the development of the Durham Regional Tree Planting Proposal
- Initiated the re-development of CLOCA’s Stewardship and Restoration Program, including multiple categories for private landowner support
- Initiated site visits with private landowners that have resulted in a number of tree planting projects that will see over 20,000 trees planted on private lands in 2021
- Submitted funding applications to the Federal Climate Awareness and Action Fund, and the Provincial Great Lakes Action Fund in an effort to leverage Durham Region’s existing financial investment and secure additional monies for stewardship and restoration programming



Restoration, enhancement, and stewardship are an integral component of watershed management, as they help to sustain watershed health, protect important municipal infrastructure, and reduce risks associated with flooding and erosion among other things. CLOCA has already made significant progress towards developing a robust stewardship and restoration program that will benefit private landowners and municipal partners alike, and respectively requests continued support from Durham Region for this critical watershed management program.

Lynde Shores Conservation Area - Wetland Creation, Main Entrance Creation and Trail

The Region of Durham committed to creating wetland habitat to compensate for wetland impacted with the Victoria Street widening project. The Region of Durham partnered with CLOCA and developed a concept for creating a large wetland within the Lynde Shores Conservation Area. CLOCA added to the project with our planned main entrance and parking lot, and additional trail creation. The project is located on lands acquired by CLOCA in 2009, and formerly used as a golf driving range.

The Region of Durham has completed the design for the work and tendered the project. The project was awarded to Coco Paving with a project total cost of \$1,700,000. CLOCA's share of the project cost is \$280,000 with partial funding for the project from the Region of Durham (\$150,000 previously approved by Regional Council) and a federal grant (\$50,000). An additional \$80,000 is required to complete the work.

Work will commence fall 2020, with a scheduled completion in fall 2021. Grading work will occur this year, and the parking lot and trails will be completed next year. A payment schedule has not been provided at this time, but it is anticipated that CLOCA's costs will fall primarily in 2021. Post contract in 2022, CLOCA will be required to complete entrance and kiosk signs, the washroom building, and landscaping at additional cost of approximately \$50,000.

It is anticipated that this new entrance to the Lynde Shores Conservation Area will be open to the public by fall 2021 and the new washroom will be operational in 2022.

Purple Woods Conservation Area Improvements

Purple Woods Conservation Area has operated as the Maple Syrup Festival site and hosts events at the Heritage Hall. It has also become a popular site for trail walking throughout the year. In 2021, CLOCA will open Purple Woods CA to the same standard as our other public Conservation Areas and provide pay and display parking. The costs for a parking meter and fencing/gate system are anticipated to be \$25,000.

Administration Office

Annual costs for repair and maintenance of Heating Ventilation and Cooling (HVAC) systems have been increasing as our rooftop HVAC units have reached the anticipated end-of-life. Our service providers have suggested that we should plan for replacement of the units and could stage the work over three years (one roof surface per year). The total replacement cost is estimated as \$120,000, or \$40,000 per year if staged over three years.



NDMP - Lake Ontario Shoreline Damage Centres Risk Assessment

Building from the Lake Ontario Shoreline Hazard Management Plan Update, the Risk Assessment will utilize updated flood and erosion hazard information and follow provincial Hazard Identification and Risk Assessment process to rate the level of risk at homes and businesses within the defined coastal Damage centres within CLOCA. These damage centres include Ontoro Boulevard in Ajax, Crystal Beach in Whitby, Stone Street and Muskoka Avenue in Oshawa, Cedar Crest Beach Road, Cove Road, West Beach Road, and the Wilmot Retirement Community in Clarington. This assessment will provide the information required to conduct future hazard mitigation planning. The project cost is estimated at \$60,000 with most of the expense as coastal engineering consulting fees. The Natural Disaster Mitigation Program (NDMP) provides 50% of the required funding. The project will include opportunities for community involvement.

NDMP - Flood Forecasting and Warning Improvements

The CLOCA Flood Forecasting and Warning system has adopted the WISKI water data system to manage, analyse, visualize and report on watershed conditions. CLOCA has applied for NDMP funding to assist with the transfer of historical data into the new system, and provide enhanced training for CLOCA flood forecasting and warning staff. The application also includes the cost for a real-time camera for monitoring the Westside Marsh water level and Lake Ontario shoreline condition at Cedar Crest Beach. The camera will complement the water level alarm system already in place, and access to the camera images can be shared with municipal operations and emergency response personnel who are regularly dispatched to this location. The cost of this application package is \$39,500.

With the support of the Region of Durham, CLOCA will continue to advance watershed health and through engagement, science and conservation. Please do not hesitate to contact me if you have any questions. Thank you for your continued support.

Sincerely,



Chris Darling, MCIP, RPP
Chief Administrative Officer

CD/lv

Attach:

1. Staff Report and details on Special Capital Levy Request
2. Five Year Operating and Capital Forecasts

cc: Nicole Pincombe, Region of Durham
Bob Chapman, Chair, Central Lake Ontario Conservation Authority



**Central Lake Ontario Conservation Authority
Durham Region Proposed 5-Year Operational Budget (2020-2025)**

OPERATIONS BUDGET	2020	2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast	
	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
Base Operations	4,015,655	4,015,655	7,460,410	4,015,655	7,454,500	4,116,045	7,646,460	4,218,945	7,845,045	4,324,420	8,048,270	4,432,530	8,254,250
Children's Watershed Festival	52,530	52,530	85,020	53,844	143,200	55,190	145,000	56,570	148,000	57,985	151,000	59,435	155,000
Assessment Grow (Base)				50,196	93,180	51,450	97,393	52,737	99,913	54,055	102,491	55,407	105,116
Economic Adjustment (Base)				50,196	93,180	51,450	97,393	52,737	99,913	54,055	102,491	55,407	105,116
Adjustment of CVA Apportionment													
Special Needs													
TOTAL	4,068,185	4,068,185	7,545,430	4,169,890	7,784,060	4,274,135	7,986,245	4,380,990	8,192,870	4,490,515	8,404,250	4,602,780	8,619,480

**Capital Forecast per Individual Authority
CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY**

CAPITAL	2020 Budget		2021 Budget		2022 Budget		2023 Budget		2024 Budget		2025 Budget	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
Regional Land Securement	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Restoration Project (2019-2023)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	0	0	0	0
Sub-total	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	0	0	0	0
Land Management Funding	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Sub-total	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Lynde Shores Conservation Area Main Entrance	0	0	80,000	280,000	50,000	50,000	0	0	0	0	0	0
Sub-total	0	0	80,000	280,000	50,000	50,000	0	0	0	0	0	0
Purple Woods Conservation Area Improvement	0	0	25,000	25,000	0	0	0	0	0	0	0	0
Sub-total	0	0	25,000	25,000	0	0	0	0	0	0	0	0
Main Office HVAC (Year 1 of 3)	0	0	40,000	40,000	40,000	40,000	40,000	40,000	0	0	0	0
Sub-total	0	0	40,000	40,000	40,000	40,000	40,000	40,000	0	0	0	0
National Disaster Mitigation Program: Lake Ontario Shoreline Hazard Risk Analysis	0	0	30,000	60,000	0	0	0	0	0	0	0	0
Sub-total	0	0	30,000	60,000	0	0	0	0	0	0	0	0
National Disaster Mitigation Program: Flood Forecasting & Warning Improvements	0	0	19,750	39,500	0	0	0	0	0	0	0	0
Sub-total	0	0	19,750	39,500	0	0	0	0	0	0	0	0



January 29, 2021

The Chair and Members of the
Finance and Administration Committee
Regional Municipality of Durham
P.O. Box 623, 605 Rossland Road East
Oshawa, ON L1N 6A3

RE: Kawartha Conservation 2021 Preliminary Budget

Dear Chair and Members of the Finance and Administration Committee:

We are pleased to provide our 2021 Preliminary Budget, supported in principle by our Board of Directors, and approved for a 30-day review period by Resolution #15/21:

Resolution #15/21

Moved by: Kathleen Seymour-Fagan

Seconded by: Ron Hooper

Resolved That, the 2021 Draft Budget with a programs and projects overview be circulated to the member municipalities.

Carried

The scope of operating programs has been maintained at the previous years' service levels and one or more departments have been evaluated and realigned with our strategic plan and future perceived challenges of the municipalities we serve. While, like many businesses, we have had unique financial pressures from the pandemic, however, we have taken as many measures as possible feasible to mitigate costs in 2020 and manage additional expenditures in 2021.

The Operating Levy and General Benefiting Levy are shared by the municipal partners based on apportionment percentages supplied to us by the Ministry of Environment, Conservation and Parks. The apportionment percentage is based on current value assessment (CVA) information generated by MPAC. Individual municipal increases or decreases vary due to changes in the CVA apportionment year over year. Information on apportionment can be found on page 7 of the Budget document. As such, the Region of Durham has had a growth exceeding other municipalities within our watershed and is affected by an increase in municipal apportionment.

Our request for Operating Levy is \$676,887 which meets the Region's guideline of 2.5% and includes a CVA adjustment to levy of \$3,959, and land management expenditures of \$15,000.

We have proposed Special Projects for the Region of Durham totalling \$147,322 for consideration. This request also meets the Region's guidelines.

KAWARTHA CONSERVATION

277 Kenrei Road, Lindsay, ON K9V 4R1

705.328.2271 Fax 705.328.2286

KawarthaConservation.com

Our Watershed Partners:

City of Kawartha Lakes • Region of Durham • Township of Scugog • Municipality of Clarington • Township of Brock • Municipality of Trent Lakes • Township of Cavan Monaghan



We have submitted one-time Special Request for funding for Watershed Planning as the final year of a two-year project at a cost of \$27,500 in 2021. The initial phase of this project was successfully completed, culminating in a report entitled “*Durham Watershed Planning Project, Provincial Conformity of Watershed Plans and Water Resources System*”. The report provided information to assist with Municipal Conformity Review exercises and land use planning activities. As per the Planning Services Partnership Memorandum of Understanding (MOU) with Durham Region, this report will assist in the review and approval of development applications under the Planning Act. As a result, this will help to process Planning Act applications faster while ensuring conformity with provincial policy. The report also highlighted further areas for investigation related to Key Hydrologic Features to aid in furthering these goals, which this next phase looks to address.

Additionally, we have submitted Special Requests for support for the Website Enhancement project of \$7,131 and Information Management project of \$5,347, for a total of \$12,478. These projects implement important strategic goals to improve our customer service, embrace technology and invest in efficiencies in workflow and response times for Planning and Permitting comments. As such, our website has been improved for on-line application submissions, on-line payments, and improved information dissemination. In 2021, and supported by our board of directors, we are implementing an on-line permit and planning application tracking system as an additional important service to allow our customers to track the status of their planning application.

The digitization of Planning records into the Information Management System is integral in expediting applications and improving customer service along with meeting our requirements under the Information & Privacy Act.

Our Board of Directors will hold a weighted vote on the 2021 Operating Budget, General Benefiting Projects and associated municipal levies on March 25, 2021. Special Benefiting Projects proceed based on municipal funding approvals. Information on the weighted vote can be found on page 9.

If you have any questions, or if we can provide further information, please do not hesitate to contact me at extension 215 or Wanda Stephen, Director, Corporate Services, extension 226.

Yours truly,

Mark Majchrowski
Chief Administrative Officer
Encls

cc: Ms. Nancy Taylor, Commissioner of Finance
Mr. Brian Bridgeman, Commissioner of Planning and Economic Development
Ms. N. Pincombe, Director, Business Planning, Budgets, Risk Management
Mr. Ted Smith, Director, Kawartha Conservation

Kawartha Conservation

Kawartha Conservation is a watershed-based, non-profit organization established in 1979 by the municipalities within our watershed under the Ontario Conservation Authorities Act. We are one of 36 conservation authorities operating in Ontario and a member of Conservation Ontario.

Balancing environmental capacity and human need, we manage natural resource features that are essential for sustaining water quality and quantity, through watershed planning, stewardship, environmental monitoring and research, and management of conservation and natural areas.

Our programs and services are focused within the natural boundaries of the Kawartha watershed, which extend from Lake Scugog in the southwest and Pigeon Lake in the east, to Balsam Lake in the northwest and Crystal Lake in the northeast – a total of 2,563 square kilometres.

These natural boundaries overlap the six municipalities that govern Kawartha Conservation through representation on our Board of Directors. Our municipal partners include the Township of Scugog, the Township of Brock, the Municipality of Clarington, the City of Kawartha Lakes, the Municipality of Trent Lakes, and the Township of Cavan Monaghan.

Our Vision

A sustainable watershed with clean and abundant water and natural resources assured for future generations.

Our Mission

To be leaders in integrated watershed management and conservation.

Our Focus

Outstanding water quality and quantity management, supported by healthy landscapes through planning, stewardship, science and education.

Our Corporate Values

Our values guide our actions, as they shape the kind of organization that we are part of. In all of our decision-making, we will:

- Act with Integrity
- Value Knowledge
- Promote Teamwork
- Achieve Performance Excellence
- Foster Innovation

Integrity: We strive to treat others with respect, fairness, honesty, patience, understanding, and trust. We respect diversity, are responsible and responsive, and committed to the health and safety of people and the environment. We care about the watershed, and about our staff, municipalities, clients, and partners, and making a positive difference.

Knowledge: We are a science and information-focused organization committed to achieving the best solutions. We facilitate continuous improvement and personal and professional growth. Focused on achieving results, we are committed to being leaders in integrated watershed management, ecosystem health, and community sustainability, and strive to achieve excellence through innovation.

Teamwork: We are committed to achieving common goals through teamwork; by collaborating, listening, and sharing information with our clients and partners, strengthening existing relationships, and building new partnerships. We participate in activities to benefit our clients, municipal colleagues, community, and watershed, and are committed to finding common solutions.

Performance Excellence: We are an accountable and financially responsible organization. We consistently present a professional image and set a good example. We communicate clearly with our staff, clients and partners.

Innovation: We are forward-thinking and visionary, while striving to develop new ways of doing business. We are committed to being leaders and innovators in watershed management, ecosystem health, and community sustainability.

What we stand for as leader

Our success, in terms of improved ecological health, will be measured by the position we take as leaders, in:

- Protecting our lakes and water resources.
- Partnering with agricultural, shoreline and urban communities to advance stewardship.
- Developing watershed science.
- Educating and sharing.
- Conserving our natural heritage.
- Improving the health, safety and vitality of our communities.
- Connect people with nature in a way that is accessible, memorable and inspiring.
- Embracing innovative technologies and creative solutions.
- Provide exemplary customer service.
- Promoting community sustainability and economic investment by supporting environmentally sound planning and development.

We promise to

- Provide exemplary customer service.
- Connect people with nature in a way that is accessible, memorable and inspiring.
- Be transparent and accountable and to make difficult decisions with integrity.
- Embrace innovative technologies and creative solutions to manage our natural resources and protect our environment.
- Promote community sustainability and economic investment by supporting environmentally sound planning and development.



City of Kawartha Lakes
1,815 km² within watershed

Municipality of Trent Lakes
237 km² within watershed

Township of Brock
36 km² within watershed

Township of Scugog
457 km² within watershed

Township of Cavan Monaghan
8 km² within watershed

Municipality of Clarington
10 km² within watershed

TOTAL 2,563 km² Within Watershed



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KawarthaConservation.com



Member of



Conservation ONTARIO
Natural Champions

DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2020-2025)

Kawartha Region Conservation Authority

OPERATIONS BUDGET	2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast	
	Region's Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	
KAWARTHA REGION C.A.												
Base Operations Program	622,011	641,880	3,049,500	661,887	3,125,738	678,435	3,172,780	695,395	3,221,000	712,779	3,269,864	
Assessment Growth (Base)	7,775	8,024	22,948	8,274	23,521	8,480	24,110	8,692	24,432	8,910	24,432	
Economic Adjustment (Base)	7,775	8,024	22,948	8,274	23,521	8,480	24,110	8,692	24,432	8,910	24,432	
Adjustment of CVA Apportionment	4,319	3,959	-	-	-	-	-	-	-	-	-	
Board approved												
SUB-TOTAL	641,880	661,887	3,095,396	678,435	3,172,780	695,395	3,221,000	712,779	3,269,864	730,599	3,318,728	
Land management expenditures	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Guideline Compliant Funding Request	656,880	676,887	3,110,396	693,435	3,187,780	710,395	3,236,000	727,779	3,284,864	745,599	3,333,728	

Total Requested Funding	656,880	676,887	3,110,396	693,435	3,187,780	710,395	3,236,000	727,779	3,284,864	745,599	3,333,728
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**KAWARTHA REGION CONSERVATION AUTHORITY
SPECIAL PROJECTS**

SPECIAL BENEFITING PROJECTS		2020 Budget		2021 Budget		2022 Budget		2023 Budget		2024 Budget		2025 Budget	
		Region's Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	
PROTECTION	Watershed Planning/Sub Watershed Planning												
	Watershed Planning Implementation	138,000	140,070	168,900	142,171	171,434	144,304	174,005	146,468	176,615	148,665	179,264	
	Sub-total	138,000	140,070	168,900	142,171	171,434	144,304	174,005	146,468	176,615	148,665	179,264	
	Aquatic Resource Management Plans Fisheries Management Plans	-	-	-	-	-	-	-	-	-	-	-	
	Sub-total	-	-	-	-	-	-	-	-	-	-	-	
	Groundwater Management	-	-	-	-	-	-	-	-	-	-	-	
	Sub-total	-	-	-	-	-	-	-	-	-	-	-	
	Watershed Monitoring	-	-	-	-	-	-	-	-	-	-	-	
	Sub-total	-	-	-	-	-	-	-	-	-	-	-	
	Climate Change	-	-	-	-	-	-	-	-	-	-	-	
Sub-total	-	-	-	-	-	-	-	-	-	-	-		
	Watershed Specific Projects/Studies												
	Website design and implementation	-	-	-	-	-	-	-	-	-	-	-	
	DECFCA trail strategy & security plan	7,145	7,252	20,000	-	-	-	-	-	-	-	-	
Sub-total	7,145	7,252	20,000	-	-	-	-	-	-	-	-		
PUBLIC USE	Conservation Area Management Plans	-	-	-	-	-	-	-	-	-	-	-	
	Sub-total	-	-	-	-	-	-	-	-	-	-	-	
REGULATION	Flood Forecasting/Warning												
	Stream Gauge Repair/Replacement	-	-	-	-	-	-	-	-	-	-	-	
	Sub-total	-	-	-	-	-	-	-	-	-	-	-	
	Natural Hazard Mapping	-	-	-	-	-	-	-	-	-	-		
Sub-total	145,145	147,322	188,900	142,171	171,434	144,304	174,005	146,468	176,615	148,665	179,264		
Guideline Compliant Capital Funding Request		145,145	147,322	188,900	142,171	171,434	144,304	174,005	146,468	176,615	148,665	179,264	

Additional Capital Funding Request

Watershed Planning Update- Water Resources	30,000	27,500	27,500	-	-	-	-	-	-	-	-
One time project funding:											
Website design and implementation	7,080	7,131	20,000	-	-	-	-	-	-	-	-
Information Management	5,310	5,347	15,000	5,300	15,000	5,300	15,000	-	-	-	-
Sub-total	42,390	39,978	62,500	5,300	15,000	5,300	15,000	-	-	-	-

Total Capital Funding Requests	187,535	187,300	251,400	147,471	186,434	149,604	189,005	146,468	176,615	148,665	179,264
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Kawartha Conservation

Proposed Special Benefiting Project, Region of Durham

Watershed Planning 2021

The purpose of this 2 year project is to ensure that Durham Region has the most up to date information related to Water Resource Systems, Natural Heritage Systems, and Watershed Planning to assist with ongoing Municipal Conformity Review exercises and land use planning activities related to our Planning Services Partnership Memorandum of Understanding (MOU).

This project will help the municipality conform to provincial planning guidance related to watershed resources management (e.g., Provincial Policy Statement, Growth Plan, Greenbelt Plan, Oak Ridges Moraine Conservation Plan, etc.) and will also contribute to more efficient processing of Planning Act applications.

Recently published reports: *Durham Watershed Planning Project, Provincial Conformity of Watershed Plans and Water Resources System (Kawartha Conservation, 2020)* identified several activities that should be undertaken to ensure conformity with provincial policies in the overlapping jurisdictions of Durham Region and Kawartha Conservation, which encompasses 1/5th of the overall area of both.

Deliverables from this project are:

- Verify location of 86km of 'unknown' mapped watercourses.
- Verify flow status (perennial or intermittent) and thermal regime of all streams at road crossings.
- Evaluate and confirm location of several 'unevaluated' mapped wetlands.
- Integrate new information (i.e., data from Ontario Climate Consortium) available for the northern parts of Durham Region into management considerations and scenario modelling, including: updating water budgets, nutrient loading values, and thermal regime impacts.
- Collaborate with Durham Region Conservation Authorities to integrate updated Water Resources, Natural Heritage, and Watershed Planning information into Official Plan update/conformity initiatives.
- Updating of mapping tools (e.g., CA Maps, ARCGIS) to include most up-to-date information related to Water Resources, Natural Heritage, and Watershed Planning data.
- Address gaps in Ecologically Significant Groundwater Recharge Areas with help of Durham Region and Conservation Authorities Moraine Coalition Groundwater Program.

KAWARTHA CONSERVATION
2021 Preliminary Special Project Budget
 SPECIAL BENEFITING PROJECTS

Draft

Region of Durham

WATERSHED PLANNING	Budget 2020	Budget 2021
Sources of Revenue		
Special project funding, Region of Durham	\$ 30,000	\$ 27,500
Expenditures		
Direct labour	\$ 6,200	\$ -
In-house expertise	14,700	22,200
Supplies & professional fees	1,700	1,500
Travel and equipment	4,600	1,300
Project administration fee	2,800	2,500
	\$ 30,000	\$ 27,500

Kawartha Conservation

General Benefiting Projects

Website Enhancement

This project is a continuation of the work started in 2019 and continuing through 2020 and will allow Kawartha Conservation to continue to provide leading-edge, customer-focused solutions to our watershed residents and building community. In spring of 2020, we launched our new award-winning website, which included an Online Planning and Permit Application component, allowing customers to file their applications and documents remotely from anywhere. In late summer, we added a new mapping feature to our Planning and Permitting forms so that applicants could pinpoint exactly where a proposed develop would be occurring, making it easier, more efficient, and more effective for our planning staff to determine requirements for application approval.

The continuation of the Planning/Permitting enhancements will provide greater access to information for customers and free up time for planning/permitting staff to focus on completing applications. The enhancement will include:

- Enable customers to access their planning/permitting application status through a secure, unique access code, reducing the inquiries to staff on status updates.
- Provides a greater, more open, transparent and customer-first approach to providing information in a timely manner that applicants want and need.

The project will be completed in the third quarter of 2021.

Digitization of Corporate Records

In conjunction with our Information Management System the digitization of these hard copy files will help contribute to faster processing of planning applications and can provide both parties with instant copies of important documents. As technology improves more and more companies are moving to paperless offices to preserve these documents. Benefits of shifting to digitized documents will allow for easy storage, retrieval, updating and improved access and transport of information and has become a critical factor in our ability to work off-site.

The digitization of corporate records is multi-year project to transfer our paper files to a digital format.

2021 General Benefiting Project Budget
GENERAL BENEFITING PROJECTS

Draft

	Budget 2020	Budget 2021	Budget 2022
Website -implement application tracking	\$ 20,000	\$ 20,000	\$ -
Digitization of corporate records	15,000	15,000	15,000
	\$ 35,000	\$ 35,000	\$ 15,000

Apportionment share:

City Kawartha Lakes	59.7131	\$ 20,972	\$ 20,900	\$ 8,957
Region of Durham	35.6513	12,390	12,478	5,348
Municipality of Trent Lakes	4.2622	1,514	1,492	639
Cavan Monaghan	0.3735	124	131	56
	100.0000	\$ 35,000	\$ 35,000	\$ 15,000



**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

August 6, 2020

Ms. Nancy Taylor, BBA, CPA, CA
Commissioner of Finance
Regional Municipality of Durham
605 Rossland Road East - PO Box 623
Whitby, ON L1N 6A3

Dear Ms. Taylor:

Re: 2021 Operating and Special Projects Budget

Please find the attached Ganaraska Region Conservation Authority's 2021-2025 Operating and Special Projects Budget estimates for funding from the Region of Durham. The operations request is based on a 2.5% increase and a 1.5% increase in the special projects budget in keeping with previous years. The current values assessment (CVA) adjustment is based on the 2020 appointment values that were not received prior to the 2020 submission.

It is recognized that COVID-19 has impacted all organizations across the world. Ganaraska, not unlike other partners, has been forced to reduce the staff and lost more than \$600,000.00 of an approximate \$3,700,000 budget. In addition, Conservation Authorities are not eligible for any provincial or federal funding assistance.

The Ganaraska Region Conservation Authority has not included any special funding requests. As noted last year, within the Ganaraska's seven watershed municipalities, Durham Region is the only municipality in which the capital assets management levy remains unresolved.

Should you have any questions or require further information on the above, please do not hesitate to contact the undersigned.

Sincerely,

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

Linda J. Laliberte, CPA, CGA
CAO/Secretary-Treasurer

Encl.

c.c. Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management.

Ganaraska Region Conservation Authority

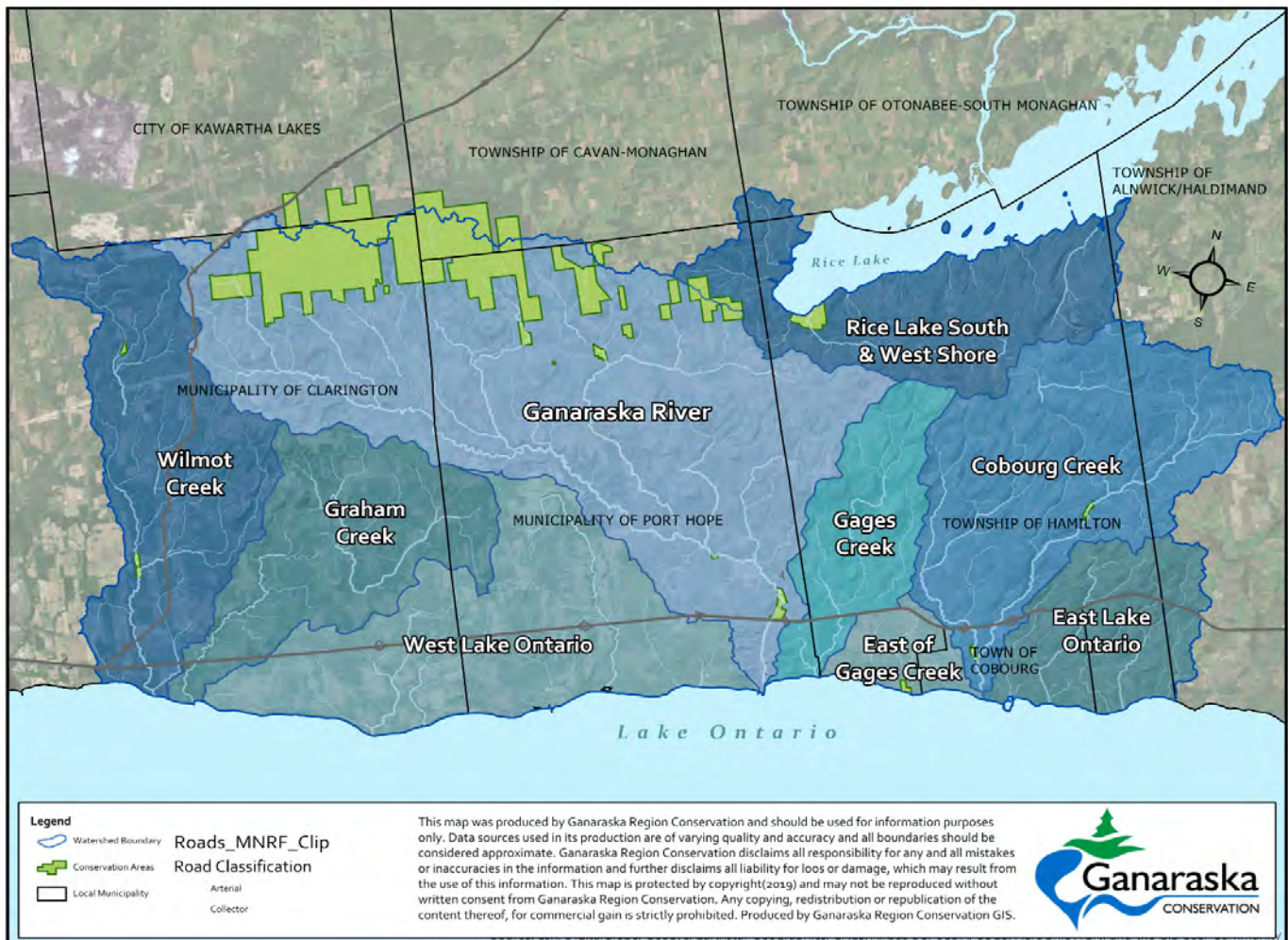
The Ganaraska Region Conservation Authority (GRCA) was formed in October 1946 under the Conservation Authorities Act and is one of the oldest conservation authorities in Ontario.

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 (2021-2025)**

OPERATIONS BUDGET	2020	2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast	
	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
Base Operations	469,271	493,762	1,133,476	517,363	1,161,813	530,297	1,190,858	543,555	1,220,630	557,144	1,251,145
Assessment Grow (Base)	5,866	6,172	14,168	6,467	14,523	6,629	14,886	6,794	15,258	6,964	15,639
Economic Adjustment (5,866	6,172	14,168	6,467	14,523	6,629	14,886	6,794	15,258	6,964	15,639
CVA Adjustment prior year	12,759	11,257									
TOTAL	493,762	517,363	1,161,813	530,297	1,190,858	543,555	1,220,630	557,144	1,251,145	571,072	1,282,424

**Special Programs/Projects per Individual Authority
GANARASKA REGION CONSERVATION AUTHORITY**

SPECIAL PROGRAMS/PROJECTS	Project or Ongoing	2020 Budget		2021 Budget			2022 Budget			2023 Budget			2024 Budget			2025 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
Watershed Planning/Sub Watershed Planning																		
Port Granby/Bouchette Creek Watershed Plan	Project	0	0	0		0		0		0		0		0		0		0
Climate Change Strategy/Adaptation Watershed Plan Update	Project	30,000	30,000	30,000	50%	30,000		30,000	50%	60,000		30,000	50%	60,000		30,000	50%	60,000
Sub-total		30,000	30,000	30,000		30,000		30,000		60,000		60,000		120,000		65,000		130,000
Aquatic Resource Management Plans/Fisheries Management Plans																		
Annual Watershed Report Cards & Updates	Project	15,000	15,000	15,000	50%	30,000		15,000	50%	30,000		15,000	36%	50,000		15,000	36%	50,000
Fisheries Management Plan Update								20,000	100%	20,000		20,000	100%	20,000		25,000	100%	25,000
Sub-total		15,000	15,000	15,000		30,000		35,000		50,000		35,000		70,000		40,000		75,000
Groundwater Management																		
		35,398	35,398	36,925	50%	73,850		37,925	50%	75,850		40,000	50%	80,000		45,000	50%	90,000
Sub-total		35,398	35,398	36,925		73,850		37,925		75,850		40,000		80,000		45,000		90,000
Watershed Monitoring	Ongoing	40,000	40,000	41,000	50%	82,000		41,500	48%	87,000		43,000	45%	95,000		45,000	45%	100,000
Sub-total		40,000	40,000	41,000		82,000		41,500		87,000		43,000		95,000		45,000		100,000
Natural Heritage Mapping	Ongoing	51,000	51,000	52,000	100%	52,000		53,000	60%	89,000		55,000	61%	90,000		57,000	61%	93,000
Natural Heritage Strategy Phase II - Invasive	Project	0	0	0		0		20,000	33%	60,000		20,000	33%	60,000				
Sub-total		51,000	51,000	52,000		52,000		73,000		149,000		75,000		150,000		57,000		93,000
Watershed Specific Projects/ Studies																		
Oak Ridges Moraine Coalition- Ecologist	Ongoing	46,000	46,000	46,000	50%	92,000		46,000	50%	92,000		48,000	54%	89,000		48,000	54%	89,000
GGH CA Collaborative 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
																25,000	50%	50,000
Sub-total		48,500	48,500	48,500		94,500		49,000		123,000		51,000		120,000		77,000		173,000
Conservation Area Management Plans																		
Ganaraska Forest Management Plan		0	0	0		0		0		0		0		0		0		0
Sub-total		0	0	0		0		0		0		0		0		0		0
Flood Forecasting/Warning	Project			0		0		0		0		0		0		6,000	75%	8,000
Sub-total		0	0	0		0		0		0		0		0		6,000		8,000
Natural Hazard Mapping																		
Clarington Floodline Update - NDMP Partner	Project	15,232	15,232	15,232	41%	37,000		30,000	50%	60,000		30,000	50%	60,000		30,000	50%	60,000
Generic Regulation Policy and Mapping	Project	0	0	0		0		32,000	46%	70,000		35,000	50%	70,000		35,000	50%	70,000
Lake Ontario Shoreline Erosion/Fid Mapping	Project	0	0	0		0		15,000	50%	30,000		0		0		0		0
Update Hazard Policies & Procedures	Project	0	0	0		0		0		0		0		0		16,000	100%	16,000
Sub-total		15,232	15,232	15,232		37,000		77,000		160,000		65,000		130,000		81,000		146,000
TOTAL CAPITAL		\$235,130	\$235,130	\$238,657		\$399,350		\$343,425		\$704,850		\$369,000		\$765,000		\$416,000		\$815,000
Oak Ridges Moraine Conservation Plan & Gap		0	0	0		0		0		0		0		0		0		0
Sub-total		0	0	0		0		0		0		0		0		0		0
Special Funding Requests																		
Watershed Plan Update - Climate Chg	Project	0	0	0		0		0		0		0		0		0		0
Lake Ontario Shoreline Mgmt Plan Update	Project	0	0	0		0		0		0		0		0		0		0
Enterprise Data Management Platform	Project	0	0	0		0		0		0		0		0		0		0
Sub-total		0	0	0		0		0		0		0		0		0		0
Regional Land Management		37,000	37,000	37,000		37,000		37,000		37,000		37,000		37,000		37,000		37,000
Sub-total		37,000	37,000	37,000		37,000		37,000		37,000		37,000		37,000		37,000		37,000

Chief Executive Officer



January 22, 2021

Nancy Taylor
Commissioner of Finance/Treasurer
Regional Municipality of Durham
P.O. Box 623
605 Rossland Road East Whitby, ON L1N 6A3

Dear Ms. Taylor,

Re: Toronto and Region Conservation Authority 2021-2024 Budget Request

Toronto and Region Conservation Authority (TRCA) is pleased to provide the budget submission covering the period 2021-2024. The general levy request for 2021 and for subsequent years is 2.5%, impacted mostly by wage, employee benefit and similar inflationary pressures. TRCA's 2021 operating budget will amount to approximately \$41 million. Durham's 2021 share of TRCA's operating budget, as represented by the general levy, is \$612,000. This amount is included within the Region's operating allocation to TRCA of \$672,800 which includes \$60,800 of CVA funded programs.

TRCA was able to make reductions to meet the 1.5% envelope for Special Benefitting Programs for 2021 and will continue to work with Durham Region staff to offset costs in the interim. TRCA will work with the Region to create a 2021 budget that is financially sustainable, realistic and addresses additional core requirements needed to continue to deliver key services at a similar standard.

Excluding the Groundwater Management Project, TRCA's 2021 request for Special Benefitting Programs funding amounts to \$808,000, an increase of \$12,150 or 1.5% over 2020. While the annual funding from Durham Region helps TRCA to meet regulatory requirements, there are still unfunded priorities which align with Durham's Strategic Plan (2015) and help to meet our mutual goals. TRCA will continue to work with Durham Region staff to offset additional costs over and above the current funding envelope with the intention of creating a sustainable funding plan for 2020 that will continue to support the delivery of key services and priorities across the Region.

Revisions to the Conservation Authorities Act (CA Act) were released in Ontario's Budget Measures Act, Bill 229, which passed in the legislature on December 8, 2020. At this time, TRCA will not be changing its practices related to planning and permitting except as required when the Bill is proclaimed. TRCA continues to work with upper and lower tier partner municipalities to create or adjust Memorandums of Understanding (MOUs) and Service Level Agreements (SLAs) for all non-core services provided and expects to be ready for transition in the 2022 fiscal year. Further details of the required transition will be prescribed by future regulations, which are currently being drafted by the Province.

Staff and I would be pleased to discuss the above submission with you at your convenience. Please reach out to Michael Tolensky at 416-661-6600 extension 5965 or I if you have any questions. Thank you for your continued support.

Sincerely,

A handwritten signature in black ink, appearing to be 'John MacKenzie', with a stylized flourish at the end.

John MacKenzie, M.Sc.(PI) MCIP, RPP
Chief Executive Officer

Executive Summary

With more than 60 years of experience, Toronto and Region Conservation Authority (TRCA) is one of 36 Conservation Authorities in Ontario, created to safeguard and enhance the health and well-being of watershed communities through the protection and restoration of the natural environment and the ecological services the environment provides.

TRCA has always had a unique and challenging role as the conservation authority charged with management of the natural and water resources of Canada's largest urban centre. Over TRCA's six decades of existence, the scope of environmental and sustainability challenges facing the Toronto region has expanded significantly. The problems of deforestation and soil erosion caused by agricultural expansion in the early twentieth century have been replaced by the impacts of extensive urban development on water quality, riverbank erosion, flood risk, ecosystem loss, degradation of greenspace and air quality, to name a few. Further, international sustainability crises such as climate change and the worldwide loss of biodiversity point to the need for communities in the Toronto region to live and act more sustainably in recognition of our global impact.

TRCA, in partnership with its partner municipalities is returning to a program model that better supports the traditional conservation authority mandate, and works to alleviate some of the most pressing challenges facing our Region including adapting to changes in provincial policy; addressing risks to people and property; advising on urban (re)development and continued economic growth in the GTA; and understanding, contributing and measuring collective impact to ensure our key priorities move forward. By strengthening our mandate, we are able to address the most critical issues and support new opportunities that may arise.

The story of TRCA has been one of continuous evolution and adaptation in response to changes in science, community demands and public policy, and TRCA's vision and mission statements reflect this evolution:

Vision statement: "The quality of life on Earth is being created in rapidly expanding city regions. Our vision is for a new kind of community — The Living City — where human settlement can flourish forever as part of nature's beauty and diversity."

Mission statement: "To protect, conserve and restore natural resources and develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with our partners."

Core Values:

Integrity - We are honest, ethical, and professional.

Collaboration - We achieve shared goals through a solution-oriented approach.

Accountability - We are responsible for our actions, behaviour and results.

Respect - We are equitable, fair and respectful while recognizing individual contributions and diversity.

Excellence - We maintain a high standard of performance and customer service, consistently striving to improve and produce quality work.

Accompanying the vision and mission is the five year update to the Strategic Plan (2013-2022) which repositions the existing strategic directions to be more outcome focused as it guides the business planning and program delivery of the organization to more effectively address risks to public health, safety and property in the jurisdiction for the foreseeable future. The Strategic Plan also outlines the preliminary performance measurement framework which will help to define how TRCA will move forward in the tracking and reporting on progress using a consistent approach to performance measurement accompanied by the identification of performance indicators.

Impact of COVID-19 on TRCA's Service Delivery

The health and safety of employees and the public is TRCA's top priority. Since March 2020, TRCA has worked diligently to respond to Provincial announcements and direction related to COVID-19. TRCA expects to continue to follow provincial and municipal guidelines for public health and safe re-opening procedures into 2021.

Adjustments have been made across TRCA's service areas, including the introduction of sanitation procedures, social distancing compliance measures, and fee adjustments, to allow for gradual re-opening in accordance with approved protocols. Procedures have been implemented to mitigate risks for all staff, including alternative working arrangements, where possible, to allow staff to perform their duties from home. In some cases, changes and innovations resulting from COVID-19 are anticipated to have a positive impact on TRCA's service delivery and will likely lead to increased operational efficiency and new opportunities for stakeholder engagement.

The following addresses anticipated COVID-19 impacts to TRCA's service areas and notes potential adaptations that may be required for 2021 Special Levy deliverables:

Watershed Studies and Strategies, Corporate Services

TRCA Human Resources and Senior Leadership Team worked with staff to develop remote workplans, where appropriate. TRCA has worked hard to ensure staff have access to the technology and resources needed to continue providing services remotely. At this time, minimal impacts to business continuity related to working from home are anticipated.

Water Risk Management, Regional Biodiversity, Planning and Development

For staff performing field work, additional protocols have been put in place including additional communication requirements, awareness and training; personal hygiene and illness monitoring; vehicle usage and fueling protocols; safety standards for working around the general public and all contractors and deliveries; as well as additional safety meetings and document management. TRCA will continue to update these protocols into 2021 and implement best practices.

Greenspace Management

As of May 2020, TRCA has been moving forward with the re-opening of parking lots and access points to TRCA greenspaces in consultation with partner municipalities. Additional signage was installed at all parking lot entrances and trail access points, which included standard information regarding ways to reduce exposure and transmission of COVID-19. In 2021, protocols will continue to be updated in alignment with Provincial directives and partner municipality guidelines.

Tourism and Recreation

Effective May 30, 2020 TRCA re-opened Conservation Areas and parking lots for passive use, walking, and hiking, without access to any additional facilities. Staff are currently developing protocols around the management and cleanliness of washroom facilities within Conservation Parks. These protocols will be aligned to partner municipality guidelines and will be developed with their consultation and input. TRCA will continue to work with partner municipalities to develop potential protocols that will be required to ensure the safety of staff and the public.

Education and Outreach

Due to COVID-19 and the associated restrictions, all in-person meetings and engagement will be adapted to accommodate the Provincial directives or move to a virtual platform. The following are the current program adaptations that TRCA has undertaken in order to continue program delivery. TRCA staff will continue to explore opportunities, as well as aligning to partner municipality efforts moving forward.

School Programs

TRCA staff have developed a virtual learning strategy which provides direction to develop and deliver on-line programs including resource sheets for teachers to distribute to classes and integrate into their distance learning programs. In 2021, if TRCA can deliver in-person programs onsite at schools, school board best practices will be followed, and programming will occur in outdoor areas to maximize distancing. TRCA has been exploring blended learning models in which pre and post sessions take place virtually, allowing greater access to programming for more students. It is anticipated that staff will be working in-person with smaller groups of students. Therefore, utilizing online resources and virtual instruction will be important to ensure that many students have access to online learning when in-person experiential learning is not appropriate. TRCA is able to phase in our in-person program delivery to ensure distancing measures are utilized. Currently, staff are updating program logistics to ensure participants do not share equipment and that programs are adapted for smaller groups.

Family and Community Programs

TRCA is using virtual online platforms to provide community education programs. In 2021, following provincial guidelines, events and programming will be held through virtual and online forums. Where possible, TRCA will maintain the same number of participants and the same level of engagement. It should be noted however, that switching to an online forum could result in lower participation numbers than originally forecasted for in-person engagement. Virtual engagement opportunities, such as question and answer periods and interactive live sessions through social media, may result in more participation for shorter periods of time. If TRCA can deliver in-person programs, TRCA is exploring blended models in which pre and post sessions can take place virtually and we can cycle participants through our programs in smaller numbers to ensure we are compliant and vigilant with any COVID-19 restrictions.

Newcomer Employment and Education

Based on feedback from stakeholders, TRCA's Multicultural Connections Program staff have started providing 90-minute online, interactive presentations with themes that focus on practical and real-world tasks. If these virtual presentations continue to be successful, this format may continue into 2021. If in-person programming is not possible, programming will be delivered through online platforms. Where possible, TRCA will maintain the same number of participants and the same level of engagement. It should be noted however, that switching to an online forum could result in lower participation numbers than forecasted for in person engagement.

Sustainable Communities

Due to COVID-19 and the associated restrictions, all in-person meetings and engagement will be adapted to accommodate the Provincial directives or move to a virtual platform. The following are the current program adaptations that TRCA has undertaken in order to continue program delivery. TRCA staff will continue to explore opportunities, as well as aligning to partner municipality efforts moving forward.

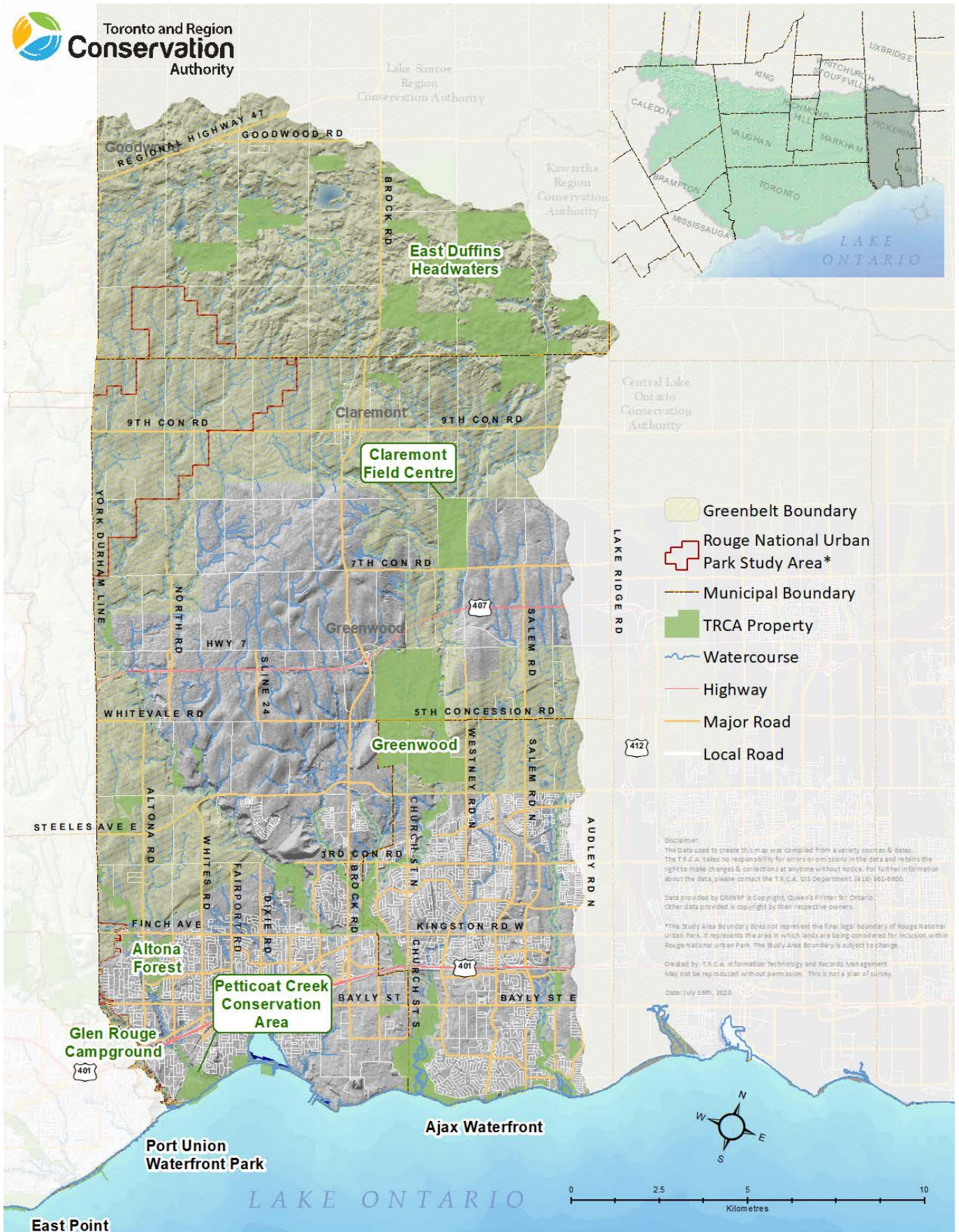
Living City Transition Program

Events and programming will be adjusted to follow the regulations and guidance from the Province. Events, co-design workshops and programs will be held through interactive virtual and online forums, when necessary. Where possible, TRCA will maintain the same number of participants and the same level of engagement. It should be noted, that switching to an online forum could result in lower participation numbers than forecasted for in person engagement. In addition, greater use of small focus groups will be made, adhering to safety precautions. Stakeholder, committee, and working group meetings will take place online, if safe physical distancing standards can't be met.

Sustainable Neighbourhood Action Plan implementation programs will shift the emphasis to respond to the increasing interest in "Do-it-yourself" retrofit actions at home including online home consultations, drop-off kits, "how-to" webinars. The program will continue building community connections, trusted relationships and capacity by promoting local social networks and by supporting local community champions to initiate such networks.

Community Engagement

In 2021, where possible, Community-based Restoration activities, including plantings, clean-ups and monitoring, will be held in-person with stakeholders using safe physical distancing practices. If this is not possible, initiatives will be delivered by TRCA staff to ensure that municipal planting and clean up targets can still be met. Staff will maintain communication and correspondence with municipal partners, stakeholders, volunteers and citizen science registrants. Educational resources will be shared electronically. Likewise, events and programming will be held through virtual and online forums. Where possible, TRCA will maintain the same number of participants and the same level of engagement. It should be noted however, that switching to an online forum could result in lower participation numbers than forecasted for in-person engagement. Stakeholder and working group meetings will take place online, when necessary.



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**Toronto and Region Conservation Authority
2021 Budget Submission
Region of Durham**

By Program	Approved Budget	Projected Budget				2021 over 2020	2021 over 2020
	2020	2021	2022	2023	2024	Change \$	Change %
General Benefiting Operating Levy	656,600	672,800	690,800	709,800	728,800	16,200	2.47%
TRCA Operating	596,000	612,000	630,000	649,000	668,000		
Land Management Expenditures	41,000	41,000	-	-	-		
One Time - Emerald Ash Borer - Durham Region	-	-	-	-	-		
One Time - National Disaster Mitigation Program	-	-	-	-	-		
Special Benefiting Programs							
Duffins-Carruthers Watershed Plan Implementation	49,000	-	-	-	-		
Durham Region Consultation and Relations	-	50,000	51,000	52,000	53,000		
Durham Stewardship Program	51,000	52,000	53,000	54,000	55,000		
Watershed Plan Development	-	-	-	-	-		
Watershed and Environmental Report Cards	-	-	-	-	-		
Climate Change - Research and Adaptation	11,000	11,000	11,000	11,000	15,000		
Watershed Planning and Reporting Program	-	-	83,000	83,000	83,000		
Watershed Planning	111,000	113,000	198,000	200,000	206,000	2,000	1.80%
Regional Watershed Monitoring Program	206,000	206,000	217,000	226,000	226,000		
Regional Watershed Monitoring	206,000	206,000	217,000	226,000	226,000	-	0.00%
Terrestrial Natural Heritage Implementation Program	36,000	37,000	37,000	38,000	38,000		
Terrestrial Ecosystem Science Program	19,000	19,000	36,000	36,000	38,000		
Terrestrial Natural Heritage Field Inventory Program	61,000	61,000	64,000	64,000	64,000		
Natural Heritage Mapping	116,000	117,000	137,000	138,000	140,000	1,000	0.86%
Flood Gauging (Flood Maintenance)	36,000	36,000	36,000	36,000	36,000		
Flood Control Infrastructure Maintenance	22,000	22,000	22,000	22,000	24,000		
Floodworks & Flood Warning System	58,000	58,000	58,000	58,000	60,000	-	
TRCA Flood Line Mapping Program	38,000	38,000	38,000	40,000	40,000		
Flood Vulnerable Areas Map Updates	38,000	38,000	38,000	40,000	40,000	-	
Aquatic Ecosystem Science Program	34,000	34,000	35,000	35,000	35,000		
Duffins-Carruthers Fish Management Plan Implementation	36,000	37,000	37,000	38,000	38,000		
Aquatic Resources/Fisheries	70,000	71,000	72,000	73,000	73,000	1,000	1.43%
Durham Watershed Trails Program	66,000	67,000	68,000	69,000	70,000		
Durham Waterfront Trails Program	30,000	32,000	32,000	32,000	32,000		
Managing Hazard Trees Program	43,000	44,000	45,000	46,000	47,000		
Watershed Specific - Trails and Hazard Trees	139,000	143,000	145,000	147,000	149,000	4,000	2.88%
Frenchman's Bay Management Plan Program	10,000	12,000	12,000	14,000	14,000		
Duffins Marsh Restoration Program	33,850	36,000	37,000	38,000	38,000		
Bioregional Seed Crop Program	14,000	14,000	14,000	14,000	14,000		
Watershed Specific - Durham Waterfront	57,850	62,000	63,000	66,000	66,000	4,150	7.17%
Sub-Total	795,850	808,000	928,000	948,000	960,000	12,150	1.53%
YPDT Groundwater Management	175,000	175,000	175,000	175,000	175,000	-	
Total net Program Costs	1,668,450	1,696,800	1,793,800	1,832,800	1,863,800	28,350	1.70%
Special Funding Requests							
Special - TRCA Headquarters Facility	42,371	42,371	42,300	42,300	42,300	-	
Total net Program Costs (including Unfunded Priorities)	1,710,821	1,739,171	1,836,100	1,875,100	1,906,100	28,350	1.66%



January 20, 2021

Nancy Taylor, Commissioner of Finance/Treasurer
The Regional Municipality of Durham
P.O. Box 623, 605 Rossland Road East
Whitby, ON L1N 6A3

Subject: Capital & Operations Budget 2021-2025 Lake Simcoe Region Conservation Authority

Dear Ms. Taylor;

We are attaching the revised 2021 budget submission document which is within the total the Durham Region guidelines. The schedules for the five-year period for the Lake Simcoe Region Conservation Authority (LSRCA) include:

- Schedule 1 – Operations budget – includes 2021 CVA adjustment
- Schedule 2 – Special Benefitting Levy Summary
- Schedule 3 – Special Operating Levy Summary
- Schedule 4 – Special Asks Summary
- Schedule 5 – Special Benefitting Levy – Detail by Program*

The Authority works with nine (9) municipalities throughout the watershed to fund the general levy operating budget. It is challenging to establish a budget that meets the requirements of the Authority's Board of Directors guidelines and accommodates all nine municipal funding partners' guidelines.

The guideline for increase to LSRCA levies approved by the Board of Directors in July 2020 was 1.00%. The operating budget increases by \$2,542 before the CVA adjustment (\$3,539) for final amount of \$253,862 after CVA. The special benefitting increase is \$4,749 before CVA adjustment (\$32) for a total of \$479,667 after CVA. The total request before CVA was for \$737,100 and \$733,529 after CVA (excluding the land management funding).

Staff at LSRCA appreciates the time and guidance provided by the Durham Region staff each year as we move through the budget process.

Yours truly,

A handwritten signature in black ink, appearing to read 'Rob Baldwin'.

Rob Baldwin
Chief Administrative Officer

Attach.

Lake Simcoe Region C.A.
2021 Preliminary Budget Review

Schedule 1 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2021-2025)

OPERATIONS BUDGET	2020 Approved		2021 Request		2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
LAKE SIMCOE REGION C.A.												
Program Operations	234,123	3,898,497	233,558	4,008,823	232,595	4,048,798	240,592	4,129,546	248,935	4,272,758	257,507	4,419,876
Other Programs												
Assessment Growth (CVA)	-6,650		-3,292									
Economic Adjustment (Base)	6,085	110,326	2,329	39,975	7,997	80,748	8,343	143,212	8,572	147,118	8,804	151,122
Budget Request per Guideline	233,558	4,008,823	232,595	4,048,798	240,592	4,129,546	248,935	4,272,758	257,507	4,419,876	266,311	4,570,998

Lake Simcoe Region C.A.
2021 Preliminary Budget Review

Schedule 2 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Benefitting Levy (2021-2025)

Special Benefitting Levy	2020 Approved		2021 Request		2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
LAKE SIMCOE REGION C.A.												
Special Benefitting Levy	474,483	3,932,782	474,950	3,932,782	479,667	3,998,166	499,559	4,169,625	520,013	4,346,823	541,103	4,529,398
Assessment Growth(CVA)	-6,650		-32									
Economic Adjustment (Base)	7,117		4,749	65,384	10,298	86,339	10,462	93,802	10,690	95,639	10,921	97,704
	474,950		479,667		489,965		510,021		530,703		552,024	
Growth					4,797	42,560	4,996	41,698	5,200	43,468	5,411	45,294
Asset Management	0		0		4,797	42,560	4,996	41,698	5,200	43,468	5,411	45,294
Budget Request	474,950	3,932,782	479,667	3,998,166	499,559	4,169,625	520,013	4,346,823	541,103	4,529,398	562,846	4,717,690

Schedule 3 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Operating Levy (2021-2025)

Special Operating Levy	2020 Approved		2021 Request		2022 Forecast		2023 Forecast		2024 Forecast		2025 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
LAKE SIMCOE REGION C.A.												
Wages & Benefits	15,736	210,714	15,893	212,821	16,279	213,057	16,674	218,178	17,079	223,473	17,493	228,897
Ed Centre - Operations	5,565	67,333	5,621	68,007	5,757	69,657	5,897	71,348	6,040	73,080	6,187	74,853
Strategic Initiative	0		0		215	4,930	223	5,099	228	5,223	233	5,350
Economic Adjustment (Base)	0		0		0		0		0		0	
CVA	0		-247		0		0		0		0	
Budget Request per Guideline	21,301	278,048	21,267	280,828	22,251	287,644	22,793	294,625	23,347	301,776	23,913	309,100

Schedule 4 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR One-Time Requests (2020-2024)

One-Time Requests	2020 Approved		2021 Request		2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
LAKE SIMCOE REGION C.A.												
Budget Request per Guideline	0	0	0	0	0	0	0	0	0	0	0	0

LAKE SIMCOE REGION CONSERVATION AUTHORITY - Schedule 5

SPECIAL BENEFITTING LEVY		2020 Approved Budget		2021 Proposed Budget		2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast	
		Request to Region	Total Cost	Request to Region	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
WATERSHED STUDIES AND STRATEGIES	Sustainable Development	24,492	273,774	24,687	275,284	25,149	281,244	25,693	287,359	26,250	293,594	26,818	300,574
	Climate Change	21,616	191,178	21,840	193,530	22,249	197,719	22,731	202,019	23,223	206,402	23,726	211,310
	Watershed Subwatershed Planning	62,613	413,107	63,093	413,386	64,040	422,334	65,426	431,518	66,842	440,880	68,289	451,363
	Total Watershed Studies and Strategies	108,721	878,059	109,620	882,200	111,438	901,297	113,850	920,896	116,315	940,876	118,833	963,247
WATER RISK MANAGEMENT	Flood Management and Warning												
	Natural Hazard Mapping	18,507	108,744	18,625	109,603	18,973	111,976	19,384	114,411	19,803	116,893	20,232	119,672
	Forecasting and Warning	7,505	184,016	7,659	185,888	7,804	189,912	7,973	194,041	8,145	198,251	8,321	202,965
	Water Management/Restoration												
	Assistance Program	51,316	306,507	51,698	309,810	52,665	316,517	53,805	323,399	54,970	330,415	56,160	338,272
	Water Science and Monitoring												
	Groundwater	6,325	108,249	6,379	108,624	6,498	110,976	6,639	113,389	6,783	115,849	6,930	118,603
	Riverflow	7,754	132,720	7,854	133,762	8,002	136,658	8,175	139,629	8,352	142,659	8,533	146,051
Stormwater Performance	2,355	40,331	2,362	40,241	2,406	41,112	2,459	42,006	2,512	42,918	2,566	43,938	
Total Water Risk Management	93,763	880,567	94,577	887,928	96,348	907,151	98,434	926,875	100,565	946,985	102,742	969,501	
ECOLOGICAL MANAGEMENT	Restoration and Regeneration												
	Assistance Program	129,284	818,770	130,207	826,310	134,289	844,199	137,161	862,555	140,094	881,268	143,092	893,360
	Ecosystem Science and Monitoring												
	Lake	9,187	157,239	9,288	158,179	9,462	161,604	9,667	165,118	9,877	168,700	10,090	172,711
	Tributary Biologic	10,854	185,776	10,993	187,217	11,199	191,270	11,442	195,429	11,689	199,669	11,942	204,417
	Tributary Water Quality	5,818	99,586	5,835	99,365	5,943	101,516	6,072	103,723	6,204	105,973	6,338	108,493
Natural Heritage Mapping	5,760	113,574	5,979	116,827	6,094	119,357	6,225	121,952	6,360	124,598	6,498	127,560	
Total Ecological Management	160,901	1,374,944	162,302	1,387,898	166,988	1,417,946	170,567	1,448,777	174,224	1,480,208	177,960	1,506,541	
GREENSPACE SERVICES	Management												
	Maintenance and Development	70,729	293,818	71,139	296,015	72,469	302,423	74,038	308,999	75,640	315,703	77,278	323,210
Total Greenspace Services	70,729	293,818	71,139	296,015	72,469	302,423	74,038	308,999	75,640	315,703	77,278	323,210	
CORPORATE	Governance												
	Lake Simcoe Protection Plan	15,337	262,519	15,446	263,040	15,735	268,734	16,076	274,578	16,424	280,535	16,779	287,205
	Conservation Authorities Moraine Coalition	4,070	9,070	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000
	Information Management												
	Program Information Management	15,708	199,058	15,845	236,415	16,142	241,533	16,491	246,785	16,848	252,139	17,213	258,134
	Facility Management												
Asset Management - Vehicles and Equipment Maintenance	5,721	34,747	5,738	34,670	5,845	35,421	5,972	36,191	6,101	36,976	6,233	37,855	
Total Corporate	40,836	505,394	42,029	544,125	42,722	555,688	43,539	567,554	44,373	579,650	45,225	593,194	
TOTAL CAPITAL		474,950	3,932,782	479,667	3,998,166	489,964	4,084,505	500,428	4,173,101	511,117	4,263,422	522,039	4,355,694
ASSET MANAGEMENT	Asset Management					4,797	42,560	9,793	86,861	14,993	132,988	20,404	180,998
	Growth					4,797	42,560	9,793	86,861	14,993	132,988	20,404	180,998
TOTAL CAPITAL INCLUDING STRATEGIC INITIATIVES AND ASSET MANAGEMENT		474,950	3,932,782	479,667	3,998,166	499,559	4,169,625	520,013	4,346,823	541,103	4,529,398	562,846	4,717,690
REGIONAL LAND SECUREMENT	Regional Land Securement	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	Total Regional Land Securement	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

0.99% 1.66% 2.15% 2.16% 2.14% 2.17% 2.14% 2.16% 2.14% 2.16%

Lake Simcoe Region Conservation Authority

2021 Draft Budget - Budget at a Glance



Lake Simcoe Region
conservation authority



2021 Budget Highlights

- Respect the tax payer
- Transition Year
- Focus on Implementation

LSRCA continues to demonstrate respect for the taxpayer by requesting a modest 1.00% increase to levies in 2021. Our focus in 2021 will be on the implementation of the current strategic initiatives and transitioning into our new strategic plan (currently in development).

LSRCA At-A-Glance

LSRCA is a local watershed management organization incorporated under the Conservation Authorities Act (1946).

Since our formation in 1951, we have been dedicated to conserving, restoring and managing the Lake Simcoe watershed.

Our jurisdiction, which began in the East Holland River with five municipalities, has grown to include the entire Lake Simcoe watershed with the exception of the City of Orillia and the Upper Talbot River subwatershed.

LSRCA is governed by an 18-member Board of Directors, appointed within a four-year cycle by its 9 member municipalities. Each year, the Board of Directors elects a Chair and Vice Chair from among its 18 members.

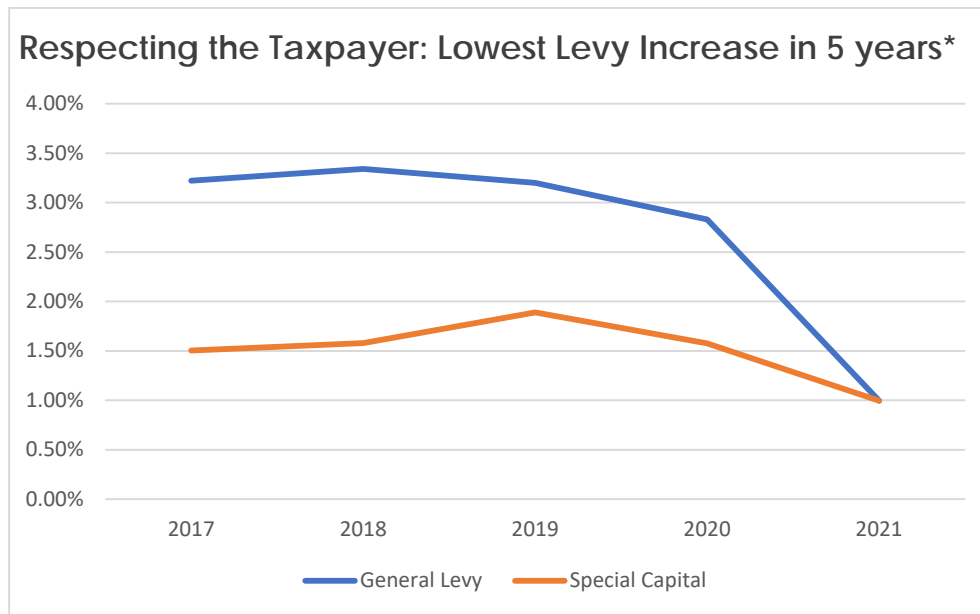
Our Watershed

The Lake Simcoe watershed is a 3,400 square kilometre area of land that sweeps across 20 municipalities, from the Oak Ridges Moraine in the south to the Oro Moraine in the north, through York and Durham Regions, Simcoe County and the cities of Kawartha Lakes, Barrie and Orillia.

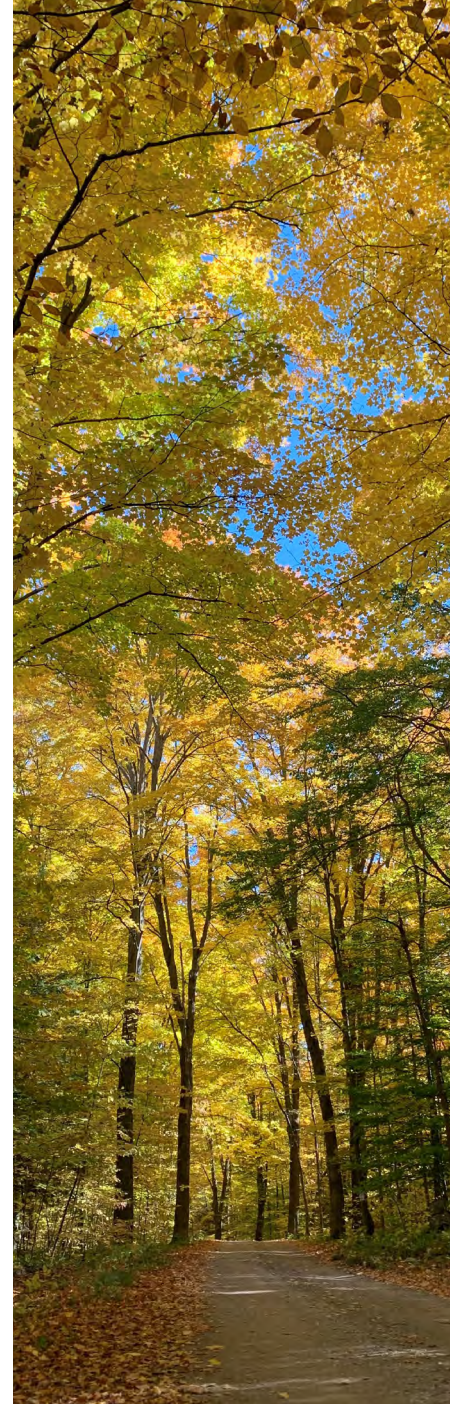
The watershed is delineated by 18 major river systems and many smaller ones that flow through the landscape to the heart of the watershed; Lake Simcoe.

Board Approved Assumptions - July 8, 2020

1. Inflation: up to 2.00% used only for applicable expenditures (2020: 2.00%)
2. COLA: up to 1.00% (2020: 1.75%) plus applicable step increases
3. Infrastructure levy for Asset Management: 0.00% (2020: 0.00%)
4. No additional new FTE's in 2021, unless they are fully funded from grants and/or fees
5. General and Special Operating Levy: Up to 1.00%, (2020: 2.83%).
6. Special Capital Levy: Up to 1.00% (2020: 2.34%).
7. Investment in Strategic Priorities: 0.00% (2020: 0.00%)



* Actual levy increase not budget assumptions.



LSRCA Total Levy Request for 2021

Based on Board Approved Assumptions

	2020 Levy in Millions	Increase in Millions	2021 Levy in Millions	% increase
General Levy	4.01	0.04	4.05	1.00%
Special Capital Levy	4.29	0.04	4.34	1.00%
Special Operating	0.49	0.00	0.49	1.00%
Total	\$8.79M	\$0.08M	\$8.87M	1.00%

2021 Draft* Capital and Operating Budget

For the period January - December 31, 2021

Consolidated Summary

Approved
Budget 2020
(Millions)

Proposed
Budget 2021
(Millions)

Revenue:

General Levy	4.0	4.0
Special Capital Levy & Municipal Partners	6.6	6.4
Provincial and Federal Funding	1.6	1.0
Revenue Generated by Authority	8.1	4.2
Other Revenue	0.2	0.1
Total Revenue	20.5	15.7

Expenditures:

Corporate Services	4.0	4.1
Ecological Management	2.5	2.5
Education & Engagement	0.6	0.6
Greenspace Services	0.7	0.7
Planning & Development Services	3.6	3.7
Water Risk Management	1.8	1.3
Watershed Studies & Strategies	0.9	1.5
Operating Expenditures	14.0	14.4
Capital & Project Expenditures	7.1	1.5
Total Expenditures	21.2	15.9

Required Draws to/(from) Reserve	(0.7)	(0.2)
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Net Revenue (Expenditures)	0	0
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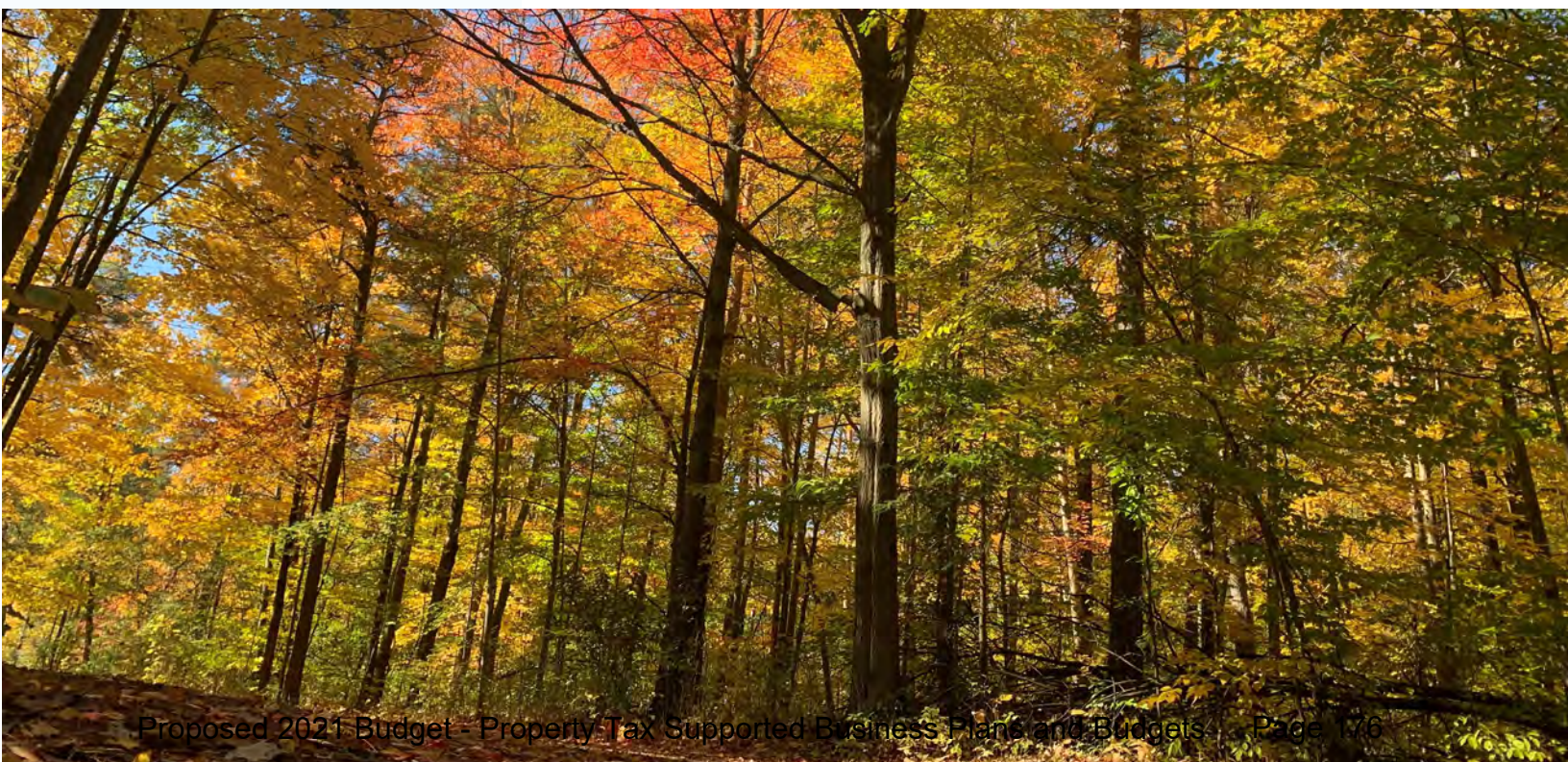
* Draft budget only, has not been approved by our Board of Directors. Staff will continue to work with budget holders to finalize the 2021 budget.

Regional Municipality of Durham

Budget Submissions*

	2020 Approved (000s)		2021 Proposed (000s)		2022 Outlook (000s)	
	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost
Corporate Services	41	597	42	599	43	612
Ecological Management	160	1,551	162	1,577	167	1,610
Greenspace Services	71	319	71	321	72	328
Planning & Development	0	25	0	25	0	25
Water Risk Management	94	925	95	933	96	953
Watershed Studies & Strategies	109	878	110	882	111	902
Asset Management	0	0	0	0	5	42
Strategic Initiatives/Growth	0	0	0	0	5	42
Special Capital Programs	475	4,295	480	4,337	499	4,515
Operating	234	4,009	233	4,049	241	4,130
Special Operating	21	487	21	493	22	510
Total	730	8,791	734	8,879	762	9,154

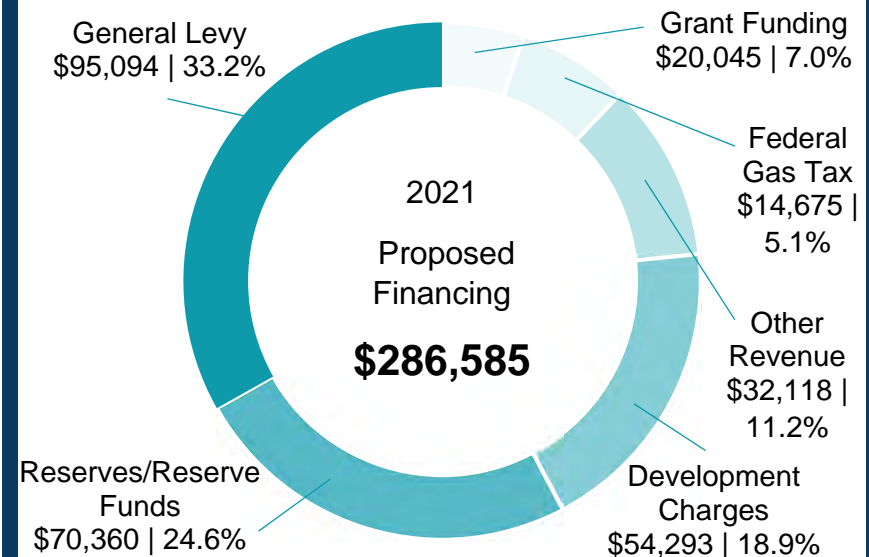
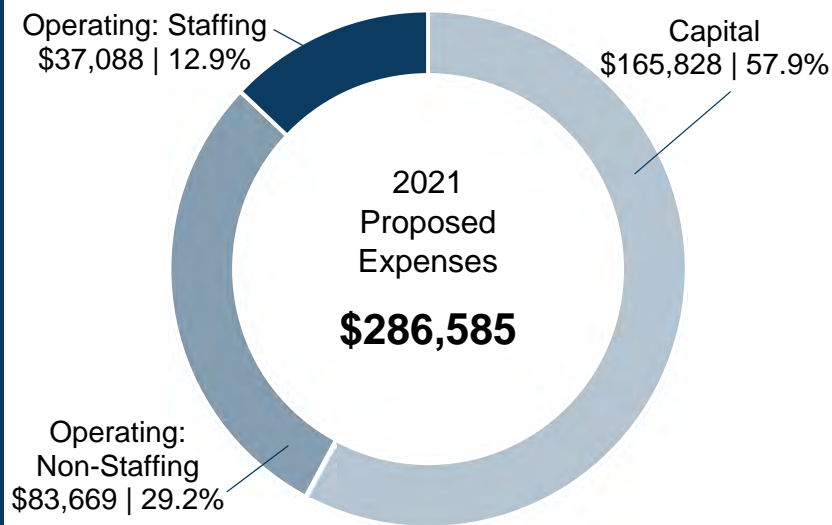
* Subject to Board of Directors approval.





WORKS DEPARTMENT

Plans, designs, constructs, operates and maintains Regional roads, bridges, traffic signals and facilities. Responsible for the collection, processing and disposal of garbage, recyclables and compost, the collection of special waste such as electronic and household hazardous waste, and the operation of the Durham York Energy Centre.



Amounts are in \$,000's

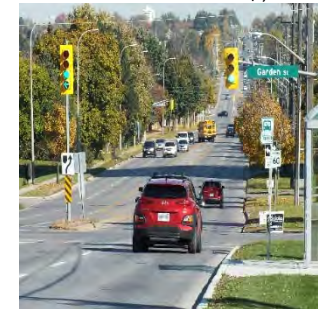
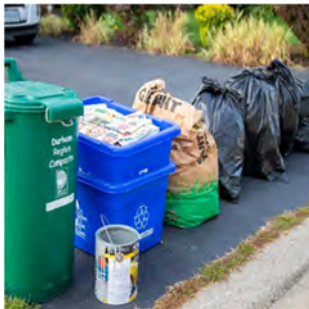


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Capital Projects Listing**

**Appendix B: Detailed 2021 Solid Waste Management Capital
Projects Listing**

Major Programs and Services

Regional Roads and Infrastructure

Winter Control

Reduce the hazards of winter conditions on the Regional road network by responding to winter events in a timely manner, lessening impacts on economic activity and improves quality of life for residents and businesses. Includes snow plowing, salting and anti-icing measures and condition monitoring through road patrols and advanced monitoring technologies to assess and address rapidly changing road conditions. Also snow removal in commercial areas, drainage and spring cleanup activities.

Roadside Maintenance

Maintain the Regional road network efficiently and effectively to reduce or eliminate hazards to Regional road users. Includes filling potholes, dust control applications and priming of road shoulders to control erosion, maintaining brush and vegetation, cleaning and regrading ditches, culverts and catch basins, and boulevard maintenance.

Storm Sewers

Maintain the Regional road network efficiently and effectively to reduce or eliminate hazards to Regional road users. Includes filling potholes, dust control applications and priming of road shoulders to control erosion, maintaining brush and vegetation, cleaning and regrading ditches, culverts and catch basins, and boulevard maintenance.

Traffic Signals and Systems

Install, maintain and operate the Region's network of traffic control signals and associated devices to support the safe and efficient movement of motorists, cyclists and pedestrians. Includes the installation and maintenance of traffic control devices and beacons, central traffic control system devices, closed circuit television and associated communication and intelligent transportation systems technology.

Traffic Signs, Markings and Roadside Protection

Improve safety and convenience for the users of the Regional road network while promoting the efficient movement of people and goods. Includes the design, manufacture and installation of regulatory, warning and information signage, the installation and maintenance of guiderails, detour route and traffic control planning for roadworks and the application of lane line markings.

Major Programs and Services (Continued)

Traffic Engineering and Central Control Systems

Supports the safe and efficient movement of traffic on the Regional road network through the provision of project management, functional planning and engineering studies, traffic signal design, and custodianship of the Region's Traffic By-laws. Includes the operation of the computerized central traffic control system and the development and management of Intelligent Transportation Systems, administration of the Red-Light Camera and Automated Speed Enforcement programs, undertaking road safety studies and implementation of recommendations supporting the Region's Vision Zero initiative.

Engineering and Staff Support

Support the delivery of capital projects and initiatives through design and construction activities, providing real estate services including land and lease acquisitions/management to all Regional programs, maintaining linear infrastructure data within GIS systems, and supplying financial and administrative support services to all divisions within the Works Department.

Facilities Management

Provide overall lifecycle management of all Regional facilities. Services include the design and construction of new Regional, Durham Regional Local Housing Corporation and Durham Regional Police Service facilities and leasehold improvements, lifecycle maintenance and replacement strategies for Regional facilities, corporate security services, and the ongoing and preventative maintenance and overall operation of Regional facilities, properties and grounds.

Regional Forest

The Regional Forest, consisting of six tracts totaling approximately 598 hectares, is managed under contract by the Lake Simcoe Region Conservation Authority. The forest, a significant environmental asset, provides natural habitat for wildlife, maintenance of water levels and stream flows, prevention of erosion and floods and a space for nature appreciation and use through hiking, walking, cross-country skiing, mountain biking and horseback riding.

Depot Operations

Support the delivery of road maintenance activities including winter control, and roadside and storm sewer repairs and cleaning.

Fleet Operations

Support the acquisition, lifecycle management and maintenance of the Region's fleet of vehicles and equipment, excluding those operated by Durham Regional Police Service and Durham Region Transit. Ensures compliance with the requirements of the Highway Traffic Act and the Commercial Vehicle Operations Registration (CVOR) Program.

Major Programs and Services (Continued)

Fleet Clearing

Maintain the Region's fleet of vehicles and equipment, excluding those operated by Durham Regional Police Service and Durham Region Transit. Costs accumulated in this program are allocated out to programs and activities through a combination of direct charges and hourly vehicle utilization rates.

Payroll Clearing

Resources that undertake the maintenance of the Region's road network, traffic signals, line markings, roadside signage and underground water and sewer infrastructure, provide utility locating services, conduct traffic data mapping and analysis and undertake water meter repairs. Costs accumulated in this program are allocated out to various activities within other Works Department maintenance programs through work orders generated for these activities.

Administration

Provide the overall strategic planning and direction to all programs within the Works Department – Regional Roads and Infrastructure.

Headquarters Shared Costs – Regional Roads and Infrastructure Portion

The allocated share of costs attributable to the Works Department – Regional Roads and Infrastructure for the operation of Regional Headquarters facility.

Construction of Municipal Services

Plan, design and construction of the Regional road and infrastructure major capital program.

Solid Waste Management

Oshawa Waste Management Facility

Operate this facility, with the objective of protecting and enhancing the environment by providing a safe, convenient and cost-effective location to receive residential waste for reuse, recycling, composting or disposal. This location receives and transfers garbage, e-waste, compostable material, municipal hazardous and special waste and delivers a paint re-use program.

Scugog Waste Management Facility

Operate this facility, with the objective of protecting and enhancing the environment by providing a safe, convenient and cost-effective location to receive residential waste for reuse, recycling, composting or disposal. This location receives and transfers garbage, e-waste, compostable material and municipal hazardous and special waste.

Major Programs and Services (Continued)

Brock Waste Management Facility

Operate this facility, with the objective of protecting and enhancing the environment by providing a safe, convenient and cost-effective location to receive residential waste for reuse, recycling, composting or disposal. This location receives and transfers garbage, e-waste, compostable material and municipal hazardous and special waste.

Pickering Waste Management Facility

Use of this private waste transfer facility, with the objective of protecting and enhancing the environment by providing a safe, convenient and cost-effective location to receive municipal hazardous and special waste.

Clarington Environmental Facility

Operate this facility, with the objective of protecting and enhancing the environment by providing a safe, convenient and cost-effective location to receive municipal hazardous and special waste.

Durham Material Recovery Facility

Operate this facility through a third-party service provider, with the objective of protecting and enhancing the environment through the safe and cost-effective receipt and processing of recycling material collected as part of the curbside program and at the Region's Waste Management Facilities. Recyclable materials processed at this facility are packaged for transport to end markets.

Durham York Energy Centre

Operate this facility through a third-party service provider, providing a local long-term solution for the responsible management and disposal of residual municipal solid waste through thermal treatment for the Regions of Durham and York. Revenue is generated through the sale of materials recovered and energy generated from the thermal process.

Collections, Processing, and Disposal Services

Deliver the Region's curbside waste collection programs to residential, multi-residential and some small businesses. Services delivered across the Region include garbage, blue box, organics and leaf and yard waste collection, along with bulky waste collection and disposal as part of an integrated collection program. The City of Oshawa and Town of Whitby administer their own curbside garbage, green bin and bulky waste collection services—the Region is responsible for all curbside blue box recycling collection.

Waste Administration

Support the delivery of capital initiatives through design and construction activities, undertaking studies to explore diversion opportunities and manage landfills, oversee contracted services and provide administrative and technical support to the Region's Solid Waste Management programming.

Major Programs and Services (Continued)

Administration

Provide the overall strategic planning and direction to all programs within the Works Department – Solid Waste Management.

Facilities Management

Provide overall lifecycle management of all Regional facilities. Includes the design and construction of Regional waste facilities, lifecycle maintenance and replacement strategies, corporate security services, and the ongoing and preventative maintenance and overall operation of Regional facilities, properties and grounds.

Headquarters Shared Costs - Solid Waste Management Portion

The allocated share of costs attributable to the Works Department – Solid Waste Management for the operation of Regional Headquarters facility.

Regional Corporate Costs

Support services across the organization are provided to support the delivery of Solid Waste Management programs and services. This program also captures the annual reserve contribution, setting aside sustainable funding for future solid waste capital and operating initiatives, and to mitigate significant financial impacts.

Waste Management Centre

Provide support and information to residents related to the Region's Solid Waste Management programs and services. Includes responding to social media, telephone, waste app and email inquiries, providing in-person customer service for bin exchanges and bin and bag tag sales, administering the Region's call-in waste collection services, providing by-law enforcement services and collecting data and inventory information to support continuous improvement of Durham's waste collection programs.

Community Outreach

Promote and encourage participation in the Region's waste management and waste diversion programs. Includes sharing information on multiple media platforms including radio, television, print, internet and public space advertising, promoting waste reduction and diversion through the development of school curriculum material and waste facility tours, and through public events including waste fairs, compost events and participation in Waste Reduction Week.

Major Programs and Services (Continued)

Environmental Studies

Protect and enhance the environment through the management, monitoring and inspection of former landfill sites within the Region ensuring full environmental compliance. Includes examination of monitoring results, preparation of annual technical reports, undertaking site improvements, ground and surface water testing and undertaking any amendments to Environmental Compliance Approvals for landfill and waste management facility operations.

Blue Box Revenues and Subsidies

Includes the proceeds from the sale of newspaper, cardboard, steel, aluminum and glass to end markets, along with Stewardship Ontario's Resource Productivity and Recovery Authority funding.

Major Capital

Consolidated capital program for Solid Waste Management.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Environmental Sustainability



Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment with internal and external partners and academic institutions.



Increase resource recovery through the implementation of mixed waste pre-sort and Anaerobic Digestion by 2024; and promoting the use of recycled materials in construction projects.

Strategic Priorities (Continued)



Protect, preserve and restore the natural environment including greenspaces, waterways, parks, trails, and farmlands by exploring alternative winter de-icing materials to minimize salt impacts; integrating environmentally sensitive solutions and practices; increasing restoration measures for impacted areas from construction projects; continue controlled-harvest practices in all Durham Region Forest tracts; and ensuring site plan development preserve natural features and favour native plant restoration.



Demonstrate leadership in sustainability and climate change action by mitigating the environmental impacts of projects and continuing to showcase environmental awareness and the importance of Regional assets, such as the Regional Forest.



Expand sustainable and active transportation by promoting transit and cycling; identifying and prioritizing road maintenance and winter response on primary cycling routes; embracing sustainable urban design principles; increasing availability of EV charging stations at Regional facilities; and exploring alternative fuels for the Regional fleet.

Community Vitality



Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing through the expansion of the Regional cycling network.



Enhance community safety and well-being with improvements to road traffic safety by advancing projects that are part of the Durham Vision Zero initiative.

Strategic Priorities (Continued)

Economic Prosperity



Position Durham Region as the location of choice for business by servicing strategic Employment Lands; streamlining review and payment processes; and planning for growth.



Better connect people and move goods more effectively by constructing and maintaining an efficient goods movement network; supporting the Bowmanville GO extension and the Rapid Transit network; and centralizing Regional services at strategic facilities to reduce travelling time and increasing convenience for residents.

Service Excellence



Optimize resources and partnerships to deliver exceptional quality services and value by continuing a “customer first” focus.



Collaborate for a seamless service experience by seeking new partnerships with local municipalities; developing a coordinated complaints log for Works to ultimately roll into Durham311; and maintaining and expanding the service request system for addressing external concerns through a single point of contact.



Demonstrate commitment to continuous quality improvement and transparency through public engagement on all major public works initiatives in real time.

Strategic Priorities (Continued)



Drive innovation by leveraging the functionality of the Enterprise Maintenance Management System for a coordinated complaints log and tool for public requests for work; and expanding the Traffic Watch map tool to incorporate other activities such as a real time snowplow routes and water main break repair updates.

Key Targets for 2021

Regional Roads and Infrastructure

- Maintain 2,390 lane kilometres of paved road surface
- Maintain 234 bridges and culverts greater than 3 metres – 5% inventory growth over 2020
- Maintain 304 kilometres of Regional storm sewers which includes 4,751 maintenance holes and 288 outfalls
- Maintain and operate 440 traffic signals – 4% system growth over 2020
- Rotate 4 cameras through 23 Automated Speed Enforcement sites, and administer 12 Red Light Camera sites
- Apply 4,575 kilometres of line painting and pavement markings on Regional roads
- Maintain and operate over 435,000 square metres of facility space

Solid Waste Management

- Serve 300,000 visitors at the Region's Waste Management facilities
- Collect 33,200 tonnes of material at the Region's Waste Management facilities – 3% increase over 2020
- Recycle, compost or re-use 6,200 tonnes of material collected at the Region's Waste Management facilities
- Process 41,700 tonnes of recyclable materials through the Region's Material Recovery Facility
- Generate 110,550 megawatts of energy at the Durham York Energy Centre – 3% increase from 2020
- Collect 46,300 tonnes of recyclable material through the curbside blue box recycling program


Key Targets for 2021 (Continued)

- Collect 60,100 tonnes of organic material through the curbside green bin and leaf and yard waste programs – 1% increase over 2020
- Collect 126,600 tonnes of garbage material through the curbside program – 1% increase over 2020
- Complete 90,000 public interactions through the Waste Management Centre
- Reach 200 students through school engagement activities
- Deliver communications regarding waste programs including:
 - 1,600 radio advertisements broadcast;
 - 120,000 waste collection calendars distributed;
 - 500 television advertisements broadcast; and
 - 120,000 waste collection reminders issued via the Durham Waste app

Financial Details: Summary by Account (\$,000's)

	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Expenses					
Operating Expenses					
Personnel Expenses	29,265	32,185	35,820		
Personnel Related	728	1,186	1,268		
Communications	1,585	1,708	1,683		
Supplies	2,829	1,719	2,795		
Utilities	522	685	634		
Computer Maintenance & Operations	79	190	306		
Materials & Services	10,517	11,446	10,932		
Buildings & Grounds Operations	1,615	1,516	1,556		
Equipment Maintenance & Repairs	597	464	464		
Vehicle Operations	6,427	7,131	6,989		
Professional Services	1,587	1,951	2,096		
Contracted Services	57,923	56,332	56,161		
Leased Facilities Expenses	99	8	193		
Financial Expenses	493	452	473		
Property Taxes	1,008	1,010	1,017		
Minor Assets & Equipment	40	1,012	920		
Major Repairs & Renovations	515	515	530		
Contribution to Reserves / Reserve Funds	6,605	6,605	6,625		
Headquarters Shared Costs	845	845	864		
Operating Expenses Subtotal	123,279	126,960	131,326	4,366	3.4%


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Internal Transfers & Recoveries					
Charges from Related Entities	29	26	26		
Communications Charge	109	109	91		
Departmental Charges	1,432	1,432	1,447		
Corporate HR Charge	50	50	50		
Works-General Tax Charge	338	338	338		
Works-Waste Boxes Bins Charge	-	242	-		
Works-Facilities Management Charge	272	285	281		
Works-Ajax WSP-Labour Charge	2	2	2		
Recovery - Social Housing	(118)	(118)	(122)		
Recovery - Regional Environmental Lab	(50)	(50)	(50)		
Recovery - Fleet	(8,918)	(12,569)	(12,632)		
Internal Transfers & Recoveries Subtotal	(6,854)	(10,253)	(10,569)	(316)	(3.1%)
Gross Operating Expenses	116,425	116,707	120,757	4,050	3.5%
Capital Expenses					
New	1,190	1,190	254		
Replacement	8,283	8,283	10,194		
Major Capital	251,860	251,860	155,380		
Capital Expenses Subtotal	261,333	261,333	165,828	(95,505)	(36.5%)
Total Expenses	377,758	378,040	286,585	(91,455)	(24.2%)

Financial Details: Summary by Account (\$,000's) Continued

	Durham Budget 2021			Variance	
	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	\$	%
Revenues and Financing					
Operating Revenue					
Provincial Subsidy	(7,085)	(6,446)	(7,204)		
Fees & Service Charges	(10,039)	(9,897)	(10,446)		
Sale of Publications	(475)	(500)	(376)		
Rents	(65)	(56)	(56)		
Sundry Revenue	(7,590)	(8,002)	(9,168)		
Revenue from Municipalities	(4,141)	(4,070)	(4,258)		
Investment & Interest Income	(110)	(110)	(110)		
Recovery Regional Forest Reserve Fund	(10)	(10)	(9)		
Recovery Solid Waste Management Reserve Fund	(1,017)	(1,992)	(900)		
Operating Revenue Subtotal	(30,532)	(31,083)	(32,527)	(1,444)	4.6%

Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Capital Financing					
Federal Grant - Capital	(10)	(10)	(25)		
Grant - Capital	-	-	(20,019)		
Recovery from York	(11)	(11)	-		
Road - Residential DC	(23,119)	(23,119)	(42,477)		
Road - Commercial DC	(2,642)	(2,642)	(4,803)		
Road - Industrial DC	-	-	(7,013)		
Federal Gas Tax	(10,100)	(10,100)	(14,675)		
Equipment Replacement Reserve	(7,467)	(7,467)	(9,859)		
Recovery from Vision Zero Reserve Fund	(1,150)	(1,150)	(1,300)		
Transit Capital Reserve Fund	-	-	(10,418)		
Recoveries from Others	-	-	(500)		
Regional Roads Reserve	(9,814)	(9,814)	(12,600)		
Roads Rehabilitation Reserve Fund	(27,250)	(27,250)	(27,250)		
Bridge Rehabilitation Reserve Fund	(8,025)	(8,025)	(7,525)		
Waste Management Reserve Fund	(32,700)	(32,700)	-		
Climate Mitigation and Environmental Reserve Fund	-	-	(500)		
Debenture	(130,800)	(130,800)	-		
Capital Financing Subtotal	(253,088)	(253,088)	(158,964)	94,124	(37.2%)
Total Revenues and Financing	(283,620)	(284,171)	(191,491)	92,680	(32.6%)
Works Department Total	94,138	93,869	95,094	1,225	1.3%

Financial Details: Summary by Program (\$,000's)

	2020 Estimated Actuals	2020 Approved Budget					2021 Proposed Budget					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Regional Roads and Infrastructure													
1 Winter Control	11,399	11,149	-	-	-	11,149	11,327	-	-	-	11,327	178	
2 Roadside Maintenance	4,636	4,767	-	-	(61)	4,707	4,849	-	-	(75)	4,774	67	
3 Storm Sewers	153	201	-	-	(3)	198	163	-	-	(3)	160	(38)	
4 Traffic Signals and Systems	2,115	2,282	-	-	(273)	2,008	2,999	-	-	(784)	2,215	207	
5 Traffic Signs, Markings and Roadside Protection	2,514	3,247	-	-	(1,044)	2,203	3,724	-	-	(1,093)	2,631	428	
6 Traffic Engineering and Central Control System	4,378	5,010	-	-	(707)	4,303	5,576	-	-	(707)	4,869	566	
7 Engineering and Staff Support	4,851	4,738	326	-	(335)	4,729	6,172	347	-	(330)	6,189	1,460	
8 Facilities Management	4,755	3,798	900	(10)	(56)	4,632	4,421	79	-	(56)	4,444	(188)	
9 Regional Forest	-	206	-	-	(206)	-	239	-	-	(239)	-	-	
10 Depot Operations	4,957	4,787	459	-	(311)	4,935	5,021	10	-	(332)	4,699	(236)	
11 Fleet Operations	-	-	7,467	-	(7,467)	-	-	9,939	(25)	(9,859)	55	55	
12 Fleet Clearing	-	-	-	-	-	-	-	-	-	-	-	-	
13 Payroll Clearing	-	-	-	-	-	-	-	-	-	-	-	-	
14 Administration	362	435	-	-	-	435	453	-	-	-	453	18	
15 Headquarters Shared Cost - Regional Roads and Infrastructure Portion	634	634	-	-	-	634	649	-	-	-	649	15	
16 Construction of Municipal Services	6,200	-	88,300	-	(82,100)	6,200	-	154,780	(20,019)	(128,561)	6,200	-	
Regional Roads and Infrastructure Subtotal	46,954	41,254	97,452	(10)	(92,563)	46,133	45,593	165,155	(20,044)	(142,039)	48,665	2,532	5.5%


Financial Details: Summary by Program (\$,000's) Continued

	2020 Estimated Actuals	2020 Approved Budget					2021 Proposed Budget					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Solid Waste Management													
1 Oshawa Waste Management Facility	(34)	2,838	107	(192)	(2,606)	147	3,172	-	(192)	(2,951)	29	(118)	
2 Scugog Waste Management Facility	22	920	-	(134)	(785)	1	874	-	(134)	(861)	(121)	(122)	
3 Brock Waste Management Facility	119	436	100	(120)	(312)	104	569	-	(120)	(318)	131	27	
4 Pickering Waste Management Facility	15	141	-	(124)	(8)	9	145	-	(124)	(8)	13	4	
5 Clarington Environmental Facility	213	241	-	(115)	(6)	120	247	-	(115)	(33)	99	(21)	
6 Durham Material Recovery Facility	-	318	-	-	(318)	-	360	-	-	(360)	-	-	
7 Durham York Energy Centre	8,991	20,266	50	-	(11,655)	8,661	20,291	-	-	(12,790)	7,501	(1,160)	
8 Collection Services													
a) Garbage	5,423	5,269	-	-	-	5,269	5,328	-	-	-	5,328	59	
b) Blue Box Curbside Recycle	11,600	11,788	-	-	-	11,788	11,560	-	-	-	11,560	(228)	
c) Composting	3,809	3,617	-	-	-	3,617	3,608	-	-	-	3,608	(9)	
d) Other Diversion	153	140	-	-	-	140	168	-	-	-	168	28	
9 Processing and Disposal Services													
e) Garbage	2,219	1,984	-	-	-	1,984	2,056	-	-	-	2,056	72	
f) Blue Box Curbside Recycle	4,614	4,614	-	-	-	4,614	4,527	-	-	-	4,527	(87)	
g) Composting	7,445	6,789	-	-	-	6,789	7,365	-	-	-	7,365	576	
h) Other Diversion	(3)	29	-	(6)	-	23	29	-	(8)	-	21	(2)	
i) Diversion Promotional Items	314	348	-	-	-	348	350	-	-	-	350	2	
j) Waste Composition Study	-	-	-	-	-	-	-	-	-	-	-	-	


Financial Details: Summary by Program (\$,000's) Continued

	2020 Estimated Actuals	2020 Approved Budget					2021 Proposed Budget					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
10 Waste Administration	3,548	4,452	64	-	(26)	4,490	4,432	49	-	(24)	4,457	(33)	
11 Administration	486	438	-	-	-	438	453	-	-	-	453	15	
12 Facilities Management	2,232	2,258	-	-	-	2,258	2,293	24	-	-	2,317	59	
13 Headquarters Shared Cost - Solid Waste Management Portion	211	211	-	-	-	211	216	-	-	-	216	5	
14 Regional Corporate Costs	3,686	3,796	-	-	(110)	3,686	3,810	-	-	(110)	3,700	14	
15 Waste Management Centre	738	2,021	-	-	(1,279)	742	1,698	-	-	(937)	761	19	
16 Community Outreach	525	625	-	-	-	625	625	-	-	-	625	-	
17 Environmental Studies	329	377	-	-	-	377	395	-	-	-	395	18	
18 Blue Box Recoveries & Subsidies:													
a) Industry Funding	(6,519)	-	-	(5,755)	-	(5,755)	-	-	(6,512)	-	(6,512)	(757)	
b) Revenues - Diversion Materials	(3,012)	1,537	-	-	(4,547)	(3,010)	593	-	-	(3,311)	(2,718)	292	
19 Major Capital Projects	60	-	163,560	-	(163,500)	60	-	600	-	(500)	100	40	
Solid Waste Management Subtotal	47,184	75,453	163,881	(6,446)	(185,152)	47,736	75,164	673	(7,205)	(22,203)	46,429	(1,307)	(2.7%)
Works Department Total	94,138	116,707	261,333	(6,456)	(277,715)	93,869	120,757	165,828	(27,249)	(164,242)	95,094	1,225	1.3%


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Regional Roads and Infrastructure								
Capital Expenditures								
Road / Structure Construction (Growth)	29,859	43,581	54,821	69,202	52,201	65,100	357,898	599,222
Traffic Control & Other - Growth	5,660	6,200	5,370	5,130	5,155	3,925	19,820	39,400
Transportation Plans and Studies	150	150	150	150	150	500	750	1,700
ICIP Projects	-	48,000	46,000	11,595	96,070	2,700	-	156,365
Road Rehabilitation	38,665	38,660	45,000	45,000	45,000	45,000	225,000	405,000
Structure Rehabilitation / Replacement	8,535	12,610	12,610	11,965	17,910	13,270	47,075	102,830
Traffic Control & Other - Rehabilitation	3,480	3,480	3,405	3,380	3,380	3,175	16,810	30,150
Road & Traffic Safety Program (Vision Zero)	1,950	2,100	1,625	1,575	1,550	1,500	4,500	10,750
Building & Structures	192	50	815	3,333	1,350	8,933	10,071	24,502
Vehicles	7,672	9,884	11,057	10,878	10,809	10,810	43,100	86,654
Machinery & Equipment	1,016	190	575	74	40	238	198	1,125
Information Technology Infrastructure	243	240	815	251	350	273	1,390	3,079
Furniture & Fixtures	30	10	73	31	20	16	75	215
Capital Expenditure Subtotal	97,452	165,155	182,316	162,564	233,985	155,440	726,687	1,460,992

Financial Details: Summary of Capital (\$,000's) Continued

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Capital Financing								
General Levy	7,875	6,691	9,395	11,927	11,229	19,630	68,671	120,852
Equipment Replacement Reserve	7,467	9,859	10,741	10,741	10,741	10,741	42,962	85,926
Roads Rehab Reserve Fund	27,250	27,250	32,085	28,805	31,775	31,305	137,785	261,755
Bridge Rehab Reserve Fund	8,025	7,525	5,525	5,525	9,900	5,525	27,625	54,100
Regional Roads Levy	9,814	12,600	12,284	20,993	19,348	14,806	101,061	168,492
Vision Zero Reserve Fund	1,150	1,300	725	675	650	500	-	2,550
Transit Capital Reserve Fund	-	10,418	5,399	335	9,855	720	-	16,309
Residential Development Charges	23,119	42,477	44,045	47,235	44,716	44,869	223,147	404,012
Commerical Development Charges	2,642	4,803	5,032	5,363	5,110	5,128	25,502	46,135
Institutional Development Charges	-	-	1,062	498	324	322	1,583	3,789
Industrial Development Charges	-	7,013	7,624	2,364	2,289	2,214	9,951	24,442
Federal Gas Tax	10,100	14,675	17,600	17,600	17,600	17,600	87,400	157,800
Federal Grant	10	25	-	-	-	-	-	-
ICIP Grant	-	20,019	30,799	8,503	70,448	1,980	-	111,730
Recoveries From Others	-	500	-	2,000	-	100	1,000	3,100
Capital Financing Subtotal	97,452	165,155	182,316	162,564	233,985	155,440	726,687	1,460,992
Total Capital Regional Roads and Infrastructure	97,452	165,155	182,316	162,564	233,985	155,440	726,687	1,460,992

Financial Details: Summary of Capital (\$,000's) Continued

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Solid Waste Management								
Capital Expenditures								
Building & Structures	163,500	120	9,200	10,627	500	11,100	203,153	234,580
Machinery & Equipment	107	-	107	767	367	107	535	1,883
Information Technology Infrastructure	113	48	3	3	3	3	15	27
Landfill Remediation / Rehabilitation	60	500	1,000	6,448	125	250	3,400	11,223
Vehicles	100	4	-	-	-	-	-	-
Furniture & Fixtures	1	1	1	1	1	1	5	9
Studies	-	-	300	-	-	-	-	300
Capital Expenditure Subtotal	163,881	673	10,611	17,846	996	11,461	207,108	248,022
Capital Financing								
General Levy	370	173	2,111	1,995	996	1,461	555	7,118
Climate Mitigation & Environment Reserve Fund	-	500	-	-	-	-	-	-
Waste Management Reserve Fund	32,700	-	3,500	15,851	-	-	6,553	25,904
Seaton Capital Reserve Fund	-	-	5,000	-	-	-	-	5,000
Recovery from York	11	-	-	-	-	-	-	-
Debentures	130,800	-	-	-	-	10,000	200,000	210,000
Capital Financing Subtotal	163,881	673	10,611	17,846	996	11,461	207,108	248,022
Total Capital Solid Waste Management	163,881	673	10,611	17,846	996	11,461	207,108	248,022
Total Capital Works Department	261,333	165,828	192,927	180,410	234,981	166,901	933,795	1,709,014

Details of Budget Changes

Strategic Investments – Regional Roads and Infrastructure	2021 Impact (\$ 000's)
New Position – details of the 17.934 FTE's are provided in Staffing Details section	1,497
Recoverable portion of new positions above	(384)
Part-time salaries to deliver priority facilities projects	184
Annualization of the Vision Zero Automatic Speed Enforcement and Red Light Camera programs and expansion of Automatic Speed Enforcement with 4 extra sites.	252
Strategic Investments – Regional Roads and Infrastructure Subtotal	1,549
<hr/>	
Base Adjustments – Regional Roads and Infrastructure	2021 Impact (\$ 000's)
Economic increases	1,424
Annualization of 11.344 FTE's approved in the 2020 budget	716
Removal of one-time items	(1,168)
Miscellaneous adjustment	(4)
Increase in Works – General Tax share of costs for the operation and maintenance of Regional Headquarters	15
Base Adjustments – Regional Roads and Infrastructure Subtotal	983
<hr/>	
Net Changes - Regional Roads and Infrastructure	2,532

Details of Budget Changes (Continued)

Strategic Investments – Solid Waste Management	2021 Impact (\$ 000's)
New Position – details of the 0.110 FTE are provided in Staffing Details section	8
Net increase in Stewardship Ontario's Resource Productivity and Recovery Authority funding	(757)
Net increase in the proceeds from the sale of newspaper, cardboard, steel, aluminum and glass to end markets offset by the removal of the reserve fund contribution that was utilized to stabilize revenue	293
Increase in projected power revenue at DYEC as a result of anticipated increase in permitted capacity (-\$1,109k), a slight increase in the York recovery (-\$160) which is partially offset by increased operating costs (\$25) and lower revenue from sale of recovered materials (\$124)	(1,120)
Strategic Investments – Solid Waste Management Subtotal	(1,576)
Base Adjustments – Works – Solid Waste Management	2021 Impact (\$ 000's)
Economic increases	253
Annualization of 1.055 FTE's approved in the 2020 budget	106
Removal of one-time item	(87)
Increase in Solid Waste Management's share of costs for the operation and maintenance of Regional Headquarters	5
Miscellaneous adjustments	(8)
Base Adjustments – Solid Waste Management Subtotal	269
Net Changes – Solid Waste Management	(1,307)
Net Changes Works Department	1,225

Staffing Details

Regional Roads and Infrastructure	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>391.770</u>
Position Transfer	
Custodian position transferred to Regional Headquarters	0.712
Clerk Steno position transferred from Works Financial Services to Real Estate; and upgraded to Real Estate Specialist	0.350
Total Position Transfer	<u>1.062</u>
Proposed New Positions	
Mechanic – to provide continuous support to the increased fleet size and to provide timely service and repairs to maintain Regional service levels.	1.000
Project Manager – to provide support with the Climate Change Mitigation/Adaptation (CCMA) capital planning and projects delivery. Including oversight of hydraulic analysis and storm water management considerations.	1.000
Labourer – conversion of temporary labourer positions at the Ajax, Oshawa, and Orono Depots to complete legislated maintenance work activities. Additional labourer position distributed between Roads / Water / Sewer activities at the Sunderland Depot.	4.000
Traffic Operations Worker 2 – to provide continuous support for Regional inhouse delivery model for expansion of core activities of pavement markings operations, signs manufacturing/maintenance and roadside protection (guide rail) maintenance.	2.000
Senior Project Coordinator – to support design reviews, tenders and supervision of capital construction budgets and deadlines. (Note: position is shared with Water Supply and Sanitary Sewerage)	0.358
Project Manager - to provide leadership to capital facility projects including new builds, state of good repair, expansions and renovations. (Note: position is shared with Water Supply and Sanitary Sewerage and Waste Management)	0.288
Works Technician 4 – to support the delivery of capital facility projects including new builds, state of good repair, expansions and renovations. (Note: position is shared with Water Supply and Sanitary Sewerage and Waste Management)	0.288

Staffing Details (Continued)

The following 9 positions are proposed for the newly created Rapid Transit Office to implement ICIP Rapid Transit Projects. The positions indicated with a * received pre-Budget approval in Report #2020-F-19

Rapid Transit Office Manager*	1.000
Project Manager (Design)*	1.000
Project Engineer (Design)*	1.000
Project Coordinator (Design)	2.000
Clerk 2	1.000
Supervisor (Construction)	1.000
Senior Project Coordinator (Construction)	1.000
Project Coordinator (Traffic)	1.000

Total Proposed New Positions	<u>17.934</u>
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Regional Roads and Infrastructure Subtotal	410.766
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Solid Waste Management	Full Time Equivalents
	(FTE's)

2020 Approved Complement	77.045
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Position Transfer

Custodian position transferred to Regional Headquarters	(0.055)
Clerk Steno position transferred from Works Financial Services to Real Estate; and upgraded to Real Estate Specialist	(0.060)

Total Position Transfer	<u>(0.115)</u>
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Proposed New Positions

Project Manager - to provide leadership to capital facility projects including new builds, state of good repair, expansions and renovations. (Note: position is shared with Water Supply and Sanitary Sewerage and Works General Tax)	0.055
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Staffing Details (Continued)

Works Technician 4 – to support the delivery of capital facility projects including new builds, state of good repair, expansions and renovations. (Note: position is shared with Water Supply and Sanitary Sewerage and Works General Tax) 0.055

Total Proposed New Positions 0.110

Solid Waste Management Subtotal **77.040**

Total Complement Works Department **487.806**

Looking Forward

Providing public infrastructure including Regional roads, reliable solid waste services, and expertise support for residents, businesses and institutions so that healthy and sustainable communities thrive. To support these commitments the Region continues to modernize operations through a variety of initiatives including:

- the implementation of the Enterprise Maintenance Management System resulting in a move from paper-based information processing to a comprehensive work management system, capturing more accurate maintenance activities and information;
- the utilization of technology such as drones, sonar and submersible cameras for inspections and assessments; and innovative mapping technology;
- enhancements to Regional capital project construction specifications and practices for advancing compliance towards the Excess Soil Management Regulation
- implementation of recommendations from the Public Facing Service Modernization project, including web-based forms and payment options;
- introduction and expansions of advanced technologies and countermeasures to relieve traffic congestion and advance Vision Zero objectives
- continued enhancements to the online permitting system including adding additional permits to the system;
- active participation in the Low Carbon Fleet Strategy development and the development of the Corporate Climate Change Strategic Framework; and
- progress towards the establishment of the Durham Building Standard, providing guidelines including energy efficiency, greenhouse gas emission reductions and employee inclusion for all projects related to the construction or renovation/retrofit of Regional facilities.

Further, new regulations for the implementation of Extended Producer Responsibility (EPR) for Electronics Recycling came into effect with a new program on January 1st, 2021. The Ministry of the Environment, Conservation and Parks (MECP) separated Used Batteries from the Municipal Hazardous and Special Waste (MHSW) program with a new Used Batteries program coming into effect on July 1, 2021 and a separate program for all remaining MHSW materials also coming into effect on July 1. The MECP released a draft Blue Box program regulation for comment on October 19, 2020. The draft regulation has the Blue Box program winding up over a three year period between January 2023 and December 2025 with Durham transitioning in 2024. At this time, the MECP has not yet released the final Blue Box program regulation.

Looking Forward (Continued)

The Region will continue to leverage long-term financial planning – supported by the Long-term Waste Management Plan to be presented in 2021-22 - to chart a response to some of the significant challenges ahead which include: leading infrastructure renewal (in alignment with the Region's Asset Management Plan and prudent asset management practices), preparing for projected Regional growth and new development which will increase demands for Regional services, and large critical infrastructure projects (including the Mixed Waste Pre-sort and Anaerobic Digestion Facility).

In alignment with Regional Council's commitment to confront climate change, a core element in the design and construction of Regional infrastructure is sustainability - using best practices and innovations developed through in-house research and partnerships with academia. The Region will continue to identify and evaluate potential investments in technology and systems – in partnership with local municipalities – to promote sustainable infrastructure and mitigate climate impacts.

Appendix A: Detailed 2021 Regional Roads and Infrastructure Capital Projects Listing

Durham Budget 2021		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
Regional Roads and Infrastructure																
Building & Structures																
1	Repoint where required and replace all damaged exterior bricks	1	Replacement	-	-	-	-	-	-	-	-	50	50	-	-	50
Building and Structures Subtotal				-	-	-	-	-	-	-	-	50	50	-	-	50
Machinery and Equipment																
2	Axle Lifting Device	1	New	-	-	-	-	-	-	-	-	30	30	-	-	30
3	Portable Variable Message Signs	1	New	-	-	-	-	-	-	-	-	50	50	-	-	50
4	Speed Radar Feedback Signs	5	New	-	-	-	-	-	-	-	-	25	25	-	-	25
5	Survey GPS Instrument	1	Replacement	-	-	-	-	-	-	-	-	10	10	-	-	10
6	Speed Radar Feedback Signs	5	New	-	-	-	-	-	-	-	-	25	25	-	-	25
7	Electric Vehicle Charging Stations	2	New	-	-	-	-	-	-	-	-	25	25	-	-	25
8	Electric Vehicle Charging Stations - Federal Grant Funded	2	New	-	-	-	-	-	-	25	-	-	25	-	-	25
Machinery and Equipment Subtotal				-	-	-	-	-	-	25	-	165	190	-	-	190
Information Technology																
9	Laptop Computer	1	New	-	-	-	-	-	-	-	-	1	1	-	-	1
10	Power Laptop Computer	1	New	-	-	-	-	-	-	-	-	4	4	-	-	4
11	Power Laptop Computer	1	New	-	-	-	-	-	-	-	-	4	4	-	-	4
12	Power Laptop Computer	1	New	-	-	-	-	-	-	-	-	4	4	-	-	4
13	Computers & Monitors Refresh	1	Replacement	-	-	-	-	-	-	-	-	205	205	-	-	205
14	Laptop Computer	1	New	-	-	-	-	-	-	-	-	1	1	-	-	1
15	Laptop Computer	1	New	-	-	-	-	-	-	-	-	1	1	-	-	1
16	Laptop Computer	1	New	-	-	-	-	-	-	-	-	1	1	-	-	1
17	Power Laptop Computer	1	New	-	-	-	-	-	-	-	-	4	4	-	-	4
18	Standard Laptop Computers	6	New	-	-	-	-	-	-	-	-	15	15	-	-	15
Information Technology Subtotal				-	-	-	-	-	-	-	-	240	240	-	-	240
Road Rehabilitation																
19	Conc. Rd. 7 from Reg. Rd. 11 to 0.4 km north of Ashworth Rd., Uxbridge	-	-	-	1,710	-	-	-	-	-	-	-	1,710	7,850	-	9,560
20	Conc. Rd. 7 from Foster Dr. to south limit of Leaskdale, Uxbridge	-	-	-	1,700	-	-	-	-	-	-	-	1,700	6,280	-	7,980
21	Simcoe St. from north of Gibb St. - Elm St. to John St., Oshawa	-	-	-	250	-	-	-	-	-	-	-	250	500	-	750

Appendix A: Detailed 2021 Regional Roads and Infrastructure Capital Projects Listing

Durham Region Durham Budget 2021		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture				
22	Centre St. from King St. to Brock St. West and Simcoe St. from Brock St. West to South of Adelaide Ave., Oshawa	-	-	-	2,000	-	-	-	-	-	-	2,000	11,000	-	13,000
23	Grandview St. N. from Hwy 407 to Columbus Rd. E. and Columbus Rd. E. from Grandview St. N. to Townline Rd. N., Oshawa	-	-	-	1,000	-	-	-	-	-	-	1,000	4,390	-	5,390
24	Reg. Rd. 3 from Townline Rd. N. to Enfield Rd. (Reg. Rd. 34), Clarington	-	-	-	150	-	-	-	-	-	-	150	925	3,575	4,650
25	Taunton Rd. from east of Townline Rd. to west of Enfield Rd., Clarington	-	-	-	1,000	-	-	-	-	-	-	1,000	4,773	-	5,773
26	Taunton Rd. from 0.4 km west of Solina Rd. to 0.2 km west of Bowmanville Ave., Clarington	-	-	-	100	-	-	-	-	-	-	100	1,070	10,100	11,270
27	Taunton Rd. from Reg. Rd. 17 to 0.1 km west of Tamblyn Rd., Clarington	-	-	-	200	-	-	-	-	-	-	200	-	2,050	2,250
28	Reg. Rd. 8 from east of Conc. 5 to Conc. 6, Uxbridge	-	-	-	1,500	-	-	-	-	-	-	1,500	-	-	1,500
29	Zephyr Rd. from Scott Conc. 3 (Reg. Rd. 39) to Conc. 4, Uxbridge	-	-	-	4,400	-	-	-	-	-	-	4,400	1,950	-	6,350
30	3rd Concession from Lake Ridge Rd. to 1.5 km west of Highway 7/12, Brock	-	-	4,100	900	-	-	-	-	-	-	5,000	14,470	5,860	25,330
31	Liberty St. from Longworth Ave. to Concession Rd. 3, Clarington	-	-	-	-	-	-	-	-	-	-	-	-	1,500	1,500
32	Lake Ridge Rd. from 0.1 km north of Reg. Rd. 5 to 0.8 km south of Chalk Lake Rd., Pickering/Whitby/Uxbridge/Scugog	-	-	4,000	1,000	-	-	-	-	-	-	5,000	800	-	5,800
33	Lake Ridge Rd. from 0.8 km south of Chalk Lake Rd. to 1.6 km north of Chalk Lake Rd., Scugog/Uxbridge	-	-	-	1,650	-	-	-	-	-	-	1,650	4,300	-	5,950
34	Lake Ridge Rd. from Vallentyne to Ravenshoe Rd., Brock/Uxbridge	-	-	-	300	-	-	-	-	-	-	300	-	2,800	3,100
35	Rossland Rd. from Park Rd. to Simcoe St., Oshawa	-	-	-	350	-	-	-	-	-	-	350	-	4,150	4,500
36	York Durham Line from Wagg Rd. to Aurora Rd., Uxbridge	-	-	-	600	-	-	-	-	-	-	600	2,550	-	3,150
37	Farewell St. from Harbour Rd. to Bloor St., Oshawa	-	-	-	300	-	-	-	-	-	-	300	800	3,500	4,600
38	Bowmanville Ave. from Taunton Rd. to Hwy 407, Clarington	-	-	-	2,750	-	-	-	-	-	-	2,750	500	-	3,250
39	Road Resurfacing and Rehabilitation Preparatory Activities Allowance	-	-	-	-	-	-	-	-	-	350	350	350	3,150	3,850

Appendix A: Detailed 2021 Regional Roads and Infrastructure Capital Projects Listing

		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
40	Road and Structures Rehabilitation Program	-	-	-	-	-	-	-	-	-	-	960	960	965	25,100	27,025
41	Road Resurfacing/Rehabilitation Other Locations	-	-	2,000	5,390	-	-	-	-	-	-	-	7,390	4,210	309,865	321,465
Road Rehabilitation Subtotal				10,100	27,250	-	-	-	-	-	-	1,310	38,660	67,683	371,650	477,993
Vehicles																
42	3/4 Ton Van low roof	1	New	-	-	-	-	-	-	-	-	26	26	-	-	26
43	Econo Van	1	Replacement	-	48	-	-	-	-	-	-	-	48	-	-	48
44	Provision for Emergency Vehicle Capital Works	1	Replacement	-	20	-	-	-	-	-	-	-	20	-	-	20
45	Econo Van	2	Replacement	-	96	-	-	-	-	-	-	-	96	-	-	96
46	Econo Pick up	1	Replacement	-	48	-	-	-	-	-	-	-	48	-	-	48
47	3/4 Ton Pick up	4	Replacement	-	248	-	-	-	-	-	-	-	248	-	-	248
48	SUV	4	Replacement	-	300	-	-	-	-	-	-	-	300	-	-	300
49	Tandem	3	Replacement	-	1,170	-	-	-	-	-	-	-	1,170	-	-	1,170
50	3 Ton Service	5	Replacement	-	1,840	-	-	-	-	-	-	-	1,840	-	-	1,840
51	1/2 Ton Pick up	17	Replacement	-	850	-	-	-	-	-	-	-	850	-	-	850
52	1/2 Ton Van	2	Replacement	-	118	-	-	-	-	-	-	-	118	-	-	118
53	1 Ton Van	8	Replacement	-	805	-	-	-	-	-	-	-	805	-	-	805
54	Medium Duty Plow	5	Replacement	-	120	-	-	-	-	-	-	-	120	-	-	120
55	Heavy duty plow	5	Replacement	-	125	-	-	-	-	-	-	-	125	-	-	125
56	3/4 Ton Van	7	Replacement	-	745	-	-	-	-	-	-	-	745	-	-	745
57	Tractor	4	Replacement	-	796	-	-	-	-	-	-	-	796	-	-	796
58	Mower Attachment	8	Replacement	-	576	-	-	-	-	-	-	-	576	-	-	576
59	3 Ton Crew Cab	2	Replacement	-	350	-	-	-	-	-	-	-	350	-	-	350
60	Skid Steer Loader	2	Replacement	-	250	-	-	-	-	-	-	-	250	-	-	250
61	Water Pump	11	Replacement	-	67	-	-	-	-	-	-	-	66	-	-	66
62	Special Pump	1	Replacement	-	90	-	-	-	-	-	-	-	90	-	-	90
63	Pavement Roller	2	Replacement	-	145	-	-	-	-	-	-	-	145	-	-	145
64	Air Compressor	4	Replacement	-	140	-	-	-	-	-	-	-	140	-	-	140
65	Signal Board	2	Replacement	-	22	-	-	-	-	-	-	-	22	-	-	22
66	Tandem Trailer	3	Replacement	-	99	-	-	-	-	-	-	-	99	-	-	99
67	Tilt Bed Trailer	7	Replacement	-	210	-	-	-	-	-	-	-	210	-	-	210
68	Misc Trailer	5	Replacement	-	125	-	-	-	-	-	-	-	125	-	-	125
69	Asphalt Spray Patche	2	Replacement	-	230	-	-	-	-	-	-	-	230	-	-	230
70	Portable Generator	1	Replacement	-	15	-	-	-	-	-	-	-	15	-	-	15
71	Surface Grinder	1	Replacement	-	6	-	-	-	-	-	-	-	6	-	-	6
72	Water Tank	2	Replacement	-	130	-	-	-	-	-	-	-	130	-	-	130
73	Broom Attachment	3	Replacement	-	75	-	-	-	-	-	-	-	75	-	-	75
Vehicles Subtotal				-	9,859	-	-	-	-	-	-	26	9,884	-	-	9,884

Appendix A: Detailed 2021 Regional Roads and Infrastructure Capital Projects Listing

Durham Budget 2021		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
Furniture & Fixtures																
74	Office Furniture/Equipment/Technology	1	New	-	-	-	-	-	-	-	-	10	10	-	-	10
Furniture & Fixtures Subtotal				-	-	-	-	-	-	-	-	10	10	-	-	10
Road / Structure Construction																
75	Brock Rd. / Highway 401 eastbound On Ramp Intersection, Pickering	-	-	-	50	90	9	36	315	-	-	-	500	-	1,900	2,400
76	Brock Rd. from Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd., Pickering	-	-	-	882	2,005	200	801	7,012	-	-	-	10,900	4,853	-	15,753
77	Winchester Rd. from Baldwin St. to Anderson St., Whitby	-	-	-	84	193	19	77	676	-	-	-	1,049	4,345	9,100	14,494
78	Reg. Rd. 3 (Conc. 8) / Bowmanville Ave. (Reg. Rd. 57) Intersection, Clarington	-	-	-	96	171	17	68	598	-	-	-	950	4,500	-	5,450
79	Taunton Rd. / Anderson St. Intersection, Whitby	-	-	-	265	477	48	191	1,670	-	-	-	2,651	370	-	3,021
80	Taunton Rd. / Bowmanville Ave. Intersection, Clarington	-	-	-	40	72	7	29	252	-	-	-	400	1,830	10,100	12,330
81	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection, Clarington	-	-	-	60	108	11	43	378	-	-	-	600	50	1,800	2,450
82	Liberty St. from Baseline Rd. to King St., Clarington	-	-	-	128	54	5	22	190	-	-	-	399	656	6,700	7,755
83	Liberty St. from Longworth Ave. to Concession Rd. 3, Clarington	-	-	-	10	18	2	7	63	-	-	-	100	1,050	3,600	4,750
84	Region Rd. 17, from north of CPR to Concession Rd. 3, Clarington	-	-	500	-	-	-	-	-	-	-	-	500	-	-	500
85	Bayly St. / Sandy Beach Rd. Intersection, Pickering	-	-	-	10	18	2	7	63	-	-	-	100	150	800	1,050
86	Bayly St. / Church St. Intersection, Bayly, Pickering	-	-	-	100	180	18	72	630	-	-	-	1,000	650	-	1,650
87	Victoria St. from South Blair St. to west of Thickson Rd.	-	-	-	100	180	18	72	630	-	-	-	1,000	15,761	-	16,761
88	Victoria St./Bloor St. from east of Thickson Rd. to west of Stevenson Rd.,	-	-	-	390	222	22	89	777	-	-	-	1,500	3,750	9,500	14,750
89	Bloor St. from east of Harmony Rd. to Grandview St., Oshawa	-	-	-	46	451	45	180	1,577	-	-	-	2,299	802	14,000	17,101
90	Lake Ridge Rd. from Bayly St. to Kingston Rd. - Dundas St., Ajax/Whitby	-	-	-	162	88	9	35	307	-	-	-	601	2,060	9,800	12,461
91	Thickson Rd. from Wentworth St. to C.N. Rail Kingston, Whitby	-	-	-	40	92	9	37	322	-	-	-	500	4,900	-	5,400
92	Thickson Rd. / Burns St. Intersection, Whitby	-	-	-	100	180	18	72	630	-	-	-	1,000	270	-	1,270
93	Thickson Rd. / Rossland Rd. Intersection, Whitby	-	-	-	15	27	3	11	95	-	-	-	151	400	3,500	4,051

Appendix A: Detailed 2021 Regional Roads and Infrastructure Capital Projects Listing

Durham Budget 2021		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
94	Thornton Rd. from north of Stellar Dr. to King St., Oshawa	-	-	-	130	174	17	70	609	-	-	-	1,000	500	9,800	11,300
95	Bowmanville Ave. from Baseline Rd. to south of Reg. Hwy 2, Clarington	-	-	-	340	332	33	133	1,161	-	-	-	1,999	1,300	27,300	30,599
96	Bowmanville Ave. from south of Reg. Hwy 2 to north of Stevens Rd., Clarington	-	-	-	1,411	1,398	140	559	4,893	-	-	-	8,401	2,180	-	10,581
97	Bowmanville Ave. / Concession 7 Intersection, Clarington	-	-	-	40	72	7	29	252	-	-	-	400	50	1,900	2,350
98	Gibb St. from east of Stevenson Rd. to Simcoe St., Oshawa	-	-	-	1,474	721	72	289	2,525	-	-	-	5,081	11,750	15,950	32,781
99	Baldwin St. from north of Taunton Rd. to north of Garden St., Whiby	-	-	-	45	91	9	36	319	-	-	-	500	1,500	14,900	16,900
Road / Structure Construction Subtotal				500	6,018	7,414	740	2,965	25,944	-	-	-	43,581	63,677	140,650	247,908
Structure Rehabilitation / Replacement																
100	Structure Investigation Program	-	-	-	-	-	-	-	-	-	-	100	100	100	900	1,100
101	Bridge Deck Repairs Program	-	-	-	-	-	-	-	-	-	-	200	200	200	1,800	2,200
102	Expansion Joint Replacement Program	-	-	-	-	-	-	-	-	-	-	60	60	60	540	660
103	Culvert Repairs Program	-	-	-	-	-	-	-	-	-	-	150	150	150	1,350	1,650
104	Seagrave Bridge, 0.55 km south of Saintfield Rd., Scugog	-	-	-	150	-	-	-	-	-	-	-	150	-	2,000	2,150
105	Taunton Rd. Culvert, 0.7 km east of Bethesda Rd., Clarington	-	-	-	175	-	-	-	-	-	-	-	175	-	450	625
106	Soper Creek Bridge, 2.97 km east of Liberty St., Clarington	-	-	-	125	-	-	-	-	-	-	-	125	-	1,500	1,625
107	Lot 20 Concession 8/9 Bridge, 0.5 km east of Sideroad 20, Scugog	-	-	-	50	-	-	-	-	-	-	-	50	-	400	450
108	Siloam Bridge, 0.75 km west of Uxbridge Township Concession Rd. 3, Uxbridge	-	-	-	1,500	-	-	-	-	-	-	-	1,500	300	-	1,800
109	Nonquon Bridge, 0.45 km west of Highway 12, Scugog	-	-	-	2,475	475	-	-	-	-	-	-	2,950	100	-	3,050
110	Smith Bridge, 1.1 km west of Uxbridge Township Concession Road 3, Uxbridge	-	-	-	2,100	-	-	-	-	-	-	-	2,100	100	-	2,200
111	Laurie Bridge, Zephyr Rd., 0.95 km west of Concession Road VI, Uxbridge	-	-	-	1,875	-	-	-	-	-	-	-	1,875	100	-	1,975
112	Beaver River Bridge, 0.1 km west of Highway 12, Brock	-	-	-	500	-	-	-	-	-	-	-	500	300	5,500	6,300
113	Manvers Rd Culvert, 0.25 km north of Grady Dr., Clarington	-	-	-	750	-	-	-	-	-	-	-	750	-	-	750
114	Bloor St. E. Over Harmony Creek Bridge, 0.15 km east of Harmony Rd., Oshawa	-	-	-	50	-	-	-	-	-	-	-	50	-	350	400
115	Corbett Creek Culvert on Champlain Ave., Whiby	-	-	-	250	-	-	-	-	-	-	-	250	-	-	250

Appendix A: Detailed 2021 Regional Roads and Infrastructure Capital Projects Listing

Durham Budget 2021		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed		
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy	
116	Robins Bridge, 0.77 km north of Taunton Rd., Clarington	-	-	-	1,000	-	-	-	-	-	-	1,000	100	-	1,100		
117	Bowmanville Ave. South Culvert, 0.4km north of Taunton Rd., Clarington	-	-	-	350	-	-	-	-	-	-	350	-	-	350		
118	Bowmanville Ave. North Culvert, 2.8km north of Taunton Rd., Clarington	-	-	-	225	-	-	-	-	-	-	225	-	-	225		
119	Burketon CPR Bridge, 3.3 km south of Shirley Rd., Clarington	-	-	-	50	-	-	-	-	-	-	50	950	4,000	5,000		
Structure Rehabilitation / Replacement Subtotal					4,575	7,525	-	-	-	-	-	510	12,610	2,460	18,790	33,860	
Road & Traffic Safety Program (Vision Zero)																	
120	Road Safety Program	-	-	-	-	-	-	-	-	-	-	800	800	-	8,200	9,000	
122	Durham Vision Zero Program	-	-	-	1,300	-	-	-	-	-	-	1,300	1,150	2,550	5,000		
Road & Traffic Safety Program (Vision Zero) Subtotal					-	1,300	-	-	-	-	-	800	2,100	1,150	10,750	14,000	
Traffic Control & Other - Growth																	
123	Bridge and Pavement Management Program	-	-	-	-	54	5	22	190	-	-	30	301	300	2,250	2,851	
124	Signal Installation Program	-	-	-	230	414	41	166	1,447	-	-	-	2,298	1,700	16,425	20,423	
125	Intelligent Transportation System (ITS) Projects	-	-	-	70	126	13	50	441	-	-	-	700	710	5,025	6,435	
126	Engineering Activities	-	-	-	-	81	8	32	284	-	-	45	450	450	4,050	4,950	
127	Property Acquisition	-	-	-	30	54	5	22	189	-	-	-	300	400	900	1,600	
128	Roadside Landscaping Projects	-	-	-	-	45	5	18	158	-	-	25	251	200	1,450	1,901	
129	Contingencies Development Related	-	-	-	30	54	5	22	189	-	-	-	300	300	2,700	3,300	
130	Regional Share of Services for Residential Subdivision Development	-	-	-	-	320	32	127	1,120	-	-	-	1,599	1,600	6,600	9,799	
Traffic Control & Other - Growth Subtotal					-	360	1,148	114	459	4,018	-	-	100	6,199	5,660	39,400	51,259

Appendix A: Detailed 2021 Regional Roads and Infrastructure Capital Projects Listing

Durham Budget 2021		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
Traffic Control & Other - Rehabilitation																
131	Miscellaneous Road and Storm Sewer Reconstruction Projects	-	-	-	-	-	-	-	-	-	-	400	400	400	3,600	4,400
132	Signal Modernization Program	-	-	-	-	-	-	-	-	-	-	1,530	1,530	1,220	11,745	14,495
133	Accessible Pedestrian Signal (APS) Installation Program	-	-	-	-	-	-	-	-	-	-	850	850	600	7,650	9,100
134	Advance Traffic Management Systems (ATMS) Upgrades	-	-	-	-	-	-	-	-	-	-	100	100	1,060	1,755	2,915
135	Uninterruptible Power Supply (UPS) Installation Program	-	-	-	-	-	-	-	-	-	-	500	500	150	4,500	5,150
136	Contingencies Non-Development Related	-	-	-	-	-	-	-	-	-	-	100	100	50	900	1,050
Traffic Control & Other - Rehabilitation Subtotal				-	-	-	-	-	-	-	-	3,480	3,480	3,480	30,150	37,110
Transportation Plans and Studies																
137	Transportation Plans and Studies	-	-	-	-	30	3	12	105	-	-	-	150	150	1,700	2,000
Transportation Plans and Studies Subtotal				-	-	30	3	12	105	-	-	-	150	150	1,700	2,000
ICIP Projects																
138	Median Transit Lanes (Climate Lense)	-	-	-	27	-	-	-	-	73	-	-	100	-	-	100
139	Curbside Transit Lanes (Climate Lense)	-	-	-	27	-	-	-	-	73	-	-	100	-	-	100
140	Curbside Transit Lanes (Salem to Galea)	-	-	-	205	299	33	116	1,213	5,134	-	-	7,000	-	-	7,000
141	Median Transit Lanes (Kingston Road from Bainbridge to Notion)	-	-	-	39	102	10	41	358	-	-	-	550	-	8,300	8,850
142	Curbside Transit Lanes (Kingston Road/Dundas Street from Lake Ridge to Des Newman)	-	-	-	268	390	43	152	1,583	513	-	-	2,949	-	11,745	14,694
143	Curbside Transit Lanes (Kingston Road/Dundas Street from Lake Ridge to Des Newman)	-	-	-	3,480	-	-	-	-	220	-	-	3,700	-	10,750	14,450
144	Curbside Transit Lanes (Dundas Street from Thickson to Garrard)	-	-	-	3,670	-	-	-	-	880	-	-	4,550	-	22,200	26,750
145	Median Transit Lanes (Kingston Road from Altona to Steeple Hill)	-	-	-	477	1,267	127	507	4,435	587	-	-	7,400	-	26,970	34,370
146	Median Transit Lanes (Kingston Road from Dixie to Liverpool)	-	-	-	41	109	11	44	382	1,613	-	-	2,200	-	9,000	11,200
147	Simcoe Street	-	-	-	1,707	-	-	-	-	4,693	-	-	6,400	-	-	6,400
148	Median Transit Lanes (Kingston Road from Delta to Merritton)	-	-	-	52	139	14	56	486	2,053	-	-	2,800	-	10,000	12,800

Appendix A: Detailed 2021 Regional Roads and Infrastructure Capital Projects Listing

Durham Budget 2021		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
149	Median Transit Lanes (Kingston Road from Glenanna to Brock)	-	-	-	77	203	20	81	712	3,008	-	-	4,101	-	10,500	14,601
150	Median Transit Lanes (Kingston Road from Liverpool to Glenanna)	-	-	-	23	61	6	24	213	293	-	-	620	-	3,700	4,320
151	Median Transit Lanes (Kingston Road from Denmar to Bainbridge)	-	-	-	17	46	5	18	161	73	-	-	320	-	3,500	3,820
152	Median Transit Lanes (Kingston Road from Steeple Hill to Delta Blvd)	-	-	-	27	72	7	29	252	73	-	-	460	-	-	460
153	Median Transit Lanes (Kingston Road from Merritton to Dixie)	-	-	-	281	747	75	299	2,615	733	-	-	4,750	-	27,500	32,250
ICIP Projects Subtotal				-	10,418	3,435	351	1,367	12,410	20,019	-	-	48,000	-	144,165	192,165
Regional Roads and Infrastructure Subtotal				15,175	62,730	12,027	1,208	4,803	42,477	20,044	-	6,691	165,154	144,260	757,255	1,066,669
DC Revenue Shortfall to be financed from Regional Roads Levy *				-	-	-	6,222	(5,014)	(1,208)	-	-	-	-	-	-	-
Total Capital Regional Roads and Infrastructure				15,175	68,952	7,013	-	4,803	42,477	20,044	-	6,691	165,154	144,260	757,255	1,066,669

* Other includes \$14,675,000 of Federal Gas Tax and \$500,000 in recoveries from others

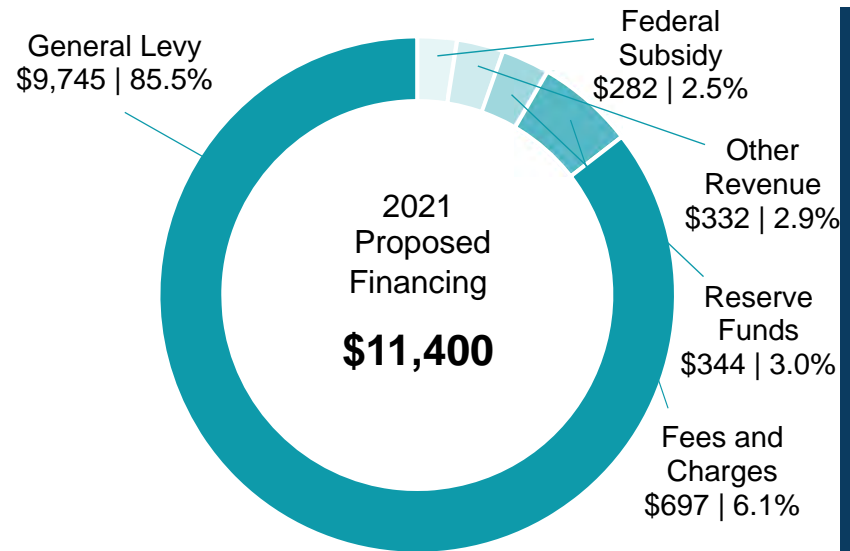
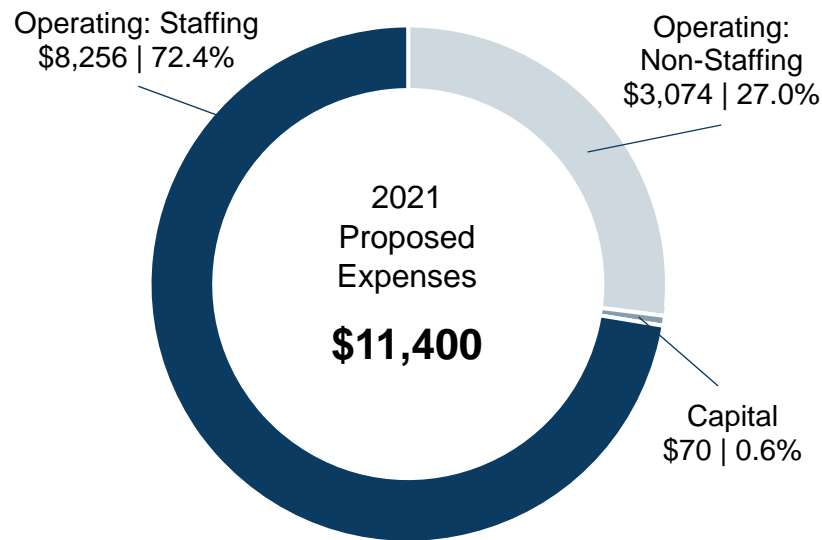
** Subsidy/Grant includes \$20,019,000 of ICIP Grant and a \$25,000 NRCan grant for 2 electrical charging stations.

Appendix B: Detailed 2021 Solid Waste Management Capital Projects Listing

Durham Budget 2021		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
Solid Waste Management																
Building & Structures																
1	HHW Building - Install awning steel roof structure - Design	1	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
2	Modifications and/or new waste management facilities - Optimization of older WMF sites and/or new sites for efficiencies/growth			-	-	-	-	-	-	-	-	100	100	-	-	100
Building and Structures Subtotal				-	-	-	-	-	-	-	-	120	120	-	-	120
Information Technology																
3	Computer Printer	1	Replacement	-	-	-	-	-	-	-	-	3	3	-	-	3
4	Computers & Monitors Refresh	1	Replacement	-	-	-	-	-	-	-	-	44	44	-	-	44
5	Laptop Computer	3	New	-	-	-	-	-	-	-	-	1	1	-	-	1
Information Technology Subtotal				-	-	-	-	-	-	-	-	48	48	-	-	48
Landfill Remediation / Rehabilitation																
6	Oshawa Landfill - Rehabilitation - Site biocover	-	-	-	500	-	-	-	-	-	-	-	500	-	-	500
Landfill Remediation / Rehabilitation Subtotal				-	500	-	-	-	-	-	-	-	500	-	-	500
Vehicles																
7	3/4 Ton Van low roof	1	New	-	-	-	-	-	-	-	-	4	4	-	-	4
Vehicles Subtotal				-	-	-	-	-	-	-	-	4	4	-	-	4
Furniture & Fixtures																
8	Office Chairs	2	Replacement	-	-	-	-	-	-	-	-	1	1	-	-	1
Furniture & Fixtures Subtotal				-	-	-	-	-	-	-	-	1	1	-	-	1
Solid Waste Management Subtotal				-	500	-	-	-	-	-	-	173	673	-	-	673
Total Capital Solid Waste Management				-	500	-	-	-	-	-	-	173	673	-	-	673



Responsible for establishing and implementing a long-term vision for the growth and economic prosperity of the Region



Amounts are in \$,000's

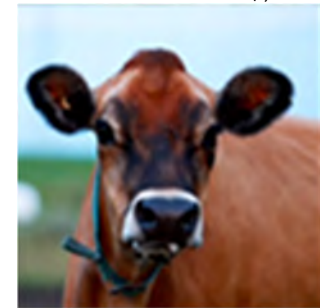


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Major Programs and Services

Planning

Responsible for the Durham Regional Official Plan, which provides a broad policy framework for managing the future growth and development of the region.

Policy and Special Studies

Formulate, maintain and monitor the policies of the Durham Regional Official Plan, the Region's principal planning document. The Durham Regional Official Plan guides decisions on long-term growth and development – providing policies to ensure an improved quality of life –securing the health, safety, convenience and well-being of present and future residents of the region.

Transportation Planning

Develop strategic policy such as the Transportation Master Plan (TMP) and Regional Cycling Plan (RCP). Support and promote sustainable and active transportation options including walking, cycling, and carpooling. Employ transportation forecasting models to project future scenarios that address the transportation system's impact on the community.

Plan Implementation

Fulfill planning approval responsibilities assigned to the Region through the Planning Act and ensure Regional and Provincial interests and policies are implemented through the review of various plans and development applications.

Land Division

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.

Executive

Establish and implement the overall directions for the delivery of Regional planning and economic development services, from current to strategic long-range planning, and economic development to tourism, as directed by Regional Council and as mandated by the Planning Act. To discharge, on behalf of Regional Council, certain approval powers delegated from the Province on planning approval matters.

Administration and Support Services

Provide customer care and administrative support and assistance to professional and management staff in delivering their responsibilities. 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.

Major Programs and Services (Continued)

Citizen Advisory Committees

Support the education, outreach and communication activities of the Durham Agricultural Advisory Committee, the Durham Active Transportation Committee and the Durham Environmental Advisory Committee.

Application and Approval Revenue

Cost recovery, through fees, for certain statutory planning approvals, applications and related matters.

Headquarters Shared Cost – Planning Portion

The allocated share of costs attributable to the Planning Division for their portion of the operation of Regional Headquarters facility.

Economic Development and Tourism

Promotes Durham Region as an ideal place to establish and do business while enjoying a high quality of life.

Administration

Respond effectively to current and evolving conditions within the local economy and deliver programs and services in business development, agriculture and rural economic development, tourism, marketing, cluster development, and broadband programming to enhance the local economy and promote the Region as the best place to live, work and invest.

Business Development

The Business Development Program will experience notable changes compared to the 2020 budget as the opportunity for foreign direct investment (FDI) through traditional missions and delegations has been impacted by COVID19. However, this provides an opportunity to strategically invest in three distinct program pillars. 1) Investment Attraction, including specific focus on growing the EN3 (energy, environment and engineering) cluster and continued stakeholder engagement with economic development organizations across all levels of government. 2) Increased focus on business retention and expansion with the support of the municipalities and the anticipated continued need for COVID19 recovery initiatives. 3) Data, Research and Analytics focused on continued improvement of our web content and promoting available sites in the Region.

Business Advisory Centre Durham

Provide financial support to the Business Advisory Centre Durham which in turn assists, advises, mentors and monitors start-ups and existing businesses and business associations to increase local job creation, benefitting the local economy and residents.

Major Programs and Services (Continued)

Rural and Agriculture

Provide support and services for the attraction, retention and expansion of new and existing businesses within north Durham. The program also supports the targeted growth of the agri-food industry in Durham Region by working closely with agri-food organizations to develop and implement programs and initiatives beneficial to the industry.

Community Promotion Resource

Offer an opportunity to showcase the Tribute Communities Centre and profile Durham as a location for a wide range of activities and events, including sporting and cultural events, which increase inbound tourism and builds a quality of place for residents.

Marketing Strategy Partnerships

Provide promotion of Durham Region's value proposition to potential investors and businesses. The program supports sector development, overall brand awareness of the region's economic assets, and communications to the business community. The program works closely with partners to nurture, develop and grow industry sectors. A significant increase of resources is outlined in 2021 specifically targeted to support economic recovery of local business following the COVID-19 crisis.

Headquarters Shared Cost – Economic Development and Tourism Portion

The allocated share of costs attributable to the Economic Development and Tourism Division for their portion of the operation of Regional Headquarters facility.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Environmental Sustainability



Demonstrate progress on Envision Durham, the Region's Municipal Comprehensive Review of the Durham Regional Official Plan through delivery of proposed policy directions for the new Official Plan, including the Region's consultant-led Growth Management Study that will help to identify the region's growth forecasts to 2051.

Strategic Priorities (Continued)



To proactively implement land use and fiscal planning with infrastructure planning and place-making, the Planning Division will continue work on accelerating the review and development of policies, delineations and density targets for Major Transit Station Areas.



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).



Lead and coordinate efforts to provide a Regional perspective on planning policy initiatives introduced by the Province.

Community Vitality



Complete the design of a Regional Community Improvement Plan to support the delivery of affordable housing and Transit Oriented Development.



Continue to develop a Community Safety and Well-being Plan (CSWP) for Durham.

Strategic Priorities (Continued)

Economic Prosperity



Implement PLANit - the new development tracking system to help streamline the development applications process.



Support business decision making by leading the annual Business Count program.



Develop and implement a new Economic Development Strategy and Action Plan.



Increase the number of Energy, Environment, and Engineering companies interacted with for the purpose of investment attraction, through promotion of the Region as the 'Clean Energy Capital of Canada'.



Update the Agriculture Economic Development Strategy and implement recommendations.

Strategic Priorities (Continued)



Continue to implement the Local Food Business Retention and Expansion Strategy Action Plan.



Complete a feasibility study and business case for a year-round farmers market and/or local food hub.

Key Targets for 2021


Planning

- Maintain a minimum 50% of new residential building permits constructed within the built-up area to demonstrate intensification target of A Place to Grow: A Growth Plan for the Greater Golden Horseshoe, is being met.
- Maintain a target of 98% of new residential units being located within Settlement Areas to demonstrate protection of Rural Areas.


Economic Development and Tourism

- Interact with 80 Energy, Environment, and Engineering companies for the purpose of investment attraction, through promotion of the Region as the 'Clean Energy Capital of Canada'
- Implement 5 actions from the Local Food Business Retention and Expansion Strategy Action Plan, to grow and support Durham's Agri-Food Sector.
- Achieve 50,000 unique visitors to the Durham Tourism website for visitor information and resources – a 2% increase over 2020 unique visitors.
- Achieve 15% average follower growth across all Economic Development & Tourism social media accounts.


Financial Details: Summary by Account (\$,000's)

				Variance	
	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	\$	%
Operating Expenses					
Operating Expenses					
Personnel Expenses	7,063	7,399	8,006		
Personnel Related	122	269	250		
Communications	530	631	624		
Supplies	15	26	23		
Computer Maintenance & Operations	40	70	85		
Materials & Services	70	148	153		
Buildings & Grounds Operations	1	2	2		
Equipment Maintenance & Repairs	9	21	16		
Vehicle Operations	1	7	7		
Outside Agency Expenses	623	481	583		
Professional Services	517	682	914		
Contracted Services	7	7	7		
Leased Facilities Expenses	65	62	63		
Rentals - Tribute Communities Centre	-	17	16		
Financial Expenses	1	1	1		
Minor Assets & Equipment	23	28	5		
Contribution to Reserves/Reserve Funds	6	6	6		
Headquarters Shared Costs	557	557	569		
Operating Expenses Subtotal	9,650	10,414	11,330	916	8.8%
Gross Operating Expenses	9,650	10,414	11,330	916	8.8%
Capital Expenses					
Replacement	51	51	70		
Capital Expenses Subtotal	51	51	70	19	37.3%
Total Expenses	9,701	10,465	11,400	935	8.9%

Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Revenues and Financing					
Operating Revenue					
Federal Subsidy	-	-	(282)		
Fees & Service Charges	(522)	(695)	(697)		
Sale of Publications	(1)	(1)	(1)		
Revenue from Municipalities	(56)	(56)	(56)		
Recovery from Reserve Funds	-	-	(344)		
Recovery from Transit	(264)	(264)	(275)		
Operating Revenue Subtotal	(843)	(1,016)	(1,655)	(639)	(62.9%)
Total Revenues and Financing	(843)	(1,016)	(1,655)	(639)	62.9%
Planning and Economic Development Total	8,858	9,449	9,745	296	3.1%


Financial Details: Summary by Program (\$,000's)

		2020 Estimated Actuals	2020 Approved Budgets				Approved Budget	2021 Proposed Budgets				Variance	
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$
Planning													
1	Policy and Special Studies	1,364	1,456	-	-	-	1,456	1,506	-	-	-	1,506	50
2	Transportation Planning	1,015	1,484	-	-	(264)	1,220	1,528	-	-	(275)	1,253	33
3	Plan Implementation	1,378	1,437	-	-	-	1,437	1,496	-	-	-	1,496	59
4	Land Division	132	142	-	-	-	142	147	-	-	-	147	5
5	Executive	447	455	-	-	-	455	473	-	-	-	473	18
6	Administration and Support Services	1,347	1,449	41	-	(1)	1,489	1,497	44	-	(1)	1,540	51
7	Citizen Advisory Committees	9	34	-	-	-	34	24	-	-	-	24	(10)
8	Application and Approval Revenues	(522)	-	-	-	(695)	(695)	-	-	-	(697)	(697)	(2)
9	Headquarters Shared Cost - Planning Portion	441	441	-	-	-	441	450	-	-	-	450	9
Planning Subtotal		5,611	6,898	41	-	(960)	5,979	7,121	44	-	(973)	6,192	213 3.6%

Financial Details: Summary by Program (\$,000's) Continued

	2020 Estimated Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
Economic Development and Tourism														
1 Administration	430	526	10	-	-	536	539	26	-	-	565	29		
2 Business Development	506	576	-	-	(30)	546	878	-	(282)	(30)	566	20		
3 Tourism	632	791	-	-	-	791	1,083	-	-	(200)	883	92		
4 Business Advisory Centre Durham														
(a) Business Advisory Centre Durham	240	160	-	-	-	160	160	-	-	-	160	-		
(b) Facilities - Garden Street	75	72	-	-	-	72	73	-	-	-	73	1		
Total Business Advisory Centre Durham	315	232	-	-	-	232	233	-	-	-	233	1		
6 Rural and Agriculture	277	474	-	-	-	474	538	-	-	-	538	64		
7 Community Promotion Resources	-	17	-	-	-	17	16	-	-	-	16	(1)		
8 Marketing Strategy Partnerships	971	784	-	-	(26)	758	803	-	-	(170)	633	(125)		
9 Headquarters Shared Cost - Economic Development and Tourism Portion	116	116	-	-	-	116	119	-	-	-	119	3		
Economic Development and Tourism Subtotal	3,247	3,516	10	-	(56)	3,470	4,209	26	(282)	(400)	3,553	83	2.4%	
Total Planning and Economic Development	8,858	10,414	51	-	(1,016)	9,449	11,330	70	(282)	(1,373)	9,745	296	3.1%	

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Planning								
Capital Expenditures								
Information Technology	41	44	72	60	58	43	299	532
Capital Expenditure Subtotal	41	44	72	60	58	43	299	532
Capital Financing								
General Levy	41	44	72	60	58	43	299	532
Capital Financing Subtotal	41	44	72	60	58	43	299	532
Total Capital Planning	41	44	72	60	58	43	299	532
Economic Development and Tourism								
Capital Expenditures								
Information Technology	10	26	2	16	32	2	100	152
Capital Expenditure Subtotal	10	26	2	16	32	2	100	152
Capital Financing								
General Levy	10	26	2	16	32	2	100	152
Capital Financing Subtotal	10	26	2	16	32	2	100	152
Total Capital Economic Development and Tourism	10	26	2	16	32	2	100	152
Total Capital Planning and Economic Development	51	70	74	76	90	45	399	684

Details of Budget Changes

Strategic Investments – Planning	2021 Impact (\$ 000's)
Investment to advance the Transportation Master Plan (\$100k) and Walking Network Database (\$12k) partially offset by a decrease in Cordon Counts (\$50k) and Transportation Data Consortium (\$24k)	38
Strategic Investments – Planning Subtotal	38
Base Adjustments – Planning	2021 Impact (\$ 000's)
Economic increases	244
Miscellaneous adjustments	12
Increase in Planning's share of costs for the operation and maintenance of Regional Headquarters	9
Line-by-line review savings	(70)
Removal of one-time 2020 items	(20)
Base Adjustments – Planning Subtotal	175
Net Changes – Planning	213
Strategic Investments – Economic Development and Tourism	2021 Impact (\$ 000's)
New position – details of the 1.0 FTE are provided in Staffing Details section	58
Reduction of contribution to Sparks Centre (\$100k) and the 1855 Master Class Series (\$50k)	(150)
One-time support of up to \$250k for the Oshawa General's Memorial Cup Bid in 2021 (as approved by Council on July 29 th 2020) with \$200k funded from Reserve Funds	50

Details of Budget Changes (Continued)

One-time increase in the Marketing Program to support the COVID-19 recovery efforts (\$144k) to be funded by Reserve Funds	-
Realignment of Local Diversity and Immigration program from Social Services Emergency Management and Program Support Services to gain operational efficiencies	(90)
Investment to further Local Diversity and Immigration (\$70k) partially offset by increased Federal funding (\$40k)	30
Strategic Investments – Economic Development and Tourism Subtotal	(102)
Base Adjustments – Economic Development and Tourism	2021 Impact
	(\$ 000's)
Economic increases	154
Miscellaneous adjustments	48
Increase in Economic Development and Tourism's share of costs for the operation and maintenance of Regional Headquarters	2
Line-by-line review savings	(19)
Base Adjustments – Economic Development and Tourism Subtotal	185
Net Changes – Economic Development and Tourism	83
Net Changes Economic Development and Planning	296

Staffing Details

Planning	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>46.0</u>
Planning Subtotal	46.0
Economic Development and Tourism	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>15.0</u>
Position Transfer	
Diversity and Immigration Policy Advisor position transferred from Social Service Emergency Management and Program Support Services	1.0
Total Position Transfer	<u>1.0</u>
Proposed New Positions	
Economic Development Specialist – to execute new programming focused on retaining and expanding key employers in the Region, effective July 1, 2021	1.0
Total Proposed New Positions	<u>1.0</u>
Economic Development and Tourism Subtotal	17.0
Total Complement Economic Development and Planning	63.0

Looking Forward

Economic recovery from the COVID-19 pandemic will be a key priority for Planning and Economic Development programs and services as we continue to play a key role in supporting our local economy by:

- Leading and contributing to the work of the Durham Economic Task Force to develop and deploy initiatives in support of local businesses;
- Continuing to advance innovative new programs and initiatives, such as Downtowns of Durham, to aid in economic recovery;
- Strengthening partnerships with Durham Farm Fresh in continued support of our agricultural sector, and activities will continue to promote the support of our culinary and tourism industries;
- Supporting the local food and agri-tourism sector businesses by programming and events to help them grow, and north-Durham businesses will be supported in plans to grow, expand, and hire new staff;
- Investment attraction will focus on sectors with high growth potential, such as innovative technology, energy, life sciences, and EV/AV automotive; and relationships with key investment attraction agencies with senior levels of government will be nurtured; and
- Delivering innovative and modern new marketing campaigns to promote the Region for investment and showcase our value proposition. As we near the end of the pandemic, we will ramp up new tourism promotion initiatives to help re-start the critical sectors of our economy, led by independent, small business owners and operators.

The Department will continue to improve the ways it addresses the needs of local residents and the business community through strategic planning and modernization of services aimed at integrating technology to provide timely and relevant services such as:

- Modernizing the Region's current official plan - approaching 30 years of age - with a new Regional Official Plan that incorporates contemporary policies and best practices, makes better use of digital data and provides a stronger on-line presence that is streamlined, accessible, intuitive and user-friendly. The new Regional Official Plan will support economic development and job creation, encourage more sustainable communities, enable more affordable housing, encourage more transit supportive development, support farming and rural communities and protect natural features;

Looking Forward (Continued)

- Implementing improvements to the Soil and Groundwater Assessment Protocol to simplify documents, improve flexibility and eliminate duplication; and
- Continuously looking to improve the Region's economic development and tourism on-line presence to better respond to the needs of the Durham residents and businesses. This includes improving access to digital information that allows users to customize queries to suit their individual needs. The on-line development application and review experience will be transformed by PLANit, the Division's new development application tracking and reporting software. Once in place, PLANit will allow staff to dramatically reduce paper-based development processes, will improve monitoring capabilities and will allow applicants to track applications and monitor their progress in real time.

These opportunities and challenges will continue to build the partnerships and collaborations that make Durham Region a great community to live, invest, innovate and create.


Appendix A: Detailed 2021 Planning Capital Projects Listing

Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed		
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy	
Planning																
Information Technology																
Laptop/Desktop Computers	19	Replacement	-	-	-	-	-	-	-	-	-	44	44	-	-	44
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	44	44	-	-	44
Planning Subtotal			-	-	-	-	-	-	-	-	-	44	44	-	-	44
Total Capital Planning			-	-	-	-	-	-	-	-	-	44	44	-	-	44

Appendix B: Detailed 2021 Economic Development and Tourism Capital Projects Listing

Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
Economic Development & Tourism															
Information Technology															
Laptop Computer	1	New	-	-	-	-	-	-	-	-	2	2	-	-	2
Laptop Computers	9	Replacement	-	-	-	-	-	-	-	-	24	24	-	-	24
Information Technology Subtotal			-	-	-	-	-	-	-	-	26	26	-	-	26
Economic Development & Tourism Subtotal			-	-	-	-	-	-	-	-	26	26	-	-	26
Total Capital Economic Development & Tourism			-	-	-	-	-	-	-	-	26	26	-	-	26

Appendix C: Planning – Citizen Advisory Committees

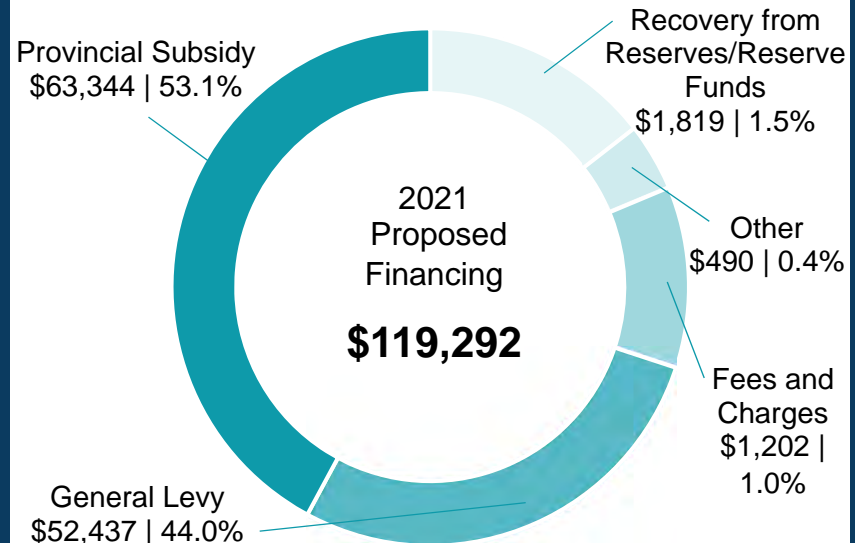
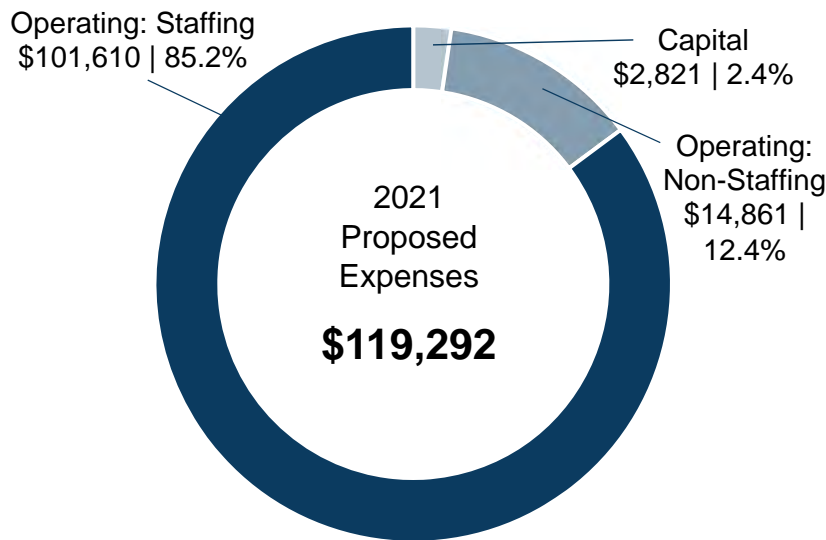
 Durham Budget 2021	2020	2021	
	Approved Budget	Change	Proposed Budget
Durham Environmental Advisory Committee	17,000	(6,000)	11,000
Durham Agricultural Advisory Committee	13,000	(3,000)	10,000
Durham Active Transportation Committee	4,000	(1,000)	3,000
Planning – Citizen Advisory Committees Total	34,000	(10,000)	24,000

Appendix D: Planning – Application and Approval Revenue

Durham Budget 2021	2020		2021		
	Estimated Actuals	Approved Budget	Base Budget	Change	Proposed Budget
Area Municipal Official Plan Amendments					
Application	45,000	37,500	37,500	-	37,500
Approval	-	4,500	4,500	-	4,500
Subtotal	45,000	42,000	42,000	-	42,000
Subdivision/Condominium					
Rental Applications					
Application	18,500	22,000	22,000	-	22,000
Approval	4,500	3,375	3,375	-	3,375
Delegated Applications					
Subdivision Approval	56,000	96,000	96,000	-	96,000
Condominium Review	21,000	25,000	25,000	-	25,000
Major Revision	6,000	9,000	9,000	-	9,000
Clearance	37,000	37,000	37,000	-	37,000
Other (Extension/Recirculation)	7,000	12,000	12,000	-	12,000
Subdivision/Condominium Subtotal	150,000	204,375	204,375	-	204,375
Land Division					
Application	105,000	160,000	160,000	-	160,000
Commenting	52,000	80,000	80,000	-	80,000
Certification & Re-stamping	74,000	91,000	91,000	-	91,000
Tabling	9,000	12,000	12,000	-	12,000
Special	-	500	500	-	500
Land Division Subtotal	240,000	343,500	343,500	-	343,500
Regional Official Plan Amendments					
Minor	14,000	21,000	21,000	-	21,000
Major	-	20,000	20,000	-	20,000
Regional Official Plan Amendments Subtotal	14,000	41,000	41,000	-	41,000
Rezoning Applications	50,000	52,500	52,500	-	52,500
Other Fees	23,000	12,300	12,300	1,750	14,050
Planning - Application and Approval Revenue Total	522,000	695,675	695,675	1,750	697,425



Promotes and protects the health of Durham Region residents through the delivery of public health and paramedics programs and services



Amounts are in \$,000's

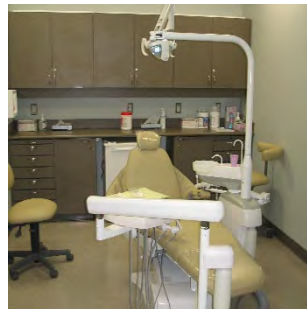


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Capital Projects Listing**

Major Programs and Services

Public Health

Healthy Living

Includes chronic disease prevention, injury prevention, substance use programs, oral health, tobacco use prevention and enforcement of the Smoke-Free Ontario Act, 2017 (SFOA) and Regional Smoking and Vaping By-law. Working in collaboration with community partners, the Healthy Living program addresses the health needs of the public and priority populations. Programs and activities address topics such as healthy eating, physical activity, healthy sexuality, cancer prevention, oral health promotion, mental health promotion, alcohol and substance use, harm reduction, concussions and injury prevention, falls prevention, and road and off-road safety. The oral health services include dental screening and oral health education for adults enrolled with Ontario Works as well as provision of Healthy Smiles Ontario and the Ontario Seniors Dental Care Program. SFOA enforcement and tobacco and cannabis control activities include education, inspections of places regulated under the SFOA (e.g., tobacco vendors, schools, bars and restaurants), issuance of warnings and charges, response to complaints, and implementation of children and youth prevention programs.

Healthy Families

Enable individuals and families to achieve optimal preconception, prenatal, maternal, newborn, child, youth, and family health. Programs include: Durham Health Connection Line which provides assessment, health information counselling and referral services to Durham Region residents; Healthy Families which establish evidence-informed programs, based on local needs, to support healthy growth and development and healthy families; and Infant and Child Development which provides assistance to infants and young children (birth to school entry) and their families to address issues of child development by providing home visits, service coordination and resources to families of children with special needs.

Infectious Diseases

Prevent or reduce the burden of infectious and communicable diseases of public health importance, including sexually transmitted infections (STIs) and blood-borne infections, tuberculosis, as well as vaccine preventable diseases. Immunization activities include enforcement of the Immunization of School Pupils Act (ISPA) and the Child Care and Early Years Act, 2014 (CCEYA), monitoring of vaccine preventable diseases, vaccine administration, education about immunization and vaccine safety, as well as vaccine management. Infectious Diseases Prevention and Control activities are required to prevent and control infectious and communicable diseases, in various local settings. Program activities include ongoing monitoring of infectious and communicable disease rates, investigations of outbreaks, investigations and public health management of cases of diseases of public health significance and follow-up of contacts, sexual

Major Programs and Services (Continued)

health clinical services for diagnosis, treatment and management of STIs, routine inspections of childcare centres and personal services settings, and response to complaints in all settings, including health care facilities.

Health Protection

Prevent or reduce the burden of food-borne and water-borne illnesses, injuries related to recreational water use, reduce exposure to health hazards, and promote the development of healthy natural and built environments. This program also enables consistent and effective preparedness for, response to, and recovery from public health emergencies. Health Protection programs include Food Safety, Healthy Environments, Safe Water and Sewage Systems.

Commissioner and Medical Officer of Health Office and Administration

Health analytics, research, policy and equity support enables the Health Department programs to respond effectively to current and evolving conditions, emerging evidence, determinants of health and health inequities. Administrative, community and resource development, and privacy and security support enable the Health Department divisions to effectively communicate with the public and community partners, meet mandated privacy and security requirements and provide effective and efficient programs and services.

Facilities Management

Provide appropriate office and clinic locations to allow broad community access to Health Department programs and services. Region-owned facility located at 101 Consumers Drive Whitby. Five leased facilities located at 1615 Dundas Street East Whitby, 181 Perry Street Port Perry, Oshawa Centre, Pickering Town Centre, and 200 John Street Oshawa.

Headquarters Shared Cost - Public Health Portion

The allocated share of cost attributable to Public Health for the operation of Regional Headquarters facility.

Contribution from the Province - Mandatory Programs

Provincial funding through the Ministries of Health and Long-Term Care and Children, Community and Social Services for Mandatory Programs, in accordance with the Ontario Public Health Standards and Protocols.

Paramedic Services

Administration

Provide direction and management of staff, vehicles and facilities for the Paramedic Services Division of the Health Department. Departmental managers work with community partners to review services, determine priorities and identify best practices for operational effectiveness and efficiency.

Major Programs and Services (Continued)

Operations

Provide land ambulance and paramedic services to the residents of Durham Region; delivering services out of 11 Paramedic Response Stations throughout the Region.

Quality Development

Ensure that 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.

Planning and Logistics

Ensure all vehicles are well-maintained and available for deployment, and medical supplies/equipment are available in all Paramedic Response Stations. Medical supplies and equipment are delivered to all stations daily and equipment is repaired as necessary. Program staff is also responsible for logistical coordination of paramedic equipment and supplies. In the event of major incidents, such as industrial accidents or crash sites, staff ensures that enough resources are available.

Facilities Management

Provide appropriate administrative space and paramedic stations to deliver timely paramedic response. There are 11 paramedic stations located in Durham Region.

Hospital Contract - Offload Delay

Program staff work to reduce ambulance offload delays at hospital emergency rooms by assigning Designated Offload Nurse (DON) personnel to receive ambulance patients, which allows paramedics to be available to respond to calls for emergency service.

Primary Care Outreach Program

Provide basic social navigation and medical assistance to priority populations primarily in the Oshawa area. An Advanced Care Paramedic and Social Worker travel to priority neighborhoods and provide assistance to the homeless population.

Tangible Capital Assets

Consolidated capital program for paramedic services.

Contribution from the Province

Provincial funding through the Ministry of Health and Long-Term Care for a portion of the net cost of operations of the Paramedic Services Division.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Environmental Sustainability



Demonstrate leadership in sustainability and addressing climate change by completing health vulnerability assessments.

Community Vitality



Prevent and reduce the burden of infectious and communicable diseases of public health importance including COVID-19



Establish a new dental clinic location and improve access to oral health services for eligible low-income seniors through the Ontario Seniors Dental Care Program.



Engage key stakeholders to update the Durham Region Opioid Response Plan.



Establish a new paramedic response station in Seaton.

Strategic Priorities (Continued)

Social Investment



Support schools to develop comprehensive school health plans and implement measures to ensure health of staff and students. The priority will be working in partnership with schools and school boards to develop and implement COVID-19 health and safety plans and provide support for: infection prevention and control; surveillance, screening and testing; outbreak management; and case and contact management. Support will also focus on communication and engagement with parents and local communities as well as the broader health care sector.



Orient public health programs and services to address the needs of priority populations.

Service Excellence



Deliver public health services to clients in innovative ways that minimize risks and support health and safety of clients and Health Department staff.



Ensure transparency, increase access to information and improve public awareness about the status of COVID-19 across Durham Region through reporting on surveillance activities.



Achieve Canadian Triage and Acuity Scale (CTAS) target response times for paramedic services to Durham Region residents.

Strategic Priorities (Continued)



Enhance routine public health inspections and ensure premises inspected by the Health Department are following public health advice including COVID-19 related requirements.



Implement public health requirements identified in the Province's COVID-19 vaccine roll-out strategy.

Key Targets for 2021

Public Health

- Manage 100% of outbreaks, including COVID-19 outbreaks, in long-term care homes, retirement homes, hospitals, childcare centres, congregate living settings and workplaces – consistent with 2020 results
- Complete 4,600 compliance inspections including inspections related to COVID-19, food safety, childcare centres, infectious diseases prevention and control, safe water, recreational water, migrant farm worker housing and private sewage systems – consistent with 2020 results
- Complete 600 oral health client visits for low-income seniors – consistent with 2020 results and considers impact of ongoing pandemic
- Complete 100,000 phone interactions regarding COVID-19 and COVID-19 vaccine with residents and community partners through Durham Health Connection Line - a decrease from 2020 actuals as several strategies to re-direct calls to help residents find information from other available resources have been implemented.
- Follow 10,000 COVID-19 cases and contacts by public health nurses - a decrease in cases and contacts is expected with the roll-out of vaccines
- Complete 25,000 nursing assessments to determine if further medical intervention is required - a decrease in cases and contacts is expected with the roll-out of vaccines


Region of Durham Paramedic Services

- Respond to 80,000 calls for emergency paramedic services – consistent with 2020 results
- Provide 470,000 hours of emergency response – consistent with 2020 results
- Achieve all Canadian Triage and Acuity Scale (CTAS) target response times - consistent with prior years


Financial Details: Summary by Account (\$,000's)

	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Expenses					
Operating Expenses					
Personnel Expenses	94,935	91,315	99,663		
Personnel Related	957	1,725	1,947		
Communications	766	1,021	1,070		
Supplies	1,221	1,246	1,356		
Utilities	248	269	292		
Medical Care	1,287	1,424	1,661		
Chemicals	70	80	80		
Computer Maintenance & Operations	410	538	686		
Materials & Services	602	684	715		
Buildings & Grounds Operations	525	401	428		
Equipment Maintenance & Repairs	215	166	315		
Vehicle Operations	1,569	1,732	1,725		
Professional Services	597	787	785		
Contracted Services	754	713	937		
Leased Facilities Expenses	518	593	590		
Financial Expenses	313	312	328		
Major Repairs & Renovations	143	143	105		
Contribution to Reserves/Reserve Funds	809	809	843		
Headquarters Shared Costs	2,091	2,091	2,138		
Operating Expenses Subtotal	108,030	106,049	115,664	9,615	9.1%


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Internal Transfers & Recoveries					
NextGen Fees	9	9	12		
Corporate IT Charge	329	329	329		
Corporate HR Charge	332	331	345		
Family Services Charge	122	122	126		
Works-Facilities Management Charge	144	175	204		
Recovery - Children Services	(122)	(122)	(122)		
Recovery - Social Assistance	(87)	(87)	(87)		
Internal Transfers & Recoveries Subtotal	727	757	807	50	6.6%
Gross Operating Expenses	108,757	106,806	116,471	9,665	9.0%
Capital Expenses					
New	3,106	3,043	377		
Replacement	4,260	4,260	2,444		
Capital Expenses Subtotal	7,366	7,303	2,821	(4,482)	(61.4%)
Total Expenses	116,123	114,109	119,292	5,183	4.5%
Revenues and Financing					
Operating Revenue					
Provincial Subsidy General	(66,340)	(62,557)	(63,332)		
Fees & Service Charges	(822)	(1,202)	(1,202)		
Sale of Publications	(20)	(65)	(40)		
Sundry Revenue	(19)	(26)	(26)		
Recovery from Reserve Funds - Operating	-	-	(1,647)		
Operating Revenue Subtotal	(67,201)	(63,850)	(66,247)	(2,397)	(3.8%)


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Capital Financing					
Provincial Subsidy - Capital	(80)	(80)	(12)		
Federal Grant - Capital	(30)	(30)	-		
Grant - Capital	-	-	(424)		
Recovery from Reserves - Capital	(2,000)	(2,000)	(172)		
Recovery from Reserve Funds - Capital	(318)	(318)	-		
Capital Financing Subtotal	(2,428)	(2,428)	(608)	1,820	75.0%
Total Revenues and Financing	(69,629)	(66,278)	(66,855)	(577)	(0.9%)
Health Department Total	46,494	47,831	52,437	4,606	9.6%


Financial Details: Summary by Program (\$,000's)

		2020 Estimated Actuals	2020 Approved Budgets				2021 Proposed Budgets					Variance	
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$
Public Health													
1	Healthy Living	13,434	14,270	2,459	(4,071)	(11)	12,647	16,638	-	(3,421)	(18)	13,199	552
2	Healthy Families	8,401	11,549	27	(3,839)	-	7,737	12,051	-	(3,839)	-	8,212	475
3	Infectious Diseases	14,490	13,731	104	(80)	(265)	13,490	15,994	80	(12)	(1,260)	14,802	1,312
4	Health Protection	6,627	7,145	-	(10)	(729)	6,406	7,707	10	(10)	(1,109)	6,598	192
5	Commissioner and Medical Officer of Health Office and Administration	7,019	6,492	352	(43)	(15)	6,786	6,748	-	(43)	(15)	6,690	(96)
6	Facilities Management	703	573	2,094	(10)	(2,000)	657	744	27	(27)	-	744	87
7	Headquarters Shared Cost - Public Health Portion	2,091	2,091	-	-	-	2,091	2,138	-	-	-	2,138	47
8	Contribution from Province - Mandatory Programs	(33,218)	-	-	(30,267)	-	(30,267)	-	-	(30,313)	-	(30,313)	(46)
Public Health Subtotal		19,547	55,851	5,036	(38,320)	(3,020)	19,547	62,020	117	(37,665)	(2,402)	22,070	2,523 12.9%


Financial Details: Summary by Program (\$,000's) Continued

	2020 Estimated Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Region of Durham Paramedic Services													
1 Administration	3,998	3,891	-	-	(18)	3,873	4,176	-	-	(18)	4,158	285	
2 Operations	39,145	39,644	-	-	(255)	39,389	42,237	37	(381)	(495)	41,398	2,009	
3 Quality Development	866	867	-	-	-	867	937	-	-	-	937	70	
4 Planning and Logistics	4,141	4,439	-	-	-	4,439	4,865	-	-	-	4,865	426	
5 Facilities Management	1,394	1,304	-	-	-	1,304	1,418	-	-	-	1,418	114	
6 Hospital Contract - Offload Delay	-	475	-	(475)	-	-	475	-	(475)	-	-	-	
7 Primary Care Outreach Program	324	334	-	-	-	334	343	-	-	-	343	9	
8 Tangible Capital Assets	1,929	-	2,267	(20)	(318)	1,929	-	2,667	(397)	(172)	2,098	169	
9 Contribution from Province	(24,850)	-	-	(23,851)	-	(23,851)	-	-	(24,850)	-	(24,850)	(999)	
Region of Durham Paramedic Services Subtotal	26,947	50,954	2,267	(24,346)	(591)	28,284	54,451	2,704	(26,103)	(685)	30,367	2,083	7.4%
Health Department Total	46,494	106,805	7,303	(62,666)	(3,611)	47,831	116,471	2,821	(63,768)	(3,087)	52,437	4,606	9.6%

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total	
			2022	2023	2024	2025	2026-2030		
Public Health									
Capital Expenditures									
Building & Structures	4,047	-	-	-	-	-	-	-	-
Machinery & Equipment	286	12	2	-	40	-	80	122	
Information Technology	453	78	90	41	21	14	24	190	
Furniture & Fixtures	250	27	36	38	8	8	-	90	
Capital Expenditure Subtotal	5,036	117	128	79	69	22	104	402	
Capital Financing									
General Levy	490	78	128	79	29	22	24	282	
Reserve/Reserve Funds	2,000	-	-	-	-	-	-	-	
Subsidy / Grant	2,546	39	-	-	40	-	80	120	
Capital Financing Subtotal	5,036	117	128	79	69	22	104	402	
Total Capital Public Health	5,036	117	128	79	69	22	104	402	

Financial Details: Summary of Capital (\$,000's) Continued

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Region of Durham Paramedic Services								
Capital Expenditures								
Machinery & Equipment	157	358	451	2,240	94	1,075	2,866	6,726
Land & Improvements	200	-	230	-	-	-	-	230
Information Technology	6	284	33	198	30	15	490	766
Vehicles	1,869	2,020	2,685	2,029	2,032	1,869	11,062	19,677
Furniture & Fixtures	35	42	35	35	35	35	175	315
Capital Expenditure Subtotal	2,267	2,704	3,434	4,502	2,191	2,994	14,593	27,714
Capital Financing								
Development Charges - Residential	318	-	204	-	204	-	612	1,020
General Levy	1,929	2,098	2,728	2,162	1,987	1,919	11,187	19,983
Reserve/Reserve Funds	-	172	502	2,340	-	1,075	2,794	6,711
Subsidy / Grant	20	434	-	-	-	-	-	-
Capital Financing Subtotal	2,267	2,704	3,434	4,502	2,191	2,994	14,593	27,714
Total Capital Region of Durham Paramedic Services	2,267	2,704	3,434	4,502	2,191	2,994	14,593	27,714
Total Capital Health Department	7,303	2,821	3,562	4,581	2,260	3,016	14,697	28,116

Details of Budget Changes

Strategic Investments – Public Health	2021 Impact (\$ 000's)
Investment in Personal Protective Equipment (PPE) in various programs to ensure the safety of Health department clients, local business owners and operators, community partners and staff	98
One-time cost for 13 Temporary positions to manage increased demands due to COVID	1,310
One-time recovery to fund increased costs due to COVID, including PPE (\$98k) and Staffing (\$1.3m)	(1,408)
One-time investment (\$1.8m) to provide COVID related public health nursing support to Durham schools offset by a provincial subsidy	-
Net increase in operating costs of relocating the Oral Health Division to 200 John Street in Oshawa	117
New permanent positions – details of the 5.0 FTE is provided in Staffing Details section	338
Investment in software to support client info security, on-line bookings and virtual service	56
Investment in new computer hardware to support surges in staffing needs in the Infectious Diseases program	77
One-time cost for contracted services for a Pharmacy Technician to support vaccine distribution	50
Strategic Investments – Public Health Subtotal	638
Base Adjustments – Public Health	2021 Impact (\$ 000's)
Economic increases	2,231
Annualization of 1 Tobacco Enforcement Officer approved in the 2020 budget	54
Inflationary increases	46
Increase in Public Health's share of costs for the operation and maintenance of Regional Headquarters	47
Removal of one-time 2020 items	(493)
Base Adjustments – Public Health Subtotal	1,885

Details of Budget Changes (Continued)

Net Changes – Public Health	2,523
Strategic Investments – Region of Durham Paramedic Services	
	2021 Impact (\$ 000's)
Temporary general maintenance and repair person due to increased workload related to equipment certifications and inventory needs (\$42k) and temporary resource for scheduling functions (\$22k)	64
Replacement of safety helmets for paramedic staff (\$240k) to be funded from the equipment reserve (\$240k). Annual contributions to the equipment reserve has been increased to accommodate future replacement of helmets (\$34k).	34
Pilot Community Medicine Program (\$381k) which will provide support to high intensity needs clients requiring supplemental community paramedicine services, beyond home and community care; and seniors/others with similar needs at high-risk of hospital admission. The Central East Local Health Integration Network (CE-LHIN) has committed funding (\$381k) for this pilot program until March 31, 2021.	-
Continue implementation of the CADLINK software to enhance dispatch systems, improve documentation and enhance paramedic response by improving the information available to paramedics responding to calls	91
Maintenance and inspection cost for stretchers to avoid overall repair costs.	140
Security improvements at various Paramedic Response Stations	5
One-time maintenance requirements for Paramedic Response Stations in 2021 including: interior painting at Pickering (\$12k), Ajax (\$6k), Whitby (\$16k), North Oshawa (\$11k), South Oshawa (\$9k); exterior painting at Pickering (\$31k); interior painting and garage door replacement at Uxbridge (\$12k); concrete repair at Ajax vehicle bay (\$6k); and replacement of AED unit at Whitby (\$2k)	105
Increase in Provincial Subsidy based on the approved 2020 Provincial Subsidy	(999)
Strategic Investments – Region of Durham Paramedic Services Subtotal	(560)

Details of Budget Changes (Continued)

	2021 Impact
	(\$ 000's)
Base Adjustments – Region of Durham Paramedic Services	
Economic increases	1,794
Annualization of 13 FTEs approved in the 2020 budget	501
Inflationary increases	384
Removal of one-time 2020 expenditures	(157)
Removal of one-time 2020 capital financing	166
Line-by-line review savings	(45)
Base Adjustments – Region of Durham Paramedic Services Subtotal	2,643
Net Changes – Region of Durham Paramedic Services	2,083
Net Changes Health Department	4,606

Staffing Details

Public Health	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>391.8</u>
Proposed New Positions	
Senior Public Health Inspector – to address a substantial increase in workload due to COVID-19 and address increased workload in outbreaks of infectious diseases that require follow-up	2.0
Public Health Inspector – to address a substantial increase in workload due to COVID-19 and address increased workload in outbreaks of infectious diseases that require follow-up	3.0
Total Proposed New Positions	<u>5.0</u>
Public Health Subtotal	396.8
<hr/>	
Region of Durham Paramedic Services	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>294.0</u>
Region of Durham Paramedic Services Subtotal	294.0
<hr/>	
Total Health Department Complement	690.8

Looking Forward

As one of the Health Department's critical public health functions under the *Ontario Public Health Standards: Requirements for Programs, Services, and Accountability* (OPHS), it is required to prepare for emergencies to ensure 24/7 timely, integrated, safe and effective response to, and recovery from emergencies with public health impacts. Since early 2020, the Health Department's main priority has been responding to COVID-19. In 2021, COVID-19 will continue to be a public health priority with COVID-19 response, vaccine distribution and administration being the focus. Response efforts in 2021 will include case and contact management, communications, inspections and investigations, ongoing monitoring and surveillance, testing support, implementation of modified programs to ensure public and staff safety and plans that can be quickly adapted to mitigate risks. The Health Department is provincially mandated to distribute COVID-19 vaccine and implement mass immunization clinics to administer COVID-19 vaccine to identified groups. The significant resource pressure that COVID-19 has caused will result in an ongoing suspension of most regular public health programs and services for most of 2021 and the Health Department will not be able to meet all its responsibilities as required in the OPHS.

The Health Department must continue to engage with local and provincial partners to monitor risks of COVID-19 and implement provincial recommendations and directives. COVID-19 has resulted in an increased need for stakeholder support across various sectors. The Health Department must provide support to local businesses, congregate living settings, workplaces and community settings where previously public health guidance or interventions were not required. Partnerships have grown, levels of engagement have increased, and new partnerships have developed requiring greater engagement and capacity to provide support. The increased engagement and support required for local healthcare facilities has also identified a need for Public Health Inspectors with specialization in Infection Control achieved through obtaining a Certificate in Infection Control. This increased support to local stakeholders will continue in 2021 as there are ongoing risks of COVID-19 spread across the region.

The COVID-19 pandemic has caused a significant resource pressure and identified a need for additional resources to ensure capacity to respond to outbreaks of infectious and communicable diseases, support a growing list of stakeholders and ensure ongoing delivery of priority programs and services. The pandemic has also resulted in a number of changes required to programs and services such as implementation of new technology to improve virtual client support, changes to the scope of public health inspections to address provincial direction and requirements and identifying new ways to reach clients in the community while minimizing risks. Implementation of these changes requires additional staff and investments in innovative technologies.

Looking Forward (Continued)

Further, in providing ongoing emergency response, Paramedic Services will continue to provide support to COVID-19 response activities through mobile swabbing and immunization and will use one-time funding to provide community paramedicine services in early 2021 to address the needs of clients that require support in the community.

In addition to responding to COVID-19, the Health Department will continue to identify innovative ways to deliver programs and services that minimize risks for clients and staff. There will also be continued focus on addressing the needs of the growing population and priority populations, including vulnerable populations that may need increased support due to the effects of the pandemic.

In Paramedic Services, service improvements will focus on addressing population growth, the needs of vulnerable populations, and implementing efficiencies to improve performance of land ambulances, reduce carbon emissions and reduce fuel costs through the purchase of hybrid vehicles and identifying alternate fuel options for new ambulances.

Appendix A: Detailed 2021 Public Health Capital Projects Listing

Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing									2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
Public Health																
Machinery and Equipment																
	1	Replacement	-	-	-	-	-	-	-	12	-	-	12	-	-	12
Machinery and Equipment Subtotal			-	-	-	-	-	-	-	12	-	-	12	-	-	12
Information Technology																
	29	New	-	-	-	-	-	-	-	-	-	67	67	-	-	67
	3	New	-	-	-	-	-	-	-	-	-	6	6	-	-	6
	1	Replacement	-	-	-	-	-	-	-	-	-	3	3	-	-	3
	8	New	-	-	-	-	-	-	-	-	-	2	2	-	-	2
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	78	78	-	-	78
Furniture and Fixtures																
		Replacement	-	-	-	-	-	-	-	27	-	-	27	-	-	27
Furniture and Fixtures Subtotal			-	-	-	-	-	-	-	27	-	-	27	-	-	27
Public Health Subtotal			-	-	-	-	-	-	-	39	-	78	117	-	-	117
Total Capital Public Health			-	-	-	-	-	-	-	39	-	78	117	-	-	117

Notes:
 The purchase of the small vaccine fridge is conditional upon confirmation of 100 per cent provincial subsidy.
 The touchless upgrades at the Health facilities will commence following the approval of the Region's grant application under the federal/provincial COVID-19 Resilience Infrastructure program.

Appendix B: Detailed 2021 Region of Durham Paramedic Services Capital Projects Listing

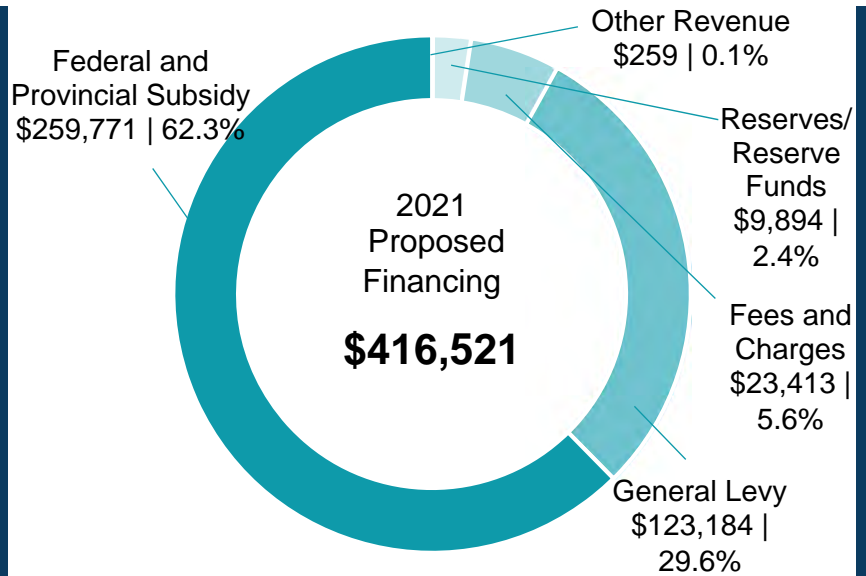
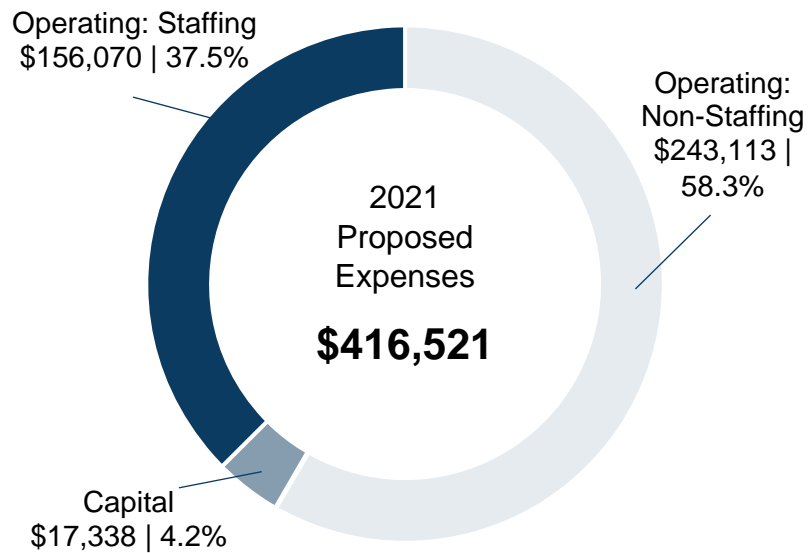
Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
Region of Durham Paramedic Services															
Machinery and Equipment															
Generator	1	New	-	-	-	-	-	-	-	-	130	130	-	-	130
Scoop Stretchers	15	New	-	-	-	-	-	-	-	-	30	30	-	-	30
Vital Sign Monitor - Community Paramedicine	1	New	-	-	-	-	-	-	4	-	-	4	-	-	4
Portable Blood Analyzer - Community Paramedicine	2	New	-	-	-	-	-	-	22	-	-	22	-	-	22
Scoop Stretchers	34	Replacement	-	68	-	-	-	-	-	-	-	68	-	-	68
Stair Chairs	26	Replacement	-	104	-	-	-	-	-	-	-	104	-	-	104
Machinery and Equipment Subtotal			-	172	-	-	-	-	26	-	160	358	-	-	358
Information Technology															
Computers for Vehicles	10	New	-	-	-	-	-	-	-	-	75	75	-	-	75
Computers for Vehicles	24	Replacement	-	-	-	-	-	-	-	-	180	180	-	-	180
Laptop - Quality Development	1	New	-	-	-	-	-	-	-	-	3	3	-	-	3
Toughbook - Community Paramedicine	1	New	-	-	-	-	-	-	7	-	-	7	-	-	7
Laptop & Docking Station - Community Paramedicine	1	New	-	-	-	-	-	-	4	-	-	4	-	-	4
Station/HQ Computers		Replacement	-	-	-	-	-	-	-	-	15	15	-	-	15
Information Technology Subtotal			-	-	-	-	-	-	11	-	273	284	-	-	104
Vehicles															
Ambulances - Hybrid	5	Replacement	-	-	-	-	-	-	390	-	815	1,205	-	-	1,205
Ambulances	5	Replacement	-	-	-	-	-	-	-	-	815	815	-	-	815
Vehicles Subtotal			-	-	-	-	-	-	390	-	1,630	2,020	-	-	2,020
Furniture and Fixtures															
Office and Station Furniture		Replacement	-	-	-	-	-	-	-	-	35	35	-	-	35
Paramedic Headquarters Touchless Upgrades		Replacement	-	-	-	-	-	-	7	-	-	7	-	-	7
Furniture and Fixtures Subtotal			-	-	-	-	-	-	7	-	35	42	-	-	42
Region of Durham Paramedic Services Subtotal			-	172	-	-	-	-	434	-	2,098	2,704	-	-	2,524
Total Capital Region of Durham Paramedic Services			-	172	-	-	-	-	434	-	2,098	2,704	-	-	2,524

Note: The purchase of the five hybrid ambulances and touchless upgrades at Paramedic Headquarters will commence following the approval of the Region's grant application under the federal/provincial COVID-19 Resilience Infrastructure program.



SOCIAL SERVICES

We take care of people by providing high-quality programs and human services that meet the needs of Durham residents at all stages of their lives



Amounts are in \$,000's



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Major Programs and Services

Children's Services

Plan, manage and fund Durham's early years and child care system and takes a lead role in Durham's Best Start Network. Operate seven licensed early learning and child care centres and Durham Behaviour Management Services.

Purchased Fee Subsidy Spaces

Provide eligible parents with subsidy for quality early learning and child care spaces in licensed Child Care Centres, licensed Home Child Care settings and approved recreation programs.

Directly Operated Spaces

Provide quality licensed child care programs which support parents; including low-income earners and full fee parents who are working and/or upgrading their education.

Ontario Works Child Care

Provide Ontario Works recipients and eligible parents with child care subsidy to support employment, education or the recognized need of a child or parent.

Special Needs Resourcing

Early learning inclusion services for children with special needs in licensed child care and licensed home child care programs.

Behaviour Management Services

Provide consultation to the licensed child care sector and parents and care givers of children with developmental disabilities when they are experiencing difficulty managing child behavior.

General Operating Program Subsidy

Provide financial support to licensed child care operators for staff wages, benefits, lease costs, utilities, administration, nutrition, supplies and other operating costs.

Core Administration

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

Special Purpose – Projects

Projects including Non-Profit Pay Equity, Capacity Building, Provider Transformation, Small Water Works, Play-Based Materials and Equipment, and Repairs and Maintenance.

Major Programs and Services (Continued)

Wage Enhancement

Flow Provincial funds to close the wage gap between Registered Early Child Care Educators (RECE's) working in School Boards and those in licensed child care.

Child and Family Supports

EarlyON Child and Family Centres provide free programs for parents and children under 6 years of age.

Child Care Expansion Plan

Support the provincial program to create and maintain 100,000 child care spaces over five years. The funding is to support children 0 - 3.8 years of age, with additional fee subsidies; and/or increased access to licensed child care.

Canada-Ontario Early Learning and Child Care

Supports a shared commitment by the Provincial and Federal governments to provide investments in early learning and child care (ELCC).

Headquarters Shared Cost - Children's Services Portion

The allocated share of cost attributable to Children's Services Division for the operation of Regional Headquarters facility.

Emergency Management and Program Support Services

Continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs. Also provides emergency social services to residents as a result of natural or man-made emergencies and to maintain readiness in case of an emergency within Durham Region and the surrounding area.

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

To assist the Department and the Commissioner's Office to continue to improve social services in Durham and to coordinate Departmental activities in sustaining its high level of quality response to community growth, cultural diversification and evolving resident needs.

Local Diversity and Immigration

Realignment of the Local Diversity and Immigration program from within the Social Services Department to the Planning and Economic Development Department to realize operational efficiencies.

Major Programs and Services (Continued)

Family Services

Improves the quality of life for residents living and working in Durham Region by providing timely and accessible mental health, counselling, education and other support services. Services are provided through various programs including community counselling, Employee and Family Assistance program, Partner Assault Response, Adult Community Support Services and the Primary Care Outreach program in partnership with Health Department Paramedic Services.

Core Community Services

Provide professional individual, couple and family counselling to residents seeking assistance with personal or relationship distress, challenges, and transitions. Provide timely and accessible on-site and virtual counselling services to Income and Employment Support Division clients in receipt of Ontario Works assistance. Partner with Health Department Paramedic Services to deliver the Primary Care Outreach program (PCOP) providing outreach primary care and social work services to at-risk and hard to reach populations focused primarily on homeless or at risk of homelessness populations.

Employee Assistance Program (EAP)

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

Adult Community Support Services

Provide services and supports that assist adults with developmental disabilities to live, work and participate in community activities independently and safely with improved quality of life.

Partner Assault Response

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

Facilities Management

Provide a safe, comfortable work environment for Family Services staff and clients at various office locations.

Headquarters Shared Cost - Family Services Portion

The allocated share of costs attributable to the Family Services Division for the operation of Regional Headquarters facility.

Major Programs and Services (Continued)

Housing Services

Plan, manage and fund the housing and homelessness system in Durham. Supports social housing providers and manages properties directly owned by the Region. Fund programs to end homelessness and encourages the creation of affordable housing.

Social Housing Administration

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

Community Homelessness Prevention Initiative (CHPI)

Manage specific programs designed to assist people experiencing, or at risk of becoming homeless.

Durham Access to Social Housing (DASH)

Administer the centralized wait list for Rent-Geared-to-Income (RGI), modified housing and portable housing benefits.

Investment in Affordable Housing (IAH)

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.

Durham Regional Local Housing Corporation (DRLHC) - Property Management

Provide effective, direct property management services and tenant supports for Regionally owned DRLHC properties.

Reaching Home

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

Community Housing Provider Payments

Provide eligible Housing Providers, with subsidy in accordance with the legislated funding formula under the Housing Services Act (HSA) for the provision of rent-geared-to-income units to support the Region's legislated Service Level Standard (SLS) and to sustain the community housing stock.

Commercial Rent Supplement

Provide funding to private landlords to bridge the gap between the established market rent and the rents received on a RGI basis for households from the Durham Access to Social Housing (DASH) waitlist and offered in accordance with legislated waitlist requirements.

Major Programs and Services (Continued)

Durham Region Rent Supplement

Provide funding to private landlords to bridge the gap between the established market rent and the rents received on a RGI basis from households on or eligible to be on the Durham Access to Social Housing (DASH) waitlist and offered based on local needs.

Strong Communities Rent Supplement

Flow time-limited Provincial funding to private landlords to bridge the gap between the established market rent and the rents received on a RGI basis from targeted households that are homeless or at risk of becoming homeless.

Rent Supplement Direct Delivery

Flow Investment in Affordable Housing (IAH) funds to private landlords to provide a household with a fixed time-limited housing benefit in accordance with Provincial program guidelines.

Rent Supplement and Housing Allowance Shared Delivery

Flow IAH funds to third parties to provide a time-limited housing benefit to a household in accordance with Provincial program guidelines.

Home Ownership

Flow Canada-Ontario Community Housing Initiative and Ontario Priorities Housing Initiative (COCHI/OPHI) funds to partner community organizations to provide down-payment assistance to qualifying homeowners in accordance with Provincial program guidelines.

Community Housing Repairs

Flow Canada-Ontario Community Housing Initiative and Ontario Priorities Housing Initiative (COCHI/OPHI) funds to community housing providers to address urgent capital repairs to help sustain the community housing stock in accordance with Provincial program guidelines.

Headquarters Shared Cost - Housing Services Portion

The allocated share of costs attributable to the Housing Services Division for the operation of Regional Headquarters facility.

Social Assistance

Delivers the Ontario Works Program. Ontario Works provides financial assistance, basic health benefits and case management services to residents in need. Through life stabilization supports and employment services, residents create action plans to achieve personal goals which supports the movement towards employability and independence.

Major Programs and Services (Continued)

Ontario Works Program Delivery

Deliver Ontario Works and related programs, in a fiscally efficient, effective and ethically responsible fashion, in accordance with the Ontario Works Act.

Ontario Works Client Benefits

Provide basic financial assistance which includes basic needs, shelter allowance, mandatory/discretionary supports and employment benefits to eligible residents in Durham Region.

Funerals and Burials

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

Social Investment Fund

Prevent and reduce the depth of child poverty, support attachment to the workforce, provide a means of social inclusion for families and individuals and provide targeted community initiatives to enhance social infrastructure.

Headquarters Shared Cost – Social Assistance Portion

The allocated share of costs attributable to the Social Assistance Division for the operation of Regional Headquarters facility.

Long-Term Care and Services for Seniors

Provides programs and services in four Regionally owned and operated accredited long-term care homes. Also provides respite care, caregiver relief, Meals-on-Wheels programs and Adult Day programs.

For the Fairview Lodge, Hillside Estates, Hillside Terraces and Lakeview Manor Long-Term Care Homes Nursing and Personal Care

Provide 24 hour high quality medical, nursing and personal care, including risk management, for 849 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment.

Resident Care Program Support (RCPS)

Provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 849 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours.

Raw Food

Expenditure and subsidy associated with the provision of nutrition and food services for residents.

Major Programs and Services (Continued)

Other Accommodation

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.

Long-Term Care Administration

Divisional Administration

Provide strategic direction, develop and promote divisional initiatives and provide administrative support to the Region's four long-term care (LTC) homes. The Senior's Safety Office, in partnership with Durham Regional Police Services, provides support to vulnerable seniors in the community at risk of abuse or neglect and provides education and training to community partners on the topic of abuse awareness and prevention.

Homemakers Services

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.

Adult Day Program

Provide day programs to meet the needs of frail, physically disabled and/or cognitively impaired adults living in the community and provide respite and assist the family caregiver.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Community Vitality



Expand the hours and locations of the EarlyON Child and Family Centres in Durham Region



Expand access to affordable quality mental health, counselling and other supports and services that improve the lives of people living or working in Durham Region



Expand the Social Services Department's Seniors' Safety Office to meet the growing demand for assistance



Enhance support to caregivers whose loved one has moved into a Regional Long-Term Care Home

Social Investment



Expand Family Services 'Quick Access' Intake Counselling to all Ontario Works sites providing seamless, integrated and timely access to counselling and mental health supports and services

Strategic Priorities (Continued)



Continue to deliver the Primary Care Outreach program in partnership with Health Department Paramedic Services by providing primary care and social work services to vulnerable populations including homeless and at-risk of homelessness populations



Develop 'Built for Zero' scorecards for operationalization of a By-Name List and Coordinated Access



Implement Coordinated Access to facilitate the triaging of people experiencing chronic homelessness to match them with supported housing opportunities



Strengthen financial partnerships to provide and enhance affordable housing



Develop long-term innovative approaches to prevent homelessness



Use knowledge and data to inform and engage the community on issues related to poverty

Strategic Priorities (Continued)



Assess and support the needs of individuals within vulnerable sectors including youth, victims of Human Trafficking, and residents living with mental health and addictions



Leverage technology to assess the specific needs of clients in receipt of social assistance and effectively link to services and supports that improve employment outcomes

Key Targets for 2021

Children's Services

- Support over 50 EarlyON Child and Family Centres in Durham Region - consistent with 2020 levels

Emergency Management and Program Support Service

- Provide 24/7 support to municipal Community Emergency Management Coordinators in Durham Region - consistent with 2020 supports

Family Services

- Provide 21,600 hours of direct counselling services to clients - consistent with 2020 services
- Maintain a 95% improvement rate for clients as a result of receiving counselling services - consistent with 2020 services

Housing Services

- Maintain over 1,200 units for Rent-Geared-to-Income households - consistent with 2020 inventory

Social Assistance

- Provide 1,200 participants with virtual life skills and employment workshops - consistent with 2020 levels


Long-Term Care Homes

- Provide 3.4 hours of direct Nursing and Personal Care and 0.55 hour of Allied Health Care per resident per day in our Long-Term Care homes
- Provide 1,000 hours of homemaking services for low income persons in need - consistent with 2020 services


Financial Details: Summary by Account (\$,000's)

	Durham Budget 2021			Variance	
	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	\$	%
Expenses					
Operating Expenses					
Personnel Expenses	153,718	146,297	155,082		
Personnel Related	520	1,045	988		
Communications	906	1,099	1,072		
Supplies	1,819	1,704	1,846		
Food	4,682	5,336	5,386		
Utilities	2,552	3,029	2,957		
Medical Care	2,291	1,679	1,949		
Computer Maintenance & Operations	366	442	443		
Materials & Services	2,364	2,379	2,377		
Buildings & Grounds Operations	1,800	1,866	1,933		
Equipment Maintenance & Repairs	1,020	697	699		
Vehicle Operations	13	36	36		
Client Benefit Expenses	83,912	83,489	83,489		
Outside Agency Expenses	47,773	47,773	44,095		
Social Housing Provider Expenses	1,112	1,112	1,039		
Debt Charges	7,882	7,882	7,882		
Professional Services	1,862	1,996	1,272		
Contracted Services	67,907	73,261	84,694		
Leased Facilities Expenses	1,626	1,732	1,735		
Financial Expenses	213	212	221		
Property Taxes	-	-	17		
Minor Assets & Equipment	343	35	54		
Major Repairs & Renovations	222	120	131		
Headquarters Shared Costs	2,506	2,506	2,562		
Operating Expenses Subtotal	387,409	385,727	401,959	16,232	4.2%


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Internal Transfers & Recoveries					
NextGen Fees	6	6	6		
Health Charge	209	209	209		
Works-Facilities Management Charge	178	178	170		
Recovery - Labour Relations	(102)	-	-		
Recovery - Corporate HR	(215)	(215)	(215)		
Recovery - PCOP Program	(122)	(122)	(126)		
Recovery DRLHC	(2,788)	(2,653)	(2,820)		
Internal Transfers & Recoveries Subtotal	(2,834)	(2,597)	(2,776)	(179)	(6.9%)
Gross Operating Expenses	384,575	383,130	399,183	16,053	4.2%

Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Capital Expenses					
New	841	815	15,552		
Replacement	1,771	1,771	1,786		
Capital Expenses Subtotal	2,612	2,586	17,338	14,752	570.5%
Total Expenses	387,187	385,716	416,521	30,805	8.0%
Revenues and Financing					
Operating Revenue					
Provincial Subsidy General	(237,846)	(235,311)	(245,816)		
Federal Subsidy	(10,105)	(10,284)	(12,424)		
Fees & Service Charges	(21,682)	(23,409)	(23,413)		
Rents	(1)	-	(44)		
Sundry Revenue	(195)	(158)	(159)		
Revenue from Municipalities	(37)	(36)	(36)		
Recovery from Operating Stabilization Reserve Fund	-	-	(1,082)		
Revenue from Related Entities	(20)	(19)	(20)		
Operating Revenue Subtotal	(269,886)	(269,217)	(282,994)	(13,777)	(5.1%)
Capital Financing					
Federal Grant - Capital	(80)	(80)	-		
Grant - Capital	-	-	(1,531)		
Recovery from Reserves - Capital	-	-	(8,812)		
Capital Financing Subtotal	(80)	(80)	(10,343)	(10,263)	(12828.8%)
Total Revenues and Financing	(269,966)	(269,297)	(293,337)	(24,040)	8.9%
Social Services Total	117,221	116,419	123,184	6,765	5.8%


Financial Details: Summary by Program (\$,000's)

		2020 Estimated Actuals	2020 Approved Budgets				2021 Proposed Budgets					Variance		
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Children's Services														
1	Purchased Fee Subsidy Spaces	1,580	21,055	-	(19,476)	-	1,579	21,055	-	(19,476)	-	1,579	-	
2	Directly Operated Spaces	2,802	8,462	51	(4,507)	(1,493)	2,513	8,748	635	(5,045)	(1,494)	2,844	331	
3	Ontario Works Child Care	484	1,500	-	(1,227)	-	273	1,500	-	(1,227)	-	273	-	
4	Special Needs Resourcing	287	3,486	-	(3,108)	-	378	3,486	-	(3,108)	-	378	-	
5	Behaviour Management Services	312	2,037	-	(1,413)	(118)	506	2,116	-	(1,422)	(118)	576	70	
6	General Operating Program Subsidy	1,077	8,552	-	(7,476)	-	1,076	9,289	-	(8,213)	-	1,076	-	
7	Core Administration	2,223	4,651	-	(2,313)	-	2,338	4,833	-	(2,313)	-	2,520	182	
8	Special Purpose - Projects	-	1,142	-	(1,142)	-	-	1,142	-	(1,142)	-	-	-	
9	Wage Enhancement	-	11,797	-	(11,797)	-	-	11,797	-	(11,591)	-	206	206	
10	Child and Family Supports	-	4,754	-	(4,754)	-	-	4,754	-	(4,754)	-	-	-	
11	Child Care Expansion Plan	1,983	10,404	49	(8,533)	-	1,920	10,056	78	(8,003)	-	2,131	211	
12	Canada-Ontario Early Learning and Child Care	-	3,557	-	(3,557)	-	-	3,557	-	(3,557)	-	-	-	
13	Headquarters Shared Cost - Children's Services Portion	329	602	-	(272)	-	330	615	-	(272)	-	343	13	
Children's Services Subtotal		11,077	81,999	100	(69,575)	(1,611)	10,913	82,948	713	(70,123)	(1,612)	11,926	1,013	9.3%
Emergency Management and Program Support Service														
1	Emergency Management	178	135	-	-	-	135	139	-	-	-	139	4	
2	Program Support Services	240	396	10	-	-	406	406	15	-	-	421	15	
3	Local Diversity and Immigration	142	146	-	(241)	-	(95)	-	-	-	-	-	95	
Emergency Management and Program Support Services Subtotal		560	677	10	(241)	-	446	545	15	-	-	560	114	25.6%


Financial Details: Summary by Program (\$,000's) Continued

	2020 Estimated Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
Family Services														
1 Core Community Services	4,735	4,778	76	-	(197)	4,657	5,074	15	-	(197)	4,892	235		
2 Employee Assistance Program (EAP)	-	178	-	-	(178)	-	178	-	-	(178)	-	-		
3 Adult Community Support Services	51	665	-	(607)	-	58	690	-	(599)	-	91	33		
4 Partner Assault Response	-	480	-	(428)	(52)	-	480	-	(428)	(52)	-	-		
5 Facilities Management	235	228	-	-	-	228	251	-	-	-	251	23		
6 Headquarters Shared Cost - Family Services Portion	351	351	-	-	-	351	359	-	-	-	359	8		
Family Services Subtotal	5,372	6,680	76	(1,035)	(427)	5,294	7,032	15	(1,027)	(427)	5,593	299	5.6%	
Housing Services														
1 Social Housing Administration	1,835	1,926	34	(43)	(36)	1,881	2,055	14,454	(5,663)	(8,893)	1,953	72		
2 Community Homelessness Prevention Initiative (CHPI)	26	8,829	-	(8,803)	-	26	17,459	2	(17,434)	-	27	1		
3 Durham Access to Social Housing (DASH)	140	157	-	-	-	157	96	-	-	-	96	(61)		
4 Investment in Affordable Housing (IAH)	-	248	-	(248)	-	-	247	-	(247)	-	-	-		
5 Durham Regional Local Housing Corporation - Property Management	-	-	-	-	-	-	-	-	-	-	-	-		
6 Reaching Home	-	703	-	(703)	-	-	3,070	-	(3,070)	-	-	-		
7 Community Housing Provider Payments	27,967	37,185	-	(9,218)	-	27,967	38,350	-	(9,230)	-	29,120	1,153		
8 Commercial Rent Supplement	3,290	3,290	-	-	-	3,290	3,322	-	-	-	3,322	32		
9 Durham Region Rent Supplement	615	616	-	-	-	616	604	-	-	-	604	(12)		
10 Strong Communities Rent Supplement	-	1,439	-	(1,439)	-	-	1,439	-	(1,439)	-	-	-		
11 Rent Supplement Direct Delivery	-	892	-	(892)	-	-	1,013	-	(1,013)	-	-	-		


Financial Details: Summary by Program (\$,000's) Continued

		2020 Estimated Actuals	2020 Approved Budgets				2021 Proposed Budgets					Variance		
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
12	Rent Supplement and Housing Allowance Shared Delivery	-	814	-	(814)	-	-	291	-	(291)	-	-	-	-
13	Home Ownership	-	-	-	-	-	-	25	-	(25)	-	-	-	-
14	Community Housing Repairs	-	5,072	-	(5,072)	-	-	288	-	(288)	-	-	-	-
15	Headquarters Shared Cost - Housing Services Portion	129	129	-	-	-	129	132	-	-	-	132	3	
Housing Services Subtotal		34,002	61,300	34	(27,232)	(36)	34,066	68,391	14,456	(38,700)	(8,893)	35,254	1,188	3.5%
Social Assistance														
1	Ontario Works Program Delivery	14,497	34,627	92	(18,610)	(12)	16,097	35,817	449	(18,610)	(12)	17,644	1,547	
2	Ontario Works Client Benefits	-	81,732	-	(81,732)	-	-	81,732	-	(81,732)	-	-	-	
3	Funerals & Burials	117	275	-	-	(101)	174	275	-	-	(101)	174	-	
4	Social Investment Fund	1,008	1,083	-	-	-	1,083	1,133	-	(50)	-	1,083	-	
5	Headquarters Shared Cost - Social Assistance Portion	667	1,304	-	(636)	-	668	1,332	-	(636)	-	696	28	
Social Assistance Subtotal		16,289	119,021	92	(100,978)	(113)	18,022	120,289	449	(101,028)	(113)	19,597	1,575	8.7%
Long-Term Care and Services for Seniors														
Fairview Lodge														
1	Nursing and Personal Care	6,752	15,065	49	(9,338)	-	5,776	15,921	96	(9,323)	(60)	6,634	858	
2	Resident Care Program Support (RCPS)	873	1,651	-	(907)	(8)	736	1,698	-	(921)	(8)	769	33	
3	Raw Food	190	1,026	-	(696)	(79)	251	1,037	-	(709)	(80)	248	(3)	
4	Other Accommodation													
	(a) Administration	(5,958)	1,171	64	(1,406)	(4,661)	(4,832)	1,371	30	(1,493)	(4,825)	(4,917)	(85)	
	(b) Debt Charges	1,020	1,020	-	-	-	1,020	1,020	-	-	-	1,020	-	
	(c) Food Services	2,832	2,765	31	-	-	2,796	2,840	34	-	-	2,874	78	
	(d) Environmental Services	4,773	4,448	245	(20)	-	4,673	4,552	69	(60)	(60)	4,501	(172)	
	Other Accommodation Subtotal	2,667	9,404	340	(1,426)	(4,661)	3,657	9,783	133	(1,553)	(4,885)	3,478		
Fairview Lodge Subtotal		10,482	27,146	389	(12,367)	(4,748)	10,420	28,439	229	(12,506)	(5,033)	11,129	709	6.8%


Financial Details: Summary by Program (\$,000's) Continued

		2020 Estimated Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance	
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Hillsdale Estates														
1	Nursing and Personal Care	10,310	20,274	163	(11,866)	(6)	8,565	21,864	152	(12,333)	(136)	9,547	982	
2	Resident Care Program Support (RCPS)	1,010	1,707	-	(1,374)	(7)	326	1,818	-	(1,395)	(7)	416	90	
3	Raw Food	509	1,949	-	(1,054)	(173)	722	1,968	-	(1,075)	(174)	719	(3)	
4	Other Accommodation													
	(a) Administration	(9,366)	1,324	64	(1,351)	(7,815)	(7,778)	1,515	12	(1,462)	(7,980)	(7,915)	(137)	
	(b) Debt Charges	835	835	-	-	-	835	835	-	-	-	835	-	
	(c) Food Services	3,852	3,303	11	-	-	3,314	3,509	43	-	(30)	3,522	208	
	(d) Environmental Services	7,019	5,713	919	(20)	-	6,612	5,848	442	(400)	(30)	5,860	(752)	
	Other Accommodation Subtotal	2,340	11,175	994	(1,371)	(7,815)	2,983	11,707	497	(1,862)	(8,040)	2,302		
Hillsdale Estates Subtotal		14,169	35,105	1,157	(15,665)	(8,001)	12,596	37,357	649	(16,665)	(8,357)	12,984	388	3.1%
Hillsdale Terraces														
1	Nursing and Personal Care	6,778	13,017	65	(7,744)	(4)	5,334	13,858	72	(8,112)	(64)	5,754	420	
2	Resident Care Program Support (RCPS)	807	1,442	-	(916)	(5)	521	1,533	-	(930)	(5)	598	77	
3	Raw Food	339	1,203	-	(703)	(41)	459	1,215	-	(716)	(41)	458	(1)	
4	Other Accommodation													
	(a) Administration	(5,792)	1,220	57	(887)	(4,901)	(4,511)	1,358	42	(975)	(5,033)	(4,608)	(97)	
	(b) Debt Charges	3,434	3,434	-	-	-	3,434	3,434	-	-	-	3,434	-	
	(c) Food Services	2,740	2,697	36	-	-	2,733	2,770	31	-	-	2,801	68	
	(d) Environmental Services	4,547	4,104	166	(20)	-	4,250	4,285	360	(360)	(60)	4,225	(25)	
	Other Accommodation Subtotal	4,929	11,455	259	(907)	(4,901)	5,906	11,847	433	(1,335)	(5,093)	5,852		
Hillsdale Terraces Subtotal		12,853	27,117	324	(10,270)	(4,951)	12,220	28,453	505	(11,093)	(5,203)	12,662	442	3.6%


Financial Details: Summary by Program (\$,000's) Continued

		2020 Estimated Actuals	2020 Approved Budgets				2021 Proposed Budgets					Variance		
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Lakeview Manor														
1	Nursing and Personal Care	5,101	10,295	159	(5,697)	-	4,757	10,717	95	(5,807)	(20)	4,985	228	
2	Resident Care Program Support (RCPS)	1,204	1,474	-	(682)	(4)	788	1,508	-	(693)	(4)	811	23	
3	Raw Food	188	764	-	(524)	(25)	215	772	-	(534)	(25)	213	(2)	
4	Other Accommodation													
	(a) Administration	(4,076)	885	37	(693)	(3,595)	(3,366)	1,088	7	(726)	(3,768)	(3,399)	(33)	
	(b) Debt Charges	2,593	2,593	-	-	-	2,593	2,593	-	-	-	2,593	-	
	(c) Food Services	1,989	1,791	54	-	-	1,845	1,841	22	-	-	1,863	18	
	(d) Environmental Services	3,195	3,077	149	(20)	-	3,206	3,187	173	(173)	-	3,187	(19)	
	Other Accommodation Subtotal	3,701	8,346	240	(713)	(3,595)	4,278	8,709	202	(899)	(3,768)	4,244		
Lakeview Manor Subtotal		10,194	20,879	399	(7,616)	(3,624)	10,038	21,706	297	(7,933)	(3,817)	10,253	215	2.1%
Long-Term Care Administration														
1	Divisional Administration	2,133	2,316	5	-	-	2,321	3,104	10	-	-	3,114	793	
2	Homemakers Services	12	32	-	(26)	-	6	32	-	(26)	-	6	-	
Long-Term Care Administration Subtotal		2,145	2,348	5	(26)	-	2,327	3,136	10	(26)	-	3,120	793	34.1%
Adult Day Program														
1	Adult Day Program	78	858	-	(670)	(111)	77	887	-	(670)	(111)	106	29	
Adult Day Program Subtotal		78	858	-	(670)	(111)	77	887	-	(670)	(111)	106	29	37.7%
Social Services Total		117,221	383,130	2,586	(245,675)	(23,622)	116,419	399,183	17,338	(259,771)	(33,566)	123,184	6,765	5.8%


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Children's Services								
Capital Expenditures								
Building & Structures	34	600	-	1,250	-	-	341	1,591
Machinery & Equipment	-	-	-	-	22	-	44	66
Land & Improvements	-	-	-	-	-	-	57	57
Information Technology	49	78	98	39	44	98	264	543
Furniture & Fixtures	17	35			17		15	32
Capital Expenditure Subtotal	100	713	98	1,289	83	98	721	2,289
Capital Financing								
General Levy	100	175	98	1,289	83	98	721	2,289
Subsidy / Grant	-	538	-	-	-	-	-	-
Debentures - Non-DC Funded	-	-	-	-	-	-	-	-
Capital Financing Subtotal	100	713	98	1,289	83	98	721	2,289
Total Capital Children's Services	100	713	98	1,289	83	98	721	2,289
Emergency Management and Program Support Services								
Capital Expenditures								
Information Technology	10	15	5	7	7	5	33	57
Capital Expenditure Subtotal	10	15	5	7	7	5	33	57
Capital Financing								
General Levy	10	15	5	7	7	5	33	57
Capital Financing Subtotal	10	15	5	7	7	5	33	57
Total Capital Emergency Management and Program Support Services	10	15	5	7	7	5	33	57


Financial Details: Summary of Capital (\$,000's) Continued

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Family Services								
Capital Expenditures								
Building & Structures	-	-	-	1,900	-	-	-	1,900
Information Technology	77	15	25	68	22	49	229	393
Capital Expenditure Subtotal	77	15	25	1,968	22	49	229	2,293
Capital Financing								
General Levy	77	15	25	271	22	49	229	596
Development Charges	-	-	-	547	-	-	-	547
Other Financing	-	-	-	1,150	-	-	-	1,150
Capital Financing Subtotal	77	15	25	1,968	22	49	229	2,293
Total Capital Family Services	77	15	25	1,968	22	49	229	2,293
Housing Services								
Capital Expenditures								
Building & Structures	-	14,433	-	-	-	-	-	-
Information Technology	29	23	20	-	2	20	24	66
Furniture & Fixtures	5	-	-	-	-	-	-	-
Capital Expenditure Subtotal	34	14,456	20	-	2	20	24	66
Capital Financing								
General Levy	34	23	20	-	2	20	24	66
Reserve/Reserve Funds	-	8,812	-	-	-	-	-	-
Subsidy / Grant	-	5,621	-	-	-	-	-	-
Capital Financing Subtotal	34	14,456	20	-	2	20	24	66
Total Capital Housing Services	34	14,456	20	-	2	20	24	66

Financial Details: Summary of Capital (\$,000's) Continued

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Social Assistance								
Capital Expenditures								
Building & Structures	-	-	-	6,400	-	-	20,000	26,400
Information Technology	92	449	204	119	374	267	1,253	2,217
Capital Expenditure Subtotal	92	449	204	6,519	374	267	21,253	28,617
Capital Financing								
General Levy	92	449	204	838	374	267	1,253	2,936
Development Charges	-	-	-	1,831	-	-	2,385	4,216
Other Financing	-	-	-	3,850	-	-	-	3,850
Debentures	-	-	-	-	-	-	17,615	17,615
Capital Financing Subtotal	92	449	204	6,519	374	267	21,253	28,617
Total Capital Social Assistance	92	449	204	6,519	374	267	21,253	28,617


Financial Details: Summary of Capital (\$,000's) Continued

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Long-Term Care and Services for Seniors								
Fairview Lodge Long-Term Care Home								
Capital Expenditures								
Building & Structures		-	50					50
Machinery & Equipment	276	180	157	189	137	259	840	1,582
Information Technology	74	49	22	35	-	65	100	222
Furniture & Fixtures	39	-	14	14	14	10	50	102
Capital Expenditure Subtotal	389	229	243	238	151	334	990	1,956
Capital Financing								
General Levy	389	169	243	238	151	334	990	1,956
Subsidy / Grant	-	60	-	-	-	-	-	-
Capital Financing Subtotal	389	229	243	238	151	334	990	1,956
Total Capital Fairview Lodge Long-Term Care Home	389	229	243	238	151	334	990	1,956


Hillsdale Estates Long-Term Care Home

Capital Expenditures								
Building & Structures	670	-	265	1,482	45	-	1,595	3,387
Land & Improvements	-	-	18	1,275	-	-	-	1,293
Machinery & Equipment	402	562	276	149	1,907	145	3,754	6,231
Information Technology	74	74	40	52	40	40	200	372
Furniture & Fixtures	11	13	38	32	10	10	50	140
Capital Expenditure Subtotal	1,157	649	637	2,990	2,002	195	5,599	11,423


Financial Details: Summary of Capital (\$,000's) Continued

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Capital Financing								
General Levy	1,157	249	637	2,990	2,002	195	5,599	11,423
Subsidy / Grant	-	400	-	-	-	-	-	-
Capital Financing Subtotal	1,157	649	637	2,990	2,002	195	5,599	11,423
Total Capital Hillsdale Estates Long-Term Care Home	1,157	649	637	2,990	2,002	195	5,599	11,423
Hillsdale Terraces Long-Term Care Home								
Capital Expenditures								
Building & Structures		-					111	111
Machinery & Equipment	231	440	252	279	612	279	878	2,300
Land & Improvements	-	-	-	-	-	-	1,300	1,300
Information Technology	66	63	39	39	53	39	1,208	1,378
Furniture & Fixtures	27	2	14	-	-	-	-	14
Capital Expenditure Subtotal	324	505	305	318	665	318	3,497	5,103
Capital Financing								
General Levy	324	145	305	318	665	318	3,497	5,103
Subsidy / Grant	-	360	-	-	-	-	-	-
Capital Financing Subtotal	324	505	305	318	665	318	3,497	5,103
Total Capital Hillsdale Terraces Long-Term Care Home	324	505	305	318	665	318	3,497	5,103

Financial Details: Summary of Capital (\$,000's) Continued

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Lakeview Manor Long-Term Care Home								
Capital Expenditures								
Building & Structures	-	-	-	32	50	-	885	967
Machinery & Equipment	218	277	219	226	290	145	1,163	2,043
Land & Improvements	-	-	-	-	-	-	520	520
Information Technology	46	20	34	10	10	10	74	138
Vehicles	135	-	-	-	-	-	-	-
Furniture & Fixtures	-	-	15	15	15	15	65	125
Capital Expenditure Subtotal	399	297	268	283	365	170	2,707	3,793
Capital Financing								
General Levy	399	124	268	283	365	170	2,707	3,793
Subsidy / Grant	-	173	-	-	-	-	-	-
Capital Financing Subtotal	399	297	268	283	365	170	2,707	3,793
Total Capital Lakeview Manor Long-Term Care Home	399	297	268	283	365	170	2,707	3,793

Financial Details: Summary of Capital (\$,000's) Continued

	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Long-Term Care Administration								
Capital Expenditures								
Building & Structures	-	-	-	-	82,485	-	-	82,485
Information Technology	4	9	3	-	-	-	-	3
Furniture & Fixtures	1	1	10	-	-	-	-	10
Capital Expenditure Subtotal	5	10	13	-	82,485	-	-	82,498
Capital Financing								
General Levy	5	10	13	-	-	-	-	13
Debentures	-	-	-	-	82,485	-	-	82,485
Capital Financing Subtotal	5	10	13	-	82,485	-	-	82,498
Total Capital Long-Term Care Administration	5	10	13	-	82,485	-	-	82,498
Total Capital Social Services	2,587	17,338	1,818	13,612	86,156	1,456	35,053	138,095

Details of Budget Changes

Strategic Investments – Children’s Services	2021 Impact (\$ 000’s)
The provincial government is proceeding with previously announced reductions in cost sharing for early learning and child care administration in 2021 – given current circumstances \$1.9m in one-time transitional funding is being provided to assist with the new 50/50 cost share	349
Playground refurbishment partially offset by COVID-19 Resilience Infrastructure grant funding (\$520k). Note that grant support is dependent on federal/provincial approval	80
Strategic Investments – Children’s Services Subtotal	429
<hr/>	
Base Adjustments – Children’s Services	2021 Impact (\$ 000’s)
Economic increases	625
Annualization of 1.0 FTE approved in the 2020 budget	55
Increase in Children’s Services’ share of costs for the operation and maintenance of Regional Headquarters	13
Line-by-line review savings	(132)
Miscellaneous adjustments	23
Base Adjustments – Children’s Services Subtotal	584
<hr/>	
Net Changes – Children’s Services	1,013

Details of Budget Changes (Continued)

Strategic Investments – Emergency Management and Program Support Services	2021 Impact (\$ 000's)
Realignment of the Local Diversity and Immigration program to the Planning and Economic Development Department to realize operational efficiencies	90
Strategic Investments – Emergency Management and Program Support Services Subtotal	90
<hr/>	
Base Adjustments – Emergency Management and Program Support Services	2021 Impact (\$ 000's)
Economic increases	20
Miscellaneous adjustments	4
Base Adjustments – Emergency Management and Program Support Services Subtotal	24
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Net Changes – Emergency Management and Program Support Services	114

Details of Budget Changes (Continued)

	2021 Impact (\$ 000's)
Strategic Investments – Family Services	
New position – details of the 1.0 FTE are provided in Staffing Details section	92
Strategic Investments – Family Services Subtotal	92
<hr/>	
Base Adjustments – Family Services	2021 Impact (\$ 000's)
Economic increases	276
Inflationary increases	8
Increase in Family Services' share of costs for the operation and maintenance of Regional Headquarters	8
Removal of one-time 2020 items	(43)
Line-by-line review savings	(42)
Base Adjustments – Family Services Subtotal	207
<hr/>	
Net Changes – Family Services	299

Details of Budget Changes (Continued)

Strategic Investments – Housing Services	2021 Impact (\$ 000's)
One-time provincial and federal funding to assist with incremental costs of delivering social services due to COVID-19 and invest in social infrastructure	
Provincial Social Services Relief Fund Phase 2 Holdback (\$4.7m) to be allocated as outlined in Report 2021-INFO-2	-
Provincial Social Services Relief Fund Mental Health and Addictions Fund (\$0.1m) to be allocated as outlined in Report 2021-INFO-4	-
Provincial Ontario Isolation Centers Initiative (\$3.5m) to fund isolation facilities and, where needed, wrap around services	-
Federal Reaching Home (\$2.2m) to support people experiencing or at risk of experiencing homelessness	-
Increase in Community Homelessness Prevention Initiative funding (-\$264k) which is partially offset by increased payments to service agencies (\$178k)	(86)
New position – details of the 1.0 FTE are provided in Staffing Details section	61
New positions – details of the 3.0 FTE's approved in-year are provided in Staffing Details section	417
Increase in community housing provider payments	1,151
Strategic Investments – Housing Services Subtotal	1,543

Details of Budget Changes (Continued)

Base Adjustments – Housing Services	2021 Impact (\$ 000's)
Economic increases	72
Annualization of 1.0 FTE approved in the 2020 budget	47
Increase in Housing Services' share of costs for the operation and maintenance of Regional Headquarters	3
Removal of one-time 2020 items	(476)
Line-by-line review savings	(6)
Miscellaneous adjustments	5
Base Adjustments – Housing Services Subtotal	(355)
Net Changes – Housing Services	1,188

Details of Budget Changes (Continued)

	2021 Impact (\$ 000's)
Strategic Investments – Social Assistance	
Position transfer – details of the 1.0 FTE being transferred out are provided in Staffing Details section	(99)
Funding for service agencies to support COVID-19 isolation offset by the COVID-19 Isolation grant (\$50k)	-
Strategic Investments – Social Assistance Subtotal	(99)
Base Adjustments – Social Assistance	2021 Impact (\$ 000's)
Economic increases	1,246
Increase in Social Assistance's share of costs for the operation and maintenance of Regional Headquarters	28
One-time increase in capital requirements	357
Inflation	55
Line-by-line review savings	(12)
Base Adjustments – Social Assistance Subtotal	1,674
Net Changes – Social Assistance	1,575

Details of Budget Changes (Continued)

	2021 Impact (\$ 000's)
Strategic Investments – Fairview Lodge Long-Term Care Home	
New position – details of the 2.0 FTEs are provided in the Staffing Details Section	142
Position transfer – details on the 1.5 FTEs transferred out are provided in the Staffing Details Section	(220)
COVID-19 Related Impacts:	
Temporary resources to ensure mandated active screenings at all long-term care homes for all staff, contractor and visitors entering the building	164
Additional cleaning supplies	60
Personal protective equipment and infection control supplies	60
The 2021 budget proposed to fund the above temporary COVID related costs from available senior government funding and as required from the Operating Impact Stabilization Reserve Fund	(284)
The Region has applied for \$60k in provincial and federal funding under the Long-Term Care Stream of the COVID Resilience Infrastructure Program for accessibility improvements at Fairview Lodge. Work will begin upon funding approval	-
Strategic Investments – Fairview Lodge Long-Term Home Subtotal	(78)
Base Adjustments – Fairview Lodge Long-Term Care Home	2021 Impact (\$ 000's)
Economic increases	745
Annualization of 1.0 FTE approved in the 2020 budget	40
Miscellaneous adjustments	2
Base Adjustments – Fairview Lodge Long-Term Care Home Subtotal	787
Net Changes – Fairview Lodge Long-Term Care Home	709

Details of Budget Changes (Continued)

	2021 Impact (\$ 000's)
Strategic Investments – Hillsdale Estates Long-Term Care Home	
New position – details of the 10.0 FTEs are provided in the Staffing Details Section	441
Position transfer – details on the 1.6 FTEs transferred out and the 1.0 FTEs transferred in are provided in the Staffing Details Section	(128)
COVID-19 Related Impacts:	
Temporary resources to ensure mandated active screenings at all long-term care homes for all staff, contractor and visitors entering the building	130
Additional cleaning supplies	60
Personal protective equipment and infection control supplies	164
The 2021 budget proposed to fund the above temporary COVID related costs from available senior government funding and as required from the Operating Impact Stabilization Reserve Fund	(354)
The Region has applied for \$400k in provincial and federal funding under the Long-Term Care Stream of the COVID Resilience Infrastructure Program for accessibility improvements at Hillsdale Estates. Work will begin upon funding approval	-
Strategic Investments – Hillsdale Estates Long-Term Care Home Subtotal	313
Base Adjustments – Hillsdale Estates Long-Term Care Home	2021 Impact (\$ 000's)
Economic increases	531
Annualization of 3.0 FTEs approved in the 2020 budget	173
Removal of one-time item	(670)
Miscellaneous adjustments	41
Base Adjustments – Hillsdale Estates Long-Term Care Home Subtotal	75
Net Changes – Hillsdale Estates Long-Term Care Home	388

Details of Budget Changes (Continued)

Strategic Investments – Hillsdale Terraces Long-Term Care Home	2021 Impact (\$ 000's)
New position – details of the 5.0 FTEs are provided in Staffing Details	153
Additional funding to support delivery of part time hours to provide coverage 7 days/week	120
Position transfer – details on the 0.6 FTEs transferred in and 1.0 FTE transferred out are provided in the Staffing Details Section	15
COVID-19 Related Impacts:	
Temporary resources to ensure mandated active screenings at all long-term care homes for all staff, contractor and visitors entering the building	132
Additional cleaning supplies	60
Personal protective equipment and infection control supplies	60
The 2021 budget proposed to fund the above temporary COVID related costs from available senior government funding and as required from the Operating Impact Stabilization Reserve Fund	(252)
The Region has applied for \$360k in provincial and federal funding under the Long-Term Care Stream of the COVID Resilience Infrastructure Program for accessibility improvements at Hillsdale Terraces. Work will begin upon funding approval	-
Strategic Investments – Hillsdale Terraces Long-Term Care Home Subtotal	288

Details of Budget Changes (Continued)

Base Adjustments – Hillsdale Terraces Long-Term Care Home	2021 Impact (\$ 000's)
Economic increases	413
Annualization of 3.0 FTEs approved in the 2020 budget	129
Unanticipated increase in 2020 base funding	(257)
Miscellaneous adjustments	(131)
Base Adjustments – Hillsdale Terraces Long-Term Care Home Subtotal	154
Net Changes – Hillsdale Terraces Long-Term Care Home	442

Details of Budget Changes (Continued)

Strategic Investments – Lakeview Manor Long-Term Care Home	2021 Impact (\$ 000's)
Position transfer – details on the 0.5 FTEs transferred in are provided in the Staffing Details Section	(83)
COVID-19 Related Impacts:	
Temporary resources to ensure mandated active screenings at all long-term care homes for all staff, contractor and visitors entering the building	172
Personal protective equipment and infection control supplies	20
The 2021 budget proposed to fund the above temporary COVID related costs from available senior government funding and as required from the Operating Impact Stabilization Reserve Fund	(192)
The Region has applied for \$173k in provincial and federal funding under the Long-Term Care Stream of the COVID Resilience Infrastructure Program for accessibility improvements at Lakeview Manor. Work will begin upon funding approval	-
Strategic Investments – Lakeview Manor Long-Term Care Home Subtotal	(83)

Details of Budget Changes (Continued)

Base Adjustments – Lakeview Manor Long-Term Care Home	2021 Impact (\$ 000's)
Economic increases	354
Annualization of 2.0 FTEs approved in the 2020 budget	79
Removal of one-time items	(135)
Base Adjustments – Lakeview Manor Long-Term Care Home Subtotal	298
Net Changes – Lakeview Manor Long-Term Care Home	215

Details of Budget Changes (Continued)

	2021 Impact (\$ 000's)
Strategic Investments – Long-Term Care Administration	
New position – details of the 2.0 FTEs are provided in Staffing Details section	103
Position transfer – details of the 4.0 FTEs being transferred in are provided in Staffing Details section	606
Strategic Investments – Long-Term Care Administration Subtotal	709
<hr/>	
	2021 Impact (\$ 000's)
Base Adjustments – Long-Term Care Administration	
Economic increases	83
Miscellaneous adjustment	1
Base Adjustments – Long-Term Care Administration Subtotal	84
<hr/>	
Net Changes – Long-Term Care Administration	793

Details of Budget Changes (Continued)

Base Adjustments – Adult Day Program	2021 Impact (\$ 000's)
Economic increases	28
Inflationary adjustments	1
Base Adjustments – Adult Day Program Subtotal	29
Net Changes – Adult Day Program	29
Net Changes Social Services	6,765

Staffing Details

	Full Time Equivalents (FTE's)
Children's Services	
2020 Approved Complement	<u>134.24</u>
Children's Services Subtotal	134.24
<hr/>	
Emergency Management and Program Support Services	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>4.95</u>
Positions Transferred In-Year	
Policy Advisor to Economic Development and Tourism to support the realignment of the Local Diversity and Immigration program	(1.0)
Policy Advisor to Social Assistance to support the realignment of the Local Diversity and Immigration program	(0.45)
Total Positions Approved In-Year	<u>(1.45)</u>
Position Transfers	
Program Assistant to Social Assistance to support the realignment of the Local Diversity and Immigration program	(0.5)
Total Position Transfers	<u>(1.95)</u>
Emergency Management and Program Support Services Subtotal	3.0

Staffing Details (Continued)

	Full Time Equivalents (FTE's)
Family Services	
2020 Approved Complement	<u>57.56</u>
Proposed New Positions	
Family Counsellor 2 to provide social work outreach services to vulnerable populations including those who are unsheltered and under-housed, effective April 1, 2021	1.00
Total Proposed New Positions	<u>1.00</u>
Family Services Subtotal	58.56
	Full Time Equivalents (FTE's)
Housing Services	
2020 Approved Complement	<u>44.06</u>
Positions Approved In-Year	
Supervisor and 2 Program Coordinators funded by a reallocation of existing social housing funding as part of the reconfiguring of the social components of the non-departmental budget (as per Section 8.1 of the Budget Management Policy)	3.0
Total Positions Approved In-Year	<u>3.0</u>
Proposed New Positions	
Program Coordinator to administer the Community Homelessness Prevention Initiative (CHPI) program, effective July 1, 2021	1.0
Total Proposed New Positions	<u>1.0</u>
Housing Services Subtotal	48.06

Staffing Details (Continued)

Social Assistance	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>291.19</u>
Positions Transferred In-Year	
Policy Advisor from Emergency Management and Program Support Services	0.45
Program Assistant from Emergency Management and Program Support Services	0.5
Total Positions Approved In-Year	<u>0.95</u>
Position Transfers	
Clerk to Long-Term Care – Hillsdale Estates Long-Term Care Home to provide administrative assistance to nursing leadership team	(1.0)
Total Position Transfers	<u>(1.0)</u>
<hr/> Social Assistance Subtotal	<hr/> 291.14

Staffing Details (Continued)

Fairview Lodge Long-Term Care Home	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>160.5</u>
Position Transfers	
Infection Control Nurse to Lakeview Manor Long-Term Care Home	(0.5)
Manager – Nursing Practice to Long-Term Care Administration	(1.0)
Total Position Transfers	<u>(1.5)</u>
Proposed New Positions	
Personal Support Worker to increase the amount of direct care per resident per day, effective July 1, 2021	1.0
Infection Control Nurse to maintain the infection control best practices - each of the Region's 4 LTC homes will have their own dedicated infection control nurse, effective April 1, 2021	1.0
Total Proposed New Positions	<u>2.0</u>
Fairview Lodge Long-Term Care Home Subtotal	161.0

Hillsdale Estates Long-Term Care Home	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>210.54</u>
Position Transfers	
Coordinator-Administrative Service from Social Assistance and reclassified to provide administrative assistance to nursing leadership team	1.0
Infection Control Nurse to Hillsdale Terraces Long-Term Care Home	(0.6)
Manager – Nursing Practice to Long-Term Care Administration	(1.0)
Total Position Transfers	<u>(0.60)</u>

Staffing Details (Continued)

Proposed New Positions

Personal Support Workers to increase the amount of direct care per resident per day, effective July 1, 2021	6.0
Infection Control Nurse to maintain the infection control best practices- each of the Region's 4 LTC homes will have their own dedicated infection control nurse, effective April 1, 2021	1.0
Registered Practical Nurse to increase the amount of direct care per resident per day, effective July 1, 2021	1.0
Social Worker to provide residents with more focused and individualized care, effective July 1, 2021	1.0

Total Proposed New Positions 9.00

Hillsdale Estates Long-Term Care Home Subtotal **218.94**

Hillsdale Terraces Long-Term Care Home **Full Time Equivalents (FTE's)**

2020 Approved Complement 145.4

Position Transfers

Infection Control Nurse from Hillsdale Estates Long-Term Care Home	0.6
Manager – Nursing Practice to Long-Term Care Administration	(1.0)

Total Position Transfers (0.4)

Proposed New Positions

Clerk to enhance coordination of nursing staff needs, effect July 1, 2021	1.0
Personal Support Workers to increase the amount of direct care per resident per day, effective July 1, 2021	4.0

Total Proposed New Positions 5.0

Hillsdale Terraces Long-Term Care Home Subtotal **150.0**

Staffing Details (Continued)

	Full Time Equivalents (FTE's)
Lakeview Manor Long-Term Care Home	
2020 Approved Complement	<u>113.48</u>
Position Transfers	
Infection Control Nurse from Fairview Lodge Long-Term Care Home	0.5
Manager – Nursing Practice to Long-Term Care Administration	(1.0)
Total Position Transfers	<u>(0.5)</u>
Lakeview Manor Long-Term Care Home Subtotal	112.98
Long-Term Care Administration	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>14.0</u>
Position Transfer	
Managers – Nursing Practice one from each of the four Long-Term Care Homes	4.0
Total Position Transfers	<u>4.0</u>
Proposed New Positions	
Training Specialist to increase the resources for orientation and training, including mandatory training under the LTC Homes Act as well as enhanced infection prevention and control, effective July 1, 2021	1.0
Program Assistant for the Senior's Safety Office to triage calls from the community and provide program support, effective April 1, 2021	1.0
Total Proposed New Positions	<u>2.0</u>
Long-Term Care Administration Subtotal	20.0

Staffing Details (Continued)

Adult Day Program	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>4.08</u>
Adult Day Program Subtotal	4.08
Total Complement Social Services	1,202.0

Looking Forward

Population growth, changing demographics, increased demand for services and increasingly complex needs of residents will continue to be key drivers for Social Services programs. Further, adjustments to provincial funding and a changing legislative and regulatory landscape will present additional challenges in the provision of vital programs and services.

The Region will continue to improve the ways it addresses the needs of the communities it serves through strategic investments aimed at providing quick and easy access to the services residents need, shortening response times and continuing to build partnerships and collaborations that efficiently leverage and allocate resources to high-demand programs. To support these commitments the Region continues to modernize operations through a variety of initiatives including:

- Expedite the development of innovative supportive housing options for vulnerable sectors to relieve pressure on our shelter systems
- Explore the expansion of PCOP by examining outreach mobile models that address social and healthcare needs of marginalized populations
- Develop innovative collaborations for the delivery of in-person and virtual social and mental healthcare offerings
- Establish outreach collaborations (virtual, online and in-person) serving working poor and marginalized populations (supporting families, parents, youth)
- Explore virtual care models within the Long-Term Care Homes in partnership with Lakeridge Health
- Investigate the possibility of establishing a 'virtual long-term care' alternative for individuals requiring additional support so they could remain in their own homes safely
- Investigate flexible licensed child care options to support families working shifts or in rural industries
- Develop and implement a system recovery plan that supports capacity building within early learning and child care related to human resources, financial stability and programs that promote learning environments that focus on the overall wellbeing of children and families
- Explore the expansion of hours and locations of the EarlyON Child and Family Centres in Durham Region
- Support health and safety education and recovery plan implementation in early learning and child care community

Looking Forward (Continued)

- Mitigate the risks of deep poverty by expediting efforts through tax filing, eviction prevention and credit counselling.
- Establish accessible and resourceful financial information for the public targeting the working poor, seniors and vulnerable sectors.
- Undertake an analysis and review of the current process for community investment allocations to non-profit community sector in Durham Region.
- Develop a framework for the allocation of social services investment for community non-profits serving residents facing the greatest needs and barriers.
- Implement the Community Social Investment Framework to provide a clear and accountable framework with an outcomes-based approach to funding local social service agencies while addressing and acknowledging key gaps and needs related to our vulnerable populations.

The Region will also continue to support our qualified and engaged long-term care workforce with effective and accountable leadership to provide residents with a safe and supportive living environment by increasing the hours of direct care for residents to an average of four hours per day over four years, increasing the hours of allied health care to an average of 0.55 hours per day by 2022-23, and modernizing the workplace.

Appendix A: Detailed 2021 Children's Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Projects Listing

Durham Region Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing									2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
Children's Services																
Building and Structures																
Playground structures for various centres	-	Replacement	-	-	-	-	-	-	-	520	-	80	600	-	-	600
Building and Structures Subtotal			-	-	-	-	-	-	-	520	-	80	600	-	-	600
Information Technology																
Laptop Computers (with Monitors)	34	Replacement	-	-	-	-	-	-	-	-	-	78	78	-	-	78
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	78	78	-	-	78
Furniture and Fixtures																
Furniture for various centres	-	Replacement	-	-	-	-	-	-	-	-	-	17	17	-	-	17
Touchless fixtures for various centres	-	New	-	-	-	-	-	-	-	18	-	-	18	-	-	18
Furniture and Fixtures Subtotal			-	-	-	-	-	-	-	18	-	17	35	-	-	35
Children's Services Capital Subtotal			-	-	-	-	-	-	-	538	-	175	713	-	-	713
Emergency Management and Program Support Services																
Information Technology																
Laptop Computers	7	Replacement	-	-	-	-	-	-	-	-	-	15	15	-	-	15
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	15	15	-	-	15
Emergency Management and Program Support Services Capital Subtotal			-	-	-	-	-	-	-	-	-	15	15	-	-	15
Family Services																
Information Technology																
Laptop Computers	7	Replacement	-	-	-	-	-	-	-	-	-	15	15	-	-	15
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	15	15	-	-	15
Family Services Capital Subtotal			-	-	-	-	-	-	-	-	-	15	15	-	-	15

Appendix A: Detailed 2021 Children's Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Projects Listing

Durham Region Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing									2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
Housing Services																
Building and Structures																
Supportive Housing Development		New	-	7,932	-	-	-	-	-	5,621	-	-	13,553	-	-	13,553
Microhome Pilot Project		New	-	880	-	-	-	-	-	-	-	-	880	-	-	880
Building and Structures Subtotal			-	8,812	-	-	-	-	-	5,621	-	-	14,433	-	-	14,433
Information Technology																
Laptop Computers	6	Replacement	-	-	-	-	-	-	-	-	-	14	14	-	-	14
Laptop Computers	4	New	-	-	-	-	-	-	-	-	-	9	9	-	-	9
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	23	23	-	-	23
Housing Services Capital Subtotal			-	8,812	-	-	-	-	-	5,621	-	23	14,456	-	-	14,456
Social Assistance																
Information Technology																
Laptop Computers	214	Replacement	-	-	-	-	-	-	-	-	-	449	449	-	-	449
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	449	449	-	-	449
Social Assistance Capital Subtotal			-	-	-	-	-	-	-	-	-	449	449	-	-	449
Total Capital - Children's Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance			-	8,812	-	-	-	-	-	6,159	-	677	15,648	-	-	15,648

Note: The purchase of playground structures and touchless upgrades at Childcare centres will commence following the approval of the Region's grant application under the federal/provincial COVID-19 Resilience Infrastructure program.

Appendix B: Detailed 2021 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Projects Listing

Durham Region	Durham Budget	2021	Quantity	New / Replacement	2021 Proposed Financing							2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
					Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant					Debenture
Fairview Lodge Long-Term Care Home																
Machinery and Equipment																
			1	New	-	-	-	-	-	-	-	9	9	-	-	9
				New	-	-	-	-	-	60	-	-	60	-	-	60
			2	Replacement	-	-	-	-	-	-	-	10	10	-	-	10
			6	Replacement	-	-	-	-	-	-	-	4	4	-	-	4
			19	Replacement	-	-	-	-	-	-	-	66	66	-	-	66
			3	Replacement	-	-	-	-	-	-	-	7	7	-	-	7
			1	Replacement	-	-	-	-	-	-	-	9	9	-	-	9
			1	Replacement	-	-	-	-	-	-	-	15	15	-	-	15
				New	-	-	-	-	-	-	-	-	-	-	-	-
				New	-	-	-	-	-	-	-	-	-	-	-	-
Machinery and Equipment Subtotal					-	-	-	-	-	60	-	120	180	-	-	180
Information Technology																
			1	New	-	-	-	-	-	-	-	19	19	-	-	19
			2	Replacement	-	-	-	-	-	-	-	5	5	-	-	5
			5	Replacement	-	-	-	-	-	-	-	19	19	-	-	19
			3	Replacement	-	-	-	-	-	-	-	6	6	-	-	6
Information Technology Subtotal					-	-	-	-	-	-	-	49	49	-	-	49
Fairview Lodge Long-Term Care Home Capital Subtotal					-	-	-	-	-	60	-	169	229	-	-	229

Appendix B: Detailed 2021 Fairview Lodge, Hillside Estates, Hillside Terraces, Lakeview Manor, and Long-Term Care Administration Capital Projects Listing

Durham Region	Durham Budget	2021	Quantity	New / Replacement	2021 Proposed Financing							2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed		
					Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant					Debtenture	General Levy
Hillsdale Estates Long-Term Care Home																	
Machinery and Equipment																	
Accessibility Upgrades		New			-	-	-	-	-	-	400	-	-	400	-	-	400
Hi-Low Beds	42	Replacement			-	-	-	-	-	-	-	-	105	105	-	-	105
Ceiling Lifts	14	Replacement			-	-	-	-	-	-	-	-	35	35	-	-	35
Surfaces (Mattresses)	23	Replacement			-	-	-	-	-	-	-	-	11	11	-	-	11
Kitchen Equipment	1	Replacement			-	-	-	-	-	-	-	-	11	11	-	-	11
Machinery and Equipment Subtotal					-	-	-	-	-	-	400	-	162	562	-	-	562
Information Technology																	
Computer Hardware/Equipment for Synergy Software program for Food Services	1	New			-	-	-	-	-	-	-	-	32	32	-	-	32
Laptop Computers -Power	2	Replacement			-	-	-	-	-	-	-	-	8	8	-	-	8
Printers	2	Replacement			-	-	-	-	-	-	-	-	4	4	-	-	4
BAS Software/Hardware	1	Replacement			-	-	-	-	-	-	-	-	30	30	-	-	30
Information Technology Subtotal					-	-	-	-	-	-	-	-	74	74	-	-	74
Furniture and Fixtures																	
Furniture	10	Replacement			-	-	-	-	-	-	-	-	13	13	-	-	13
Furniture and Fixtures Subtotal					-	-	-	-	-	-	-	-	13	13	-	-	13
Hillsdale Estates Long-Term Care Home Capital Subtotal																	
					-	-	-	-	-	-	400	-	249	649	-	-	649
Hilldales Terraces Long-Term Care Home																	
Machinery and Equipment																	
Accessibility Upgrades		New			-	-	-	-	-	-	360	-	-	360	-	-	360
Ceiling Lifts	6	Replacement			-	-	-	-	-	-	-	-	30	30	-	-	30
Mattresses/Surfaces	20	Replacement			-	-	-	-	-	-	-	-	25	25	-	-	25
Hi Low Beds	7	Replacement			-	-	-	-	-	-	-	-	18	18	-	-	18
True Refrigerator Units	4	Replacement			-	-	-	-	-	-	-	-	7	7	-	-	7
Machinery and Equipment Subtotal					-	-	-	-	-	-	360	-	80	440	-	-	440

Appendix B: Detailed 2021 Fairview Lodge, Hillside Estates, Hillside Terraces, Lakeview Manor, and Long-Term Care Administration Capital Projects Listing

Durham Region Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing									2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
Information Technology																
Computer Hardware/Equipment for Synergy Software program for Food Services	1	New	-	-	-	-	-	-	-	-	-	21	21	-	-	21
Desktop Computers and Monitors	1	Replacement	-	-	-	-	-	-	-	-	-	1	1	-	-	1
Laptops - Standard	16	Replacement	-	-	-	-	-	-	-	-	-	37	37	-	-	37
Tablets	3	Replacement	-	-	-	-	-	-	-	-	-	4	4	-	-	4
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	63	63	-	-	63
Furniture and Fixtures																
Dining Room Furniture	1	Replacement	-	-	-	-	-	-	-	-	-	2	2	-	-	2
Furniture and Fixtures Subtotal			-	-	-	-	-	-	-	-	-	2	2	-	-	2
Hillside Terraces Long-Term Care Home Capital Subtotal			-	-	-	-	-	-	-	360	-	145	505	-	-	505
Lakeview Manor Long-Term Care Home																
Machinery and Equipment																
Accessibility Upgrades		New	-	-	-	-	-	-	-	173	-	-	173	-	-	173
Mattresses/Surfaces	16	Replacement	-	-	-	-	-	-	-	-	-	14	14	-	-	14
Ceiling Lifts	21	Replacement	-	-	-	-	-	-	-	-	-	52	52	-	-	52
Hi-Low Beds	12	Replacement	-	-	-	-	-	-	-	-	-	30	30	-	-	30
Small Kitchen Equipment	1	Replacement	-	-	-	-	-	-	-	-	-	8	8	-	-	8
Machinery and Equipment Subtotal			-	-	-	-	-	-	-	173	-	104	277	-	-	277
Information Technology																
Computer Hardware/Equipment for Synergy Software program for Food Services	1	New	-	-	-	-	-	-	-	-	-	13	13	-	-	13
Laptops - Standard	3	Replacement	-	-	-	-	-	-	-	-	-	7	7	-	-	7
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	20	20	-	-	20
Lakeview Manor Long-Term Care Home Capital Subtotal			-	-	-	-	-	-	-	173	-	124	297	-	-	297

Appendix B: Detailed 2021 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Projects Listing

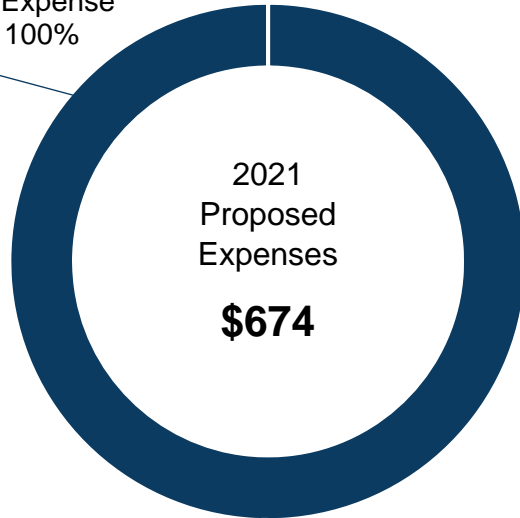
Durham Region Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing									2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
Long-Term Care Administration																
Information Technology																
Laptops & Monitors	2	New	-	-	-	-	-	-	-	-	-	5	5	-	-	5
Laptops & Monitors	2	Replacement	-	-	-	-	-	-	-	-	-	4	4	-	-	4
Desktop Computers & Monitors			-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	9	9	-	-	9
Furniture and Fixtures																
Furniture	1	Replacement	-	-	-	-	-	-	-	-	-	1	1	-	-	1
Furniture and Fixtures Subtotal			-	-	-	-	-	-	-	-	-	1	1	-	-	1
Long-Term Care Administration Capital Subtotal			-	-	-	-	-	-	-	-	-	10	10	-	-	10
Total Capital - Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration			-	-	-	-	-	-	993	-	697	1,690	-	-	-	1,690

Note: The purchase of touchless upgrades at long-term care homes will commence following the approval of the Region's grant application under the federal/provincial COVID-19 Resilience Infrastructure program.

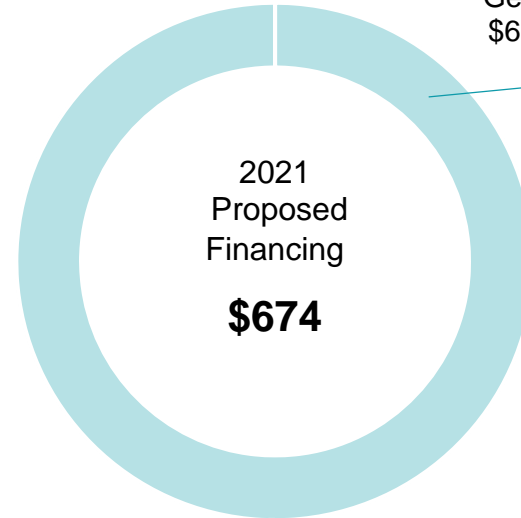


The Regional Chair is the head of Regional Council and Chief Executive Officer of the Regional Corporation. This position is selected via direct election, in accordance with the *Municipal Elections Act, 1996*

Program Expense
\$674 | 100%



General Levy
\$674 | 100%



Amounts are in \$,000's

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Major Programs and Services

Strategic Priorities

Key Targets for 2021

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Summary by Program
Summary of Capital

Details of Budget Changes

Staffing Details

Looking Forward

Appendix A: Detailed 2021 Capital Projects Listing

Major Programs and Services

Office of the Regional Chair

Presides over all meetings of Regional Council and Regional Committee of the Whole, represents the Region on a variety of boards, committees and organizations, and advances the Regional position and perspective with other levels of government and other agencies.

Headquarters Shared Costs – Office of the Regional Chair Portion

The allocated share of costs attributable to Office of the Regional Chair for the operation of Regional Headquarters facility.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Service Excellence




Ensure Durham residents and businesses enjoy a high quality of life with quality programs and services that promote environmental sustainability, community vitality, economic prosperity, social investment, and service excellence


Key Targets for 2021

- Continue serving as a member of all Regional Committees, serving on the Durham Regional Police Services Board and as Chief Executive Officer of the Durham Region Transit Commission and the Regional Corporation
- Promote Durham Region locally, nationally and internationally – particularly in supporting the local economy
- Provide leadership, information and recommendations to Council in navigating the COVID-19 recovery


Financial Details: Summary by Account (\$,000's)

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Expenses					
Operating Expenses					
Personnel Expenses	451	475	487		
Personnel Related	6	64	64		
Communications	6	20	20		
Supplies	-	1	1		
Materials & Services	-	2	2		
Rentals - Tribute Communities Centre	8	20	20		
Financial Expenses	1	1	1		
Headquarters Shared Costs	70	70	71		
Operating Expense Subtotal	542	653	666	13	2.0%
Gross Operating Expenses	542	653	666	13	2.0%
Capital Expenses					
Replacement	6	6	8		
Capital Expenses Subtotal	6	6	8	2	33.3%
Total Expense	548	659	674	15	2.3%
Total Office of the Regional Chair	548	659	674	15	2.3%

Financial Details: Summary by Program (\$,000's)

	2020 Estimated Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Office of the Regional Chair													
1 Office of the Regional Chair	477	584	6	-	-	589	595	8	-	-	603	14	
2 Headquarters Shared Cost - Office of the Regional Chair Portion	70	70	-	-	-	70	71	-	-	-	71	1	
Office of the Regional Chair Subtotal	547	654	6	-	-	659	666	8	-	-	674	15	2.3%
Total - Office of the Regional Chair	547	654	6	-	-	659	666	8	-	-	674	15	2.3%

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Office of the Regional Chair								
Capital Expenditures								
Information Technology	-	8	-	-	9	-	18	27
Furniture & Fixtures	6	-	6	6	6	6	30	54
Capital Expenditure Subtotal	6	8	6	6	15	6	48	81
Capital Financing								
General Levy	6	8	6	6	15	6	48	81
Capital Financing Subtotal	6	8	6	6	15	6	48	81
Total Capital Office of the Regional Chair	6	8	6	6	15	6	48	81

Details of Budget Changes

Base Adjustments – Office of the Regional Chair	2021 Impact (\$ 000's)
Miscellaneous adjustments	15
Base Adjustments – Office of the Regional Chair Subtotal	15

Net Changes Office of the Regional Chair	15
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Staffing Details

Office of the Regional Chair	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>3.0</u>
Office of the Regional Chair Subtotal	3.0

Total Office of the Regional Chair Complement	3.0
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Looking Forward

Durham Region provides a wide range of programs and services to a growing and increasingly diverse community of residents, businesses and visitors.

The Office of the Regional Chair remains committed to meeting with residents to better understand the issues that matter to them and – working collaboratively with Regional Council, community groups and the Corporation – delivering on the vision of a better Durham Region: the best place to live, work, play, innovate and invest.

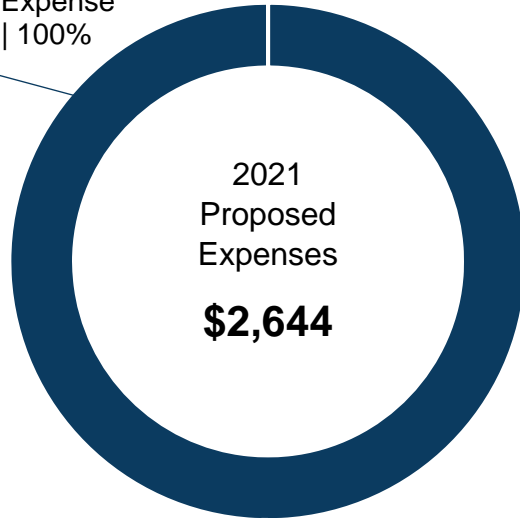
Appendix A: Detailed 2021 Capital Projects Listing

Durham Budget 2021		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	New Residential DCs	Subsidy /Grant	Debenture				
Utility Finance															
Information Technology															
Laptop Computer	2	Replacement	-	-	-	-	-	-	-	-	4	4	-	15	19
Tablet	1	Replacement	-	-	-	-	-	-	-	-	4	4	-	12	16
Information Technology Subtotal			-	-	-	-	-	-	-	-	8	8	-	27	35
Total Capital Office of the Regional Chair			-	-	-	-	-	-	-	-	8	8	-	27	35



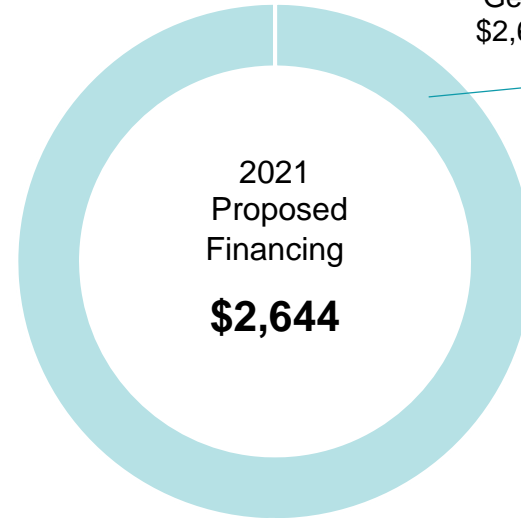
Regional Council represents the public and considers the well-being and interests of the Region. Regional Council composition includes the Regional Chair, the Mayors and Regional Councillors from the eight local area municipalities

Program Expense
\$2,644 | 100%



2021
Proposed
Expenses
\$2,644

General Levy
\$2,644 | 100%



2021
Proposed
Financing
\$2,644

Amounts are in \$,000's

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Major Programs and Services

Strategic Priorities

Key Targets for 2021

**Financial Details: Summary by Account
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Major Programs and Services

Regional Council

According to the *Municipal Act 2001* the purpose of 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 providing the service and other things the municipality considers necessary or desirable for the municipality; managing and preserving the public assets of the municipality; fostering the current and future economic, social and environmental well-being of the municipality; and delivering and participating in Provincial programs and initiatives.

Headquarters Shared Costs – Regional Council Portion

The allocated share of costs attributable the Regional Council for the operation of Regional Headquarters facility.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Service Excellence




Continue working collaboratively to promote environmental sustainability, community vitality, economic prosperity, social investment, and service excellence


Key Targets for 2021

- Continue to convene and hold Council and Committee meetings to provide strategic direction and accountability for the Corporation and ensure programs and services are effective, timely and responsive to the needs of residents and businesses

Financial Details: Summary by Account (\$,000's)

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Expenses					
Operating Expenses					
Personnel Expenses	2,070	2,088	2,119		
Personnel Related	23	145	145		
Supplies and Memberships	160	145	169		
Materials & Services	-	1	1		
Equipment Maintenance & Repairs	-	4	4		
Headquarters Shared Costs	202	202	206		
Operating Expense Subtotal	2,455	2,585	2,644	59	2.3%
Gross Operating Expenses	2,455	2,585	2,644	59	2.3%
Total Expense	2,455	2,585	2,644	59	2.3%
Regional Council Total	2,455	2,585	2,644	59	2.3%

Financial Details: Summary by Program (\$,000's)

	2020 Estimated Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Regional Council													
1 Regional Council	2,253	2,383	-	-	-	2,383	2,438	-	-	-	2,438	55	
2 Headquarters Shared Cost - Regional Council Portion	202	202	-	-	-	202	206	-	-	-	206	4	
Regional Council Subtotal	2,455	2,585	-	-	-	2,585	2,644	-	-	-	2,644	59	2.3%
Total - Regional Council	2,455	2,585	-	-	-	2,585	2,644	-	-	-	2,644	59	2.3%

Details of Budget Changes

Base Adjustments – Regional Council	2021 Impact (\$ 000's)
Miscellaneous adjustments	59
Base Adjustments – Regional Council Subtotal	59

Net Changes Regional Council **59**

Staffing Details

Regional Council	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>28.0</u>
Regional Council Subtotal	28.0

Total Regional Council Complement **28.0**

Looking Forward

Durham Region provides a wide range of programs and services to a growing and increasingly diverse community of residents, businesses and visitors.

Regional Council, guided by the 2020 to 2024 Durham Region Strategic Plan, is committed to taking steps to implement – in partnership with the community - the vision of a better Durham Region; the best place to live, work, play, innovate and invest.

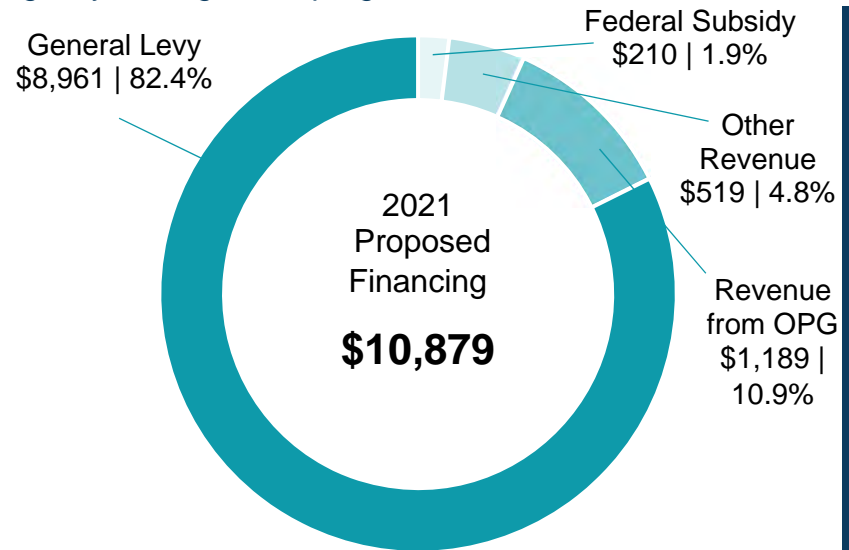
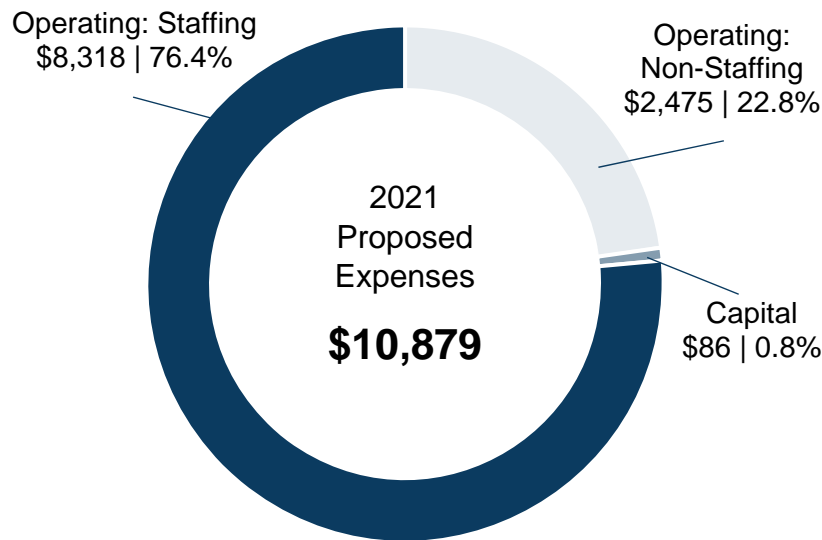


Durham
Budget

2021

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

The CAO's Office ensures good governance in leading the implementation of strategic interdepartmental and intergovernmental initiatives, organizational planning and performance, corporate communications, diversity, equity and inclusion, key community building projects and Durham's emergency management program.



Amounts are in \$,000's



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Major Programs and Services

Office of the Chief Administrative Officer

Chief Administrative Officer

The CAO provides overall leadership and direction to foster efficient and effective operations in a collaborative, high performing work environment. With a focus on modernization and innovative service delivery, the CAO ensures accountability, transparency and good governance while providing quality advice and support to Regional Council, ensuring directions are implemented effectively and efficiently.

Corporate Communications

The Corporate Communications Office provides leadership, advice, professional services and training, to the corporation in the areas of strategic communications, crisis communications, media relations, social media and corporate identity.

Strategic Initiatives

The Strategic Initiatives division leads the development and implementation of corporate strategies and plans, enhancing integration of corporate policies and initiatives with program functions. Priorities include strategic planning and organizational performance, climate action and environmental sustainability, accessibility, energy sector policy, partnership development, intergovernmental and community relations, innovation and research, and other initiatives.

Rapid Transit and Transit Oriented Development Office

Approved by Council in November 2019, the Rapid Transit and Transit Oriented Development Office coordinates and implements rapid transit projects, specifically the Bowmanville GO East Extension to ensure that the community building and economic benefits associated with rapid transit investment are captured by the Region in the form of a Transit Oriented Development Implementation Strategy. The new RT and TOD Office is best positioned in the CAO's Office given the number of departments involved in delivering a coordinated, strategic approach to both rapid transit delivery and related transit oriented development, and the coordination of effort required among partner municipalities, provincial ministries and agencies to ensure regional RT and TOD success.

Diversity, Equity and Inclusion

Following pre-budget approval in October 2020, the Diversity, Equity and Inclusion (DEI) office provides a dedicated focus to the Region's anti-racism initiatives. As a key priority across the entire corporation, the DEI office will provide coordination and structure to existing diversity, equity, inclusion and community development functions, and undertake broader community-facing activities, including the establishment of a formal advisory committee.

Major Programs and Services (Continued)

Durham Emergency Management Office

As the lead agency responsible for all aspects related to the nuclear emergency management program for both the Pickering and Darlington facilities, DEM co-ordinates with area municipalities to develop, implement and maintain an emergency management program that focuses on risk assessments, emergency plans and procedures, training, exercises, business continuity, public education, and awareness.

Headquarters Shared Cost - Office of the Chief Administrative Officer Portion

The allocated share of costs attributable to the Office of the Chief Administrative Officer for the operation of Regional Headquarters facility.

Strategic Priorities

For 2021 some of the key priorities and planned actions across the five divisions in the CAO's Office include:

Environmental Sustainability



Launch an innovative Durham Home Energy Savings Program to help homeowners reduce energy costs and greenhouse gas emissions while generating local jobs and investment.



Implement a strategy to expand tree planting across the region to help meet the Region's Official Plan woodland cover target of 30% of total land area. The strategy will target more than 100,000 trees planted in 2021-2022, and close to 750,000 trees by 2025.



Work with local municipalities, utilities, and other public and private sector partners to launch an E-mission campaign to support increased adoption of electric vehicles, including a web portal, education event and community showroom featuring local ambassadors.



Build the Rapid Transit Deployment Plan and prepare for related Transit Oriented Development to increase the use of public transit and contribute to the Region's GHG reduction.

Community Vitality



Continue to implement the Age-Friendly Durham Strategy and Action Plan in collaboration with partners and the Durham Council on Aging.

Strategic Priorities (Continued)

Economic Prosperity



Implement the Regional Intelligent Communities framework by establishing a community advisory panel and supporting the launch of signature projects.



Develop a Regional strategy for the nuclear energy sector to support economic prosperity, community safety and sustainability.



Achieve the approval of the GO Extension to Bowmanville and prepare for Transit Oriented Development to capitalize on the economic and community building benefits associated with rapid transit investment and continue to build the Rapid Transit Deployment Plan by obtaining further funding for the Durham Scarborough Bus Rapid Transit Corridor, and develop the business case for the Simcoe Rapid Transit Corridor.

Service Excellence



Build on the early success in the first year of CityStudio Durham to expand collaborations with Durham's post-secondary institutions.



Develop a Communications Master Plan that sets the direction for strategic communications over the next three years


Key Targets for 2021

- Expand the availability of the LEAF backyard tree planting program to residents and increase the number of backyard trees planted by 50% over 2020
- Launch the Durham Home Energy Savings Program and deliver 100 retrofits in the first year of program operations.
- Increase the number of CityStudio Durham collaborations with academic institutions.
- Complete a Regional Nuclear Sector Strategy.
- Develop a comprehensive government relations framework to support advocacy on Regional priorities.
- Implement a comprehensive software and hardware upgrade of the nuclear public alerting system.
- Develop a three-year emergency management and business continuity program plan.
- Conduct a survey of residents to determine their level of knowledge and emergency preparedness.
- Secure the extension of all day GO train service along the Lakeshore East line to Bowmanville including the provision for four future GO stations along the CP Rail Line.
- Prepare a Transit Oriented Development Implementation Strategy to capitalize on the economic and community building benefits associated with rapid transit investment.
- Ensure the Environmental Assessment for the Durham Scarborough Bus Rapid Transit corridor is completed and positioned for further funding and implementation as part of the Region's Rapid Transit Deployment Plan.
- Develop a Communications Master Plan that will promote, support and nurture a community that is aware, well informed and engaged.

Financial Details: Summary by Account (\$,000's)

	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Expenses					
Operating Expenses					
Personnel Expenses	6,004	6,561	8,030		
Personnel Related	88	265	288		
Communications	347	646	782		
Supplies	20	67	62		
Computer Maintenance & Operations	-	2	14		
Materials & Services	203	213	213		
Equipment Maintenance & Repairs	5	20	17		
Vehicle Operations	-	1	1		
Professional Services	1,034	1,043	1,505		
Contribution to Reserves / Reserve	-	13	13		
Headquarters Shared Costs	153	153	156		
Operating Expenses Subtotal	7,854	8,984	11,081	2,097	23.3%
Internal Transfers & Recoveries					
NextGen Fees	3	3	3		
TOD Solicitor	-	-	163		
TOD Procurement	-	-	61		
TOD Real Estate	-	-	20		
Recoveries - Communications	(458)	(458)	(535)		
Internal Transfers & Recoveries Subtotal	(455)	(455)	(288)	167	36.7%
Gross Operating Expenses	7,399	8,529	10,793	2,264	26.5%


Financial Details: Summary by Account (\$,000's)

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Capital Expenses					
New	19	19	32		
Replacement	51	51	54		
Capital Expenses Subtotal	70	70	86	16	22.9%
Total Expenses	7,469	8,599	10,879	2,280	26.5%
Revenues and Financing					
Operating Revenue					
Federal Subsidy	-	-	(210)		
Recovery from OPG	(1,189)	(1,189)	(1,189)		
Recovery from Reserve Funds	-	-	(183)		
Recovery from DRT (Communications)	(412)	(412)	(336)		
Operating Revenue Subtotal	(1,601)	(1,601)	(1,918)	(317)	(13.6%)
Total Revenues	(1,601)	(1,601)	(1,918)	(317)	(13.6%)
Office of the Chief Administrative Officer Total	60,698	6,998	8,961	1,963	28.1%

Financial Details: Summary by Program (\$,000's)

	2020 Estimated Actuals	2020 Approved Budget					2021 Proposed Budget					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Office of the Chief Administrative Officer													
1 Chief Administrative Officer	890	922	10	-	-	932	949	8	-	-	957	25	
2 Corporate Communications	1,490	2,099	37	-	(412)	1,724	2,226	38	-	(436)	1,828	104	
3 Strategic Initiatives	2,934	3,388	6	-	-	3,394	3,792	8	(210)	(83)	3,507	113	
4 Diversity, Equity and Inclusion	-	-	-	-	-	-	569	-	-	-	569	569	
5 Rapid Transit and Transit Oriented Development Office	97	152	-	-	-	152	1,210	32	-	-	1,242	1,090	
6 Durham Emergency Management Office	303	1,815	17	-	(1,189)	643	1,891	-	-	(1,189)	702	59	
7 Headquarters Shared Cost - Office of the CAO	153	153	-	-	-	153	156	-	-	-	156	3	
Office of the Chief Administrative Officer Subtotal	5,867	8,529	70	-	(1,601)	6,998	10,793	86	(210)	(1,708)	8,961	1,963	28.1%
Office of the Chief Administrative Officer Total	5,867	8,529	70	-	(1,601)	6,998	10,793	86	(210)	(1,708)	8,961	1,963	28.1%

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total	
			2022	2023	2024	2025	2026-2030		
Office of the Chief Administrative Officer									
Capital Expenditures									
Machinery & Equipment	10	-	-	-	-	10	10	20	
Information Technology	49	80	49	73	36	43	261	462	
Furniture & Fixtures	11	6	5	-	-	-	-	5	
Capital Expenditure Subtotal	70	86	54	73	36	53	271	487	
Capital Financing									
General Levy	70	86	54	73	36	53	271	487	
Capital Financing Subtotal	70	86	54	73	36	53	271	487	
Total Capital	70	86	54	73	36	53	271	487	
Office of the Chief Administrative Officer									

Details of Budget Changes

Strategic Investments – Office of the Chief Administrative Officer	2021 Impact (\$ 000's)
New Positions – details of the 4.0 FTE's approved in-year are provided in the Staffing Details section.	668
Communicating vital information to Durham residents and businesses surrounding the current pandemic remains a priority for the Region. To ensure Durham residents and businesses have the information they need to keep safe and help reduce the spread of COVID-19. Operating Stabilization Reserve Funds have been included to offset this cost should senior government funding not be available (\$100k).	-
New investment in Rapid Transit and Transit Oriented Development office; including solicitor, communications support, procurement officer and temporary real estate technician to support Office objectives; representing 16% of the increase in the Office of the CAO Budget	706
Program costs for the new Diversity, Equity and Inclusion office.	100
Riverine Flood Risk Assessment project fully offset by grant funding from National Disaster Mitigation Program (NDMP) (\$210k). Project is dependent on receipt of funding from NDMP.	-
Funding to support continued modernization activities across the organization through CityStudio Durham in partnership with post-secondary institutions and area municipalities.	75
Development of a Regional strategy for the nuclear energy sector including the hosting of "Durham's Nuclear Future" workshop/event and a joint economic impact study with the City of Pickering and Ontario Power Generation (\$101k). Initiative partially offset by a recovery from reserve funds (-\$83k).	18
Implementation of the Intelligent Communities framework to support departmental initiatives including pilot projects, feasibility studies or proofs of concept.	75
Strategic Investments – Office of the Chief Administrative Officer Subtotal	1,642

Details of Budget Changes (Continued)

Base Adjustments – Office of the Chief Administrative Officer	2021 Impact (\$ 000's)
Economic increases	332
Annualization of 2.0 FTEs approved in the 2020 budget	185
Increase in the Office of the Chief Administrative Officer's share of costs for the operation and maintenance of Regional Headquarters	3
Removal of one-time items	(17)
Line-by-line review savings	(182)
Base Adjustments – Office of the Chief Administrative Officer Subtotal	321
Net Changes – Office of the Chief Administrative Officer	1,963

Staffing Details

Chief Administrative Officer	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>4.0</u>
<hr/>	
Chief Administrative Officer Subtotal	4.0
<hr/>	
Corporate Communications	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>19.0</u>
Positions Transferred In-Year	
Transfer of Staff from Durham Region Transit – 1 Operator to be converted to a Communications Coordinator to support communications for the new Rapid Transit and Transit Oriented Development Office.	1.0
Total Positions Transferred In-Year	<u>1.0</u>
<hr/>	
Corporate Communications Subtotal	20.0
<hr/>	

Staffing Details (Continued)

	Full Time Equivalents (FTE's)
Strategic Initiatives	
2020 Approved Complement	<u>15.0</u>
Strategic Initiatives Subtotal	15.0
<hr/>	
Rapid Transit and Transit Oriented Development Office	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>2.0</u>
Positions Transferred In-Year	
Transfer of Staff from Durham Region Transit – 1 Operator position to be converted to a Planner	1.0
Total Positions Transferred In-Year	<u>1.0</u>
Positions Approved In-Year	
New Transit Oriented Development Manager per Report 2020-F-19	1.0
Total Positions Approved In-Year	<u>1.0</u>
Rapid Transit and Transit Oriented Development Office Subtotal	4.0

Staffing Details (Continued)

	Full Time Equivalents (FTE's)
Diversity, Equity and Inclusion	
2020 Approved Complement	<u>0.0</u>
Positions Approved In-Year	
New Staff for Diversity, Equity & Inclusion including 1 Director, 1 Policy Advisor and 1 Program Coordinator per Report 2020-COW-26	3.0
Total Positions Approved In-Year	<u>3.0</u>
Diversity, Equity and Inclusion Subtotal	3.0
<hr/>	
	Full Time Equivalents (FTE's)
Durham Emergency Management Office	
2020 Approved Complement	<u>11.0</u>
Durham Emergency Management Office Subtotal	11.0
Total Complement Office of the Chief Administrative Officer	57.0

Looking Forward

The Office of the Chief Administrative Officer is implementing the vision of a healthy and prosperous Durham Region; the best place to live, work, play, innovate and invest by:

- Building on the summer 2020 Anti-Black Racism Town Hall and subsequent Council-approved recommendations to take measurable steps towards addressing anti-Black racism, diversity, equity and inclusion;
- Following the Region of Durham's declaration of a climate emergency in early 2020, deliver on the commitment to reduce emissions from Regional operations, guided by a Corporate Climate Change Master Plan (CCMP), and implementation of the Region's existing climate adaptation and mitigation plans; and
- Liaising with Regional departments, area municipalities, provincial agencies, Metrolinx and the private sector to advance and coordinate the Bowmanville GO Extension, secure third party funded heavy rail stations planned for the Extension and prepare a Transit Oriented Development Implementation Strategy to maximize the economic and community building benefits associated with rapid transit investments.

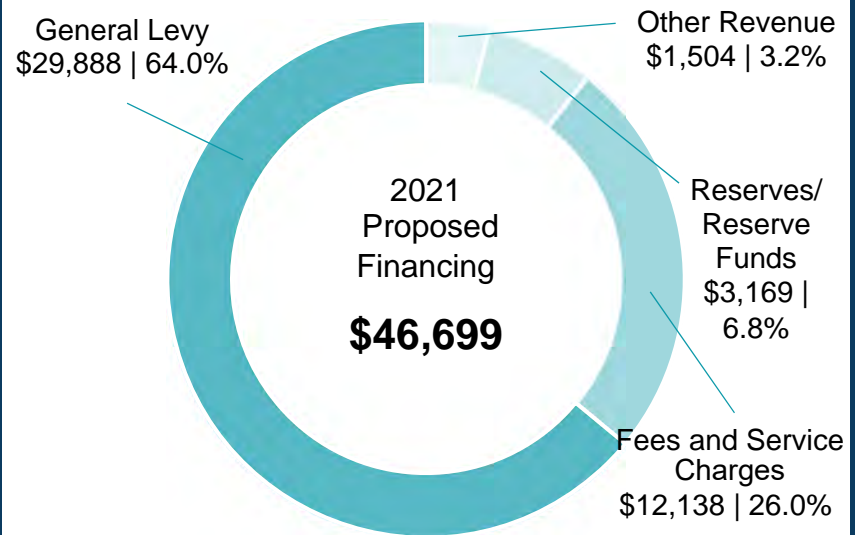
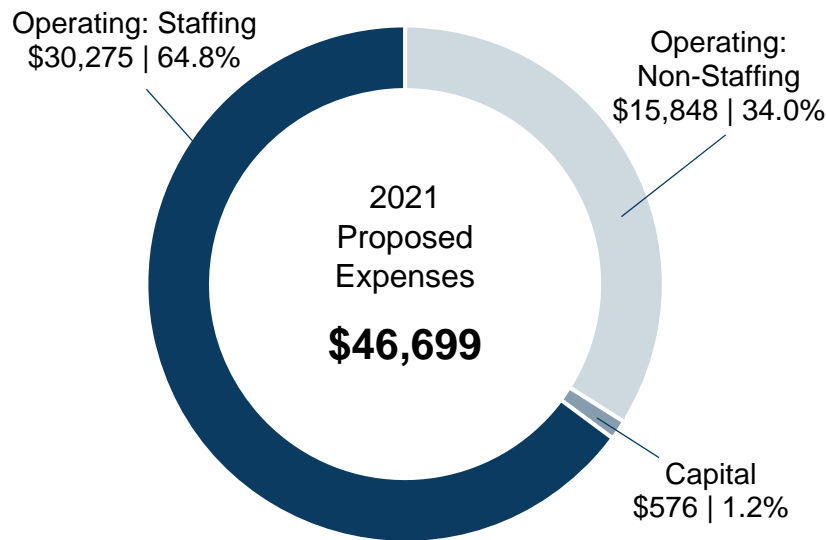
Appendix A: Detailed 2021 Capital Projects Listing

Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
Office of the Chief Administrative Officer															
Information Technology															
Laptop Computers	15	Replacement	-	-	-	-	-	-	-	-	48	48	-	-	48
Laptop Computers - TOD	8	New	-	-	-	-	-	-	-	-	32	32	-	-	32
Information Technology Subtotal			-	-	-	-	-	-	-	-	80	80	-	-	80
Furniture and Fixtures															
Furniture		Replacement	-	-	-	-	-	-	-	-	6	6	-	-	6
Furniture and Fixtures Subtotal			-	-	-	-	-	-	-	-	6	6	-	-	6
Office of the Chief Administrative Officer Subtotal			-	-	-	-	-	-	-	-	86	86	-	20	106
Total Capital Office of the Chief Administrative Officer			-	-	-	-	-	-	-	-	86	86	-	20	106



CORPORATE SERVICES

Responsible for empowering the organization to meet constituent demands by providing the right people, processes and technologies from each division resulting in effective and efficient services to the citizenship



Amounts are in \$,000's

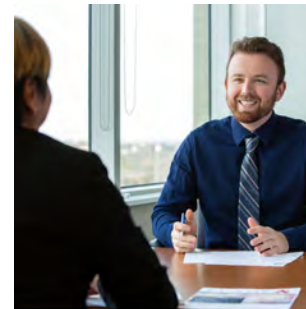


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Major Programs and Services

Human Resources

Administration

Provide overall leadership, direction, guidance and co-ordination between divisions and sections of the Corporate Services Department.

Human Resources Services

Provide Human Resource Services to the organization, including advice, guidance and expertise on matters relating to Labour Relations; Talent Acquisition and Development; Health, Safety, Wellness and Disability Management; Compensation and Benefits; and the administration of Human Resources Information System (HRIS).

Diversity and Inclusion

Promote and manage a diversity and inclusion program that aligns with our Corporate Strategic Plan, Diversity and Inclusion Strategy and Healthy Workplace Policy, and supports and promotes the attraction and retention of a diverse workforce.

Headquarters Shared Cost - Human Resources Portion

The allocated share of costs attributable to the Human Resources Division for the operation of Regional Headquarters facility.

Information Technology

Administration

Provide strategic planning and support within Information Technology.

Engagement and Innovation

Provide, manage, and support software applications across Regional departments. Actively promote innovative solutions that focus on collaboration, productivity, and business automation.

Geographic Information Services and Data Analytics

Provide internal and external access to a Corporate Geographic Information framework, enabling effective use of data, resources and technology. Develop new services in data analytics and visualization.

Asset Management Systems

Develop and maintain Enterprise asset and operational tracking applications. Enable electronic asset lifecycle planning to efficiently track, monitor and support Regional asset management.

Major Programs and Services (Continued)

Technical Services

Provide administration and technical expertise for the corporate IT infrastructure, which is comprised of Data Services, Storage and Email Services. Work with other IT support staff within the Region while supporting the many unique needs of all customers and providing leadership and guidance by evaluating new technologies that benefit the Region.

Service Delivery

Provides frontline support to solve technology-related issues and inquiries for Regional staff to ensure business service levels are maintained. Actively manage all device deployment and maintenance.

Security

Manage and consistently monitor network security to ensure all Regional systems, equipment and information is protected against external threats. Actively promote and provide education on data security to ensure compliance with Information and Privacy Commissioner guidelines.

Wide Area Network (WAN)

Manage the Regional hardware and software network ensuring that departments have appropriate IT bandwidth to complete operations.

Data and Infrastructure Protection

Ensure Regional Electronic Data is protected, backed up and secure.

Telecommunications

Implement and maintain all telephony related technology systems and services. Support mobile technologies for field staff and the development of a mobile workforce.

Corporate IT Support

Provide general maintenance for the operation and support of Regional information technology systems.

Headquarters Shared Cost - Information Technology Portion

The allocated share of costs attributable to the Information Technology Division for the operation of Regional Headquarters facility.

Major Programs and Services (Continued)

myDurham311

myDurham311 is a transformational project aimed at improving the customer experience across all channels. This project will ensure service is always available and accessible. Customers will access support and information at the time that is right for them and in the manner they prefer.

myDurham311 Administration

Provide strategic planning and support within myDurham311.

Legal Services

Provide legal services to Regional Council, all Regional departments, in addition to supporting several external clients in a timely and cost-effective manner.

Legal Administration

Provide strategic planning and support within Legal Services.

Headquarters Shared Cost - Legal Services Portion

The allocated share of costs attributable to the Legal Services Division for the operation of Regional Headquarters facility.

Legal Services - Provincial Offences Act Administration

Provide a modern, professional, neutral and quality Provincial Offences Court service in the Region of Durham, according to the Memorandum of Understanding with the Provincial government and in partnership with justice stakeholders, including the judiciary.

Prosecution

Provide effective Provincial Offences prosecution services for the Region of Durham.

Default Fines Collection

Provide services to collect Administrative Monetary Penalties, and fines for traffic offenses.

French Language Services

Provide justice service in both Official Languages to the public for the Region of Durham in compliance with Federal Regulations.

Major Programs and Services (Continued)

Headquarters Shared Cost – Legal Services - Provincial Offences Act Portion

The allocated share of costs attributable to the Legal Services - Provincial Offences Act Division for the operation of Regional Headquarters facility.

Revenues from Provincial Offences Act Fines

Revenue from fines collected through the appearance before a Justice of the Peace and an agreed upon settlement.

Municipal Share Provincial Offences Act Disbursement

Local municipal share of net revenue from the Provincial Offences Act court operation.

Legislative Services

Council Services

Carry out the statutory duties of the Clerk found in the Municipal Act and other provincial acts. Legislative Services acts as secretariat to Durham Regional Council and its committees and manages the legislative process.

Information Management

Provide information governance, records and information management training and consulting services to the corporation, as well as manage the Regional archives.

Public Counter and Corporate Call Centre

As the first point of contact for staff and members of the public, the Corporate Call Centre and Public Front Counter team offers immediate response to general inquiries regarding Regional programs and services.

Access and Privacy Office

Co-ordinate Freedom of Information (FOI) access requests under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), and Personal Health Information Protection Act (PHIPA) for our long-term care facilities; as well as address privacy breaches, privacy complaints, and provide education and consultation on privacy best practices.

Headquarters Shared Cost – Legislative Services Portion

The allocated share of costs attributable to the Legislative Services Division for the operation of Regional Headquarters facility.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Service Excellence



Begin implementation of the MyDurham311 program to modernize customer service delivery and provide a seamless customer experience



Continue implementation of the Enterprise Information Management Strategy for the corporation to improve information management gaps, while ensuring consistency and accountability through the development of Information Management policies and addressing the use of technology improvements such as Enterprise Content Management



Provide enhancements to the agenda management process of the Region, including Council Chamber modernization



Deliver digital literacy programs and services to Regional employees that focus on IT security, digital enablement and a modernized workforce



Promote the use of analytics tools to enable Regional staff to serve our citizens

Strategic Priorities (Continued)



Enhance Court delivery through greater remote/electronic delivery



Implement the new process and procedures associated with the Automated Speed Enforcement and Red-Light Camera program



Further implement the Diversity Strategy expanding staff learnings, generating a staff survey



Enhance recruitment program with a Diversity lens


Key Targets for 2021

- Provide support to over 255,000 customer inquiries via the Corporate Call Centre, consistent with 2020
- Provide Council and Committee support for 150 virtual and hybrid meetings, compared to 134 in 2020
- Process 250 Freedom of Information Requests through the Corporate Privacy Office, compared to 142 in 2020
- Provide records and information management training to Regional staff on various topics including records management software, with 29 training sessions and over 660 employees trained in 2020
- Provide support to approximately 25,000 IT related employee inquiries through itHelp contact centre channels
- Maintain Regional core technology to have 99% uptime while promoting a modern technology portfolio that remains secure to outside threats
- Provide for 100 remote/accessible court appearances
- Deliver 50 hidden bias training sessions


Financial Details: Summary by Account (\$,000's)

	Durham Budget 2021			Variance	
	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	\$	%
Expenses					
Operating Expenses					
Personnel Expenses	25,546	26,346	28,808		
Personnel Related	746	1,116	1,467		
Communications	237	371	408		
Supplies	170	238	238		
Computer Maintenance & Operations	7,585	7,094	8,575		
Materials & Services	183	255	474		
Equipment Maintenance & Repairs	31	62	62		
Outside Agency Expenses	-	986	2,321		
Professional Services	1,796	2,489	3,639		
Contracted Services	-	-	275		
Financial Expenses	69	106	106		
Minor Assets & Equipment	12	79	286		
Major Repairs & Renovations	8	41	41		
Customer Service recovery from Departments	(1,493)	(1,493)	(1,089)		
Headquarters Shared Costs	1,794	1,794	1,834		
Gross Operating Expenses	36,684	39,484	47,445	7,961	20.1%
Internal Transfers & Recoveries					
Corporate Communications Charge	-	-	39		
Family Services Charge	215	215	215		
Finance Charge	1,050	1,050	1,080		
Departmental Recoveries	(2,452)	(2,452)	(2,656)		
Internal Transfers & Recoveries Subtotal	(1,187)	(1,187)	(1,322)	(135)	(11.3%)
Gross Operating Expenses	35,497	38,297	46,123	7,826	20.4%

Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Capital Expenses					
New	391	391	109		
Replacement	2,592	2,594	467		
Capital Expenses Subtotal	2,983	2,985	576	(2,409)	(80.7%)
Total Expenses	38,480	41,282	46,699	5,417	13.1%
Revenues and Financing					
Operating Revenue					
Provincial Subsidy	(249)	(272)	(283)		
Fees & Service Charges	(261)	(328)	(328)		
Provincial Offences Act Fines	(4,467)	(9,156)	(11,804)		
Sale of Publications	(5)	(6)	(6)		
Revenue from Municipalities	(283)	(172)	(172)		
Reserves and Reserve Funds	-	-	(3,169)		
Revenue from Related Entities	(1,020)	(1,020)	(1,049)		
Operating Revenue Subtotal	(6,285)	(10,954)	(16,811)	(5,857)	(53.5%)
Capital Financing					
Reserves and Reserves Funds - Capital	(1,472)	(1,472)	-		
Capital Financing Subtotal	(1,472)	(1,472)	-	1,472	100%
Total Revenues and Financing	(7,757)	(12,426)	(16,811)	(4,385)	(35.2%)
Corporate Services Total	30,723	28,856	29,888	1,032	3.6%

Financial Details: Summary by Program (\$,000's)

		2020 Estimated Actuals	2020 Approved Budgets				2021 Proposed Budgets					Variance	
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$
Human Resources													
1	Administration	697	730	144	-	(40)	834	652	48	-	(40)	660	(174)
2	Human Resources Services	6,689	7,040	50	-	(350)	6,740	7,448	-	-	(364)	7,084	344
3	Diversity and Inclusion	39	90	-	-	-	90	157	-	-	-	157	67
4	Headquarters Shared Cost - Human Resources Portion	223	223	-	-	-	223	228	-	-	-	228	5
Human Resources Subtotal		7,648	8,083	194	-	(390)	7,887	8,485	48	-	(404)	8,129	242 3.1%
Information Technology													
1	Administration	853	944	21	-	(50)	915	964	124	-	(50)	1,038	123
2	Engagement and Innovation	2,286	1,814	10	-	-	1,824	1,905	-	-	-	1,905	81
3	Geographic Information Services and Data Analytics	1,161	1,406	15	-	(170)	1,251	1,450	-	-	(175)	1,275	24
4	Asset Management Systems	455	931	8	-	-	939	1,059	-	-	-	1,059	120
5	Technical Services	1,640	1,638	-	-	-	1,638	1,699	-	-	-	1,699	61
6	Service Delivery	1,475	1,361	29	-	-	1,390	1,432	-	-	-	1,432	42
7	Security	1,156	1,297	41	-	-	1,338	1,413	-	-	-	1,413	75
8	Wide Area Network (WAN)	1,791	1,788	170	-	(126)	1,832	1,787	-	-	(126)	1,661	(171)
9	Data and Infrastructure Protection	861	606	255	-	-	861	731	-	-	-	731	(130)
10	Telecommunications	199	158	8	-	-	166	149	-	-	-	149	(17)
11	Corporate IT Support	3,573	2,906	198	-	-	3,104	3,655	188	-	-	3,843	739
12	Headquarters Shared Cost - Information Technology	361	361	-	-	-	361	370	-	-	-	370	9
Information Technology Subtotal		15,811	15,210	755	-	(346)	15,619	16,614	312	-	(351)	16,575	956 6.1%


Financial Details: Summary by Program (\$,000's) Continued

Durham Region Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
myDurham311													
1 myDurham311 Administration	-	-	-	-	-	-	3,269	100	-	(2,669)	700	700	
myDurham311 Subtotal	-	-	-	-	-	-	3,269	100	-	(2,669)	700	700	100.0%
Legal Services													
1 Legal Administration	2,269	2,857	13	-	(552)	2,318	2,959	11	-	(561)	2,409	91	
2 Headquarters Shared Cost - Legal Services	108	108	-	-	-	108	111	-	-	-	111	3	
Legal Services Subtotal	2,377	2,965	13	-	(552)	2,426	3,070	11	-	(561)	2,520	94	3.9%
Legal Services - Provincial Offences Act													
1 Administration	2,834	4,064	1,072	-	(1,194)	3,942	4,269	35	-	(122)	4,182	240	
2 Prosecution	1,494	1,581	50	-	(62)	1,569	1,760	3	-	(62)	1,701	132	
3 Default Fines Collections	1,016	1,016	-	-	-	1,016	1,044	-	-	-	1,044	28	
4 French Language Services	-	272	-	(272)	-	-	283	-	(283)	-	-	-	
5 Headquarters Shared Cost - Legal Services POA	987	987	-	-	-	987	1,009	-	-	-	1,009	22	
6 Revenues from POA Fines	(4,467)	-	-	-	(9,157)	(9,157)	-	-	-	(11,804)	(11,804)	(2,647)	
Subtotal	1,864	7,920	1,122	(272)	(10,413)	(1,643)	8,365	38	(283)	(11,988)	(3,868)		
7 Municipal Share POA Disbursement	-	986	-	-	-	986	2,321	-	-	-	2,321	1,335	
Legal Services - POA Subtotal	1,864	8,906	1,122	(272)	(10,413)	(657)	10,686	38	(283)	(11,988)	(1,547)	(890)	(135.5%)


Financial Details: Summary by Program (\$,000's) Continued

	2020 Estimated Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Legislative Services													
1 Council Services	1,582	1,683	249	-	(53)	1,879	1,748	13	-	(55)	1,706	(173)	
2 Information Management	1,073	1,203	8	-	-	1,211	1,798	5	-	(500)	1,303	92	
6 Public Counter	(12)	(228)	228	-	-	-	(31)	31	-	-	-	-	
7 Corporate Call Centre	(65)	(8)	408	-	(400)	-	(15)	15	-	-	-	-	
8 Access and Privacy Office	330	368	8	-	-	376	382	3	-	-	385		
9 Headquarters Shared Cost - Legislative Services	115	115	-	-	-	115	117	-	-	-	117	2	
Legislative Services Subtotal	3,023	3,133	901	-	(453)	3,581	3,999	67	-	(555)	3,511	(70) (2.0%)	
Corporate Services Total	30,723	38,297	2,985	(272)	(12,154)	28,856	46,123	576	(283)	(16,528)	29,888	1,032 3.6%	


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Human Resources								
Capital Expenditures								
Machinery & Equipment	10		25	25	10	10	90	160
Information Technology	184	48	34	57	46	26	232	395
Furniture & Fixtures		-	18					18
Capital Expenditure Subtotal	194	48	77	82	56	36	322	573
Capital Financing								
General Levy	194	48	77	82	56	36	322	573
Capital Financing Subtotal	194	48	77	82	56	36	322	573
Total Capital Human Resources	194	48	77	82	56	36	322	573
Information Technology								
Capital Expenditures								
Machinery & Equipment	-	187	300	300	300	300	1,500	2,700
Information Technology	734	110	813	711	590	600	2,840	5,554
Furniture & Fixtures	21	15	24	12				36
Capital Expenditure Subtotal	755	312	1,137	1,023	890	900	4,340	8,290
Capital Financing								
General Levy	755	312	1,137	1,023	890	900	4,340	8,290
Reserves/Reserve Funds	-	-	-	-	-	-	-	-
Capital Financing Subtotal	755	312	1,137	1,023	890	900	4,340	8,290
Total Capital Information Technology	755	312	1,137	1,023	890	900	4,340	8,290

Financial Details: Summary of Capital (\$,000's) Continued

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
myDurham311								
Capital Expenditures								
Information Technology	-	100	250	250	-	-	-	500
Furniture & Fixtures	-	-	300	-	-	-	-	300
Capital Expenditure Subtotal	-	100	550	250	-	-	-	800
Capital Financing								
General Levy	-	-	-	-	-	-	-	-
Innovation and Modernization Initiatives Reserve Fund	-	100	550	250	-	-	-	800
Capital Financing Subtotal	-	100	550	250	-	-	-	800
Total Capital myDurham311	-	100	550	250	-	-	-	800
Legal Services								
Capital Expenditures								
Information Technology	13	12	17	10	10	14	54	105
Furniture & Fixtures	-	-	6	-	-	-	-	6
Capital Expenditure Subtotal	13	12	23	10	10	14	54	111
Capital Financing								
General Levy	13	11	23	10	10	14	54	111
Capital Financing Subtotal	13	11	23	10	10	14	54	111
Total Capital Legal Services	13	12	23	10	10	14	54	111

Financial Details: Summary of Capital (\$,000's) Continued

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Legal Services - Provincial Offences Act								
Capital Expenditures								
Building & Structures	1,072	-	-	-	-	-	-	-
Machinery & Equipment	-	15	-	-	-	-	15	15
Information Technology	26	17	37	49	14	26	152	278
Furniture & Fixtures	24	6	24					24
Capital Expenditure Subtotal	1,122	38	61	49	14	26	167	317
Capital Financing								
General Levy	50	37	61	49	14	26	167	317
Reserves/Reserve Funds	1,072	-	-	-	-	-	-	-
Capital Financing Subtotal	1,122	37	61	49	14	26	167	317
Total Capital Legal Services - Provincial Offences Act	1,122	38	61	49	14	26	167	317
Legislative Services								
Capital Expenditures								
Information Technology	673	43	350	25	58	25	225	683
Furniture & Fixtures	228	25	85	55	61	31	125	357
Capital Expenditure Subtotal	901	68	435	80	119	56	350	1,040
Capital Financing								
General Levy	501	68	435	80	119	56	350	1,040
Innovations and Modernization Initiatives Reserve Fund	400	-	-	-	-	-	-	-
Capital Financing Subtotal	901	68	435	80	119	56	350	1,040
Total Capital Legislative Services	901	68	435	80	119	56	350	1,040
Total Capital Corporate Services	2,985	578	2,283	1,494	1,089	1,032	5,233	11,131

Details of Budget Changes

Base Adjustments – Human Resources	2021 Impact (\$ 000's)
Economic and inflationary increases	263
Annualization of 2.0 FTEs approved in the 2020 budget	135
Removal of one-time items	(161)
Increase in Human Resources' share of costs related to the operation and maintenance of Regional Headquarters	5
Base Adjustments – Human Resources Subtotal	242
Net Changes – Human Resources	242

Strategic Investments – Information Technology	2021 Impact (\$ 000's)
Microsoft licensing to improve teleworking	750
Server and service hosting within Azure to provide access to redundancy and disaster recovery options through Microsoft data centres.	125
Increase in Hardware/Software Maintenance budget to support increased requirement for Adobe products	35
Increase in Hardware/Software Maintenance – various small items	19
Strategic Investments – Information Technology Subtotal	929

Details of Budget Changes (Continued)

Base Adjustments – Information Technology	2021 Impact (\$ 000's)
Economic increases	461
Annualization of 1.0 FTE approved in the 2020 Budget	67
Removal of one-time items	(510)
Increase in Information Technology's share of costs for the operation and maintenance of Regional Headquarters	9
Base Adjustments – Information Technology Subtotal	27
Net Changes – Information Technology	956
Strategic Investments – MyDurham311	2021 Impact (\$ 000's)
New position – details of the 1.0 FTE are provided in Staffing Details	150
Software licenses to support the customer service solution including omni-channel and digital web chat	550
Other project implementation costs including public consultation, Customer Relationship Management, change management, training, hardware, furniture and fixtures (\$2.7 million). Reserve funding applied to offset project costs (-\$2.7 million).	-
Strategic Investments – MyDurham311 Subtotal	700
Net Changes – MyDurham311	700

Details of Budget Changes (Continued)

	2021 Impact (\$ 000's)
Strategic Investments – Legal Services	
New position – details of the 1.0 FTE are provided in Staffing Details	163
New position is cross-charged to Transit Oriented Development	(163)
Strategic Investments – Legal Services Subtotal	-
	2021 Impact (\$ 000's)
Base Adjustment – Legal Services	
Economic Increases	91
Increase in Legal Services' share of the operation and maintenance of Regional Headquarters	3
Base Adjustments – Legal Services Subtotal	94
Net Changes – Legal Services	94
	2021 Impact (\$ 000's)
Strategic Investments – Legal Services - Provincial Offences Act	
New position – details of the 1.0 FTE are provided in Staffing Details	61
Courtroom technology to support increase in delegation of authority for the Clerk of the Court and the increased use of digital evidence	15
One-time cost to replace the Electronic Interpreter Scheduling System and the ICON system	22
Net increase in POA revenues related to Automatic Speed Enforcement and Red Light Camera	(1,312)
Strategic Investments – Legal Services - Provincial Offences Act Subtotal	(1,214)

Details of Budget Changes (Continued)

Base Adjustments – Legal Services - Provincial Offences Act	2021 Impact (\$ 000's)
Economic increases	208
Annualization of 2.0 FTE approved in the 2020 Budget	118
Removal of one-time items	(13)
Increase in subsidy	(11)
Increase in Legal Services- POA's share of the operation and maintenance of Regional Headquarters	22
Base Adjustments – Legal Services - Provincial Offences Act Subtotal	324
Net Changes – Legal Services - Provincial Offences Act	(890)
Strategic Investments – Legislative Services	2021 Impact (\$ 000's)
Electronic Document Management Project (\$500k) to be funded from the Modernization and Innovation Reserve Fund (-\$500k).	-
Increase in Materials and Supplies for offsite storage	20
Strategic Investments – Legislative Services Subtotal	20

Details of Budget Changes (Continued)

	2021 Impact (\$ 000's)
Base Adjustments – Legislative Services	
Economic increases	151
Annualization of 1.0 FTE approved in the 2020 Budget	35
Removal of one-time items	(278)
Increase in Legislative Services' share of costs for the operation and maintenance of Regional Headquarters	2
Base Adjustments – Legislative Services Subtotal	(90)
Net Changes – Legislative Services	(70)
Net Changes Corporate Services	1,032

Staffing Details

Human Resources	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>56.0</u>
Human Resources Subtotal	56.0

Information Technology	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>71.0</u>
Information Technology Subtotal	71.0

MyDurham 311	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>0.0</u>
Proposed New Positions	
Director, effective April 1, 2021	1.0
Total Proposed New Positions	<u>1.0</u>
MyDurham 311 Subtotal	1.0

Legal Services	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>15.0</u>
Proposed New Positions	
Solicitor – TOD Resource, effective April 1, 2021	1.0
Total Proposed New Positions	<u>1.0</u>
Legal Services Subtotal	16.0

Staffing Details (Continued)

	Full Time Equivalents (FTE's)
Legal Services - Provincial Offences Act	
2020 Approved Complement	<u>39.0</u>
Proposed New Positions	
Group Lead - Bilingual for service program changes to provide improved French Language Service Delivery, effective July 1, 2021	1.0
Total Proposed New Positions	<u>1.0</u>
Legal Services - Provincial Offences Act Subtotal	40.0
<hr/>	
Legislative Services	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>38.0</u>
Legislative Services Subtotal	38.0
<hr/>	
Total Complement Corporate Services	222.0

Looking Forward

The Corporate Services Department is anticipating a series of changes and impacts including:

- Provincial legislation affecting court proceedings may impact service delivery;
- Updates to labour law which may impact employee base benefits and potential contract negotiations; and
- Updates to privacy laws and data management which could potentially affect cloud management services.

The Department will continue to monitor the changing legislative environment - performing regular analysis of the anticipated impacts on current Regional process and procedures.

The Department will maintain a focus on the customer experience by working with departmental representatives to implement the Council approved myDurham311 program which will enhance the customer journey and provide a consistent, convenient and customized experience for the customer.

Corporate Services will continue to work with departments on the implementation of the Enterprise Information Management Strategy as presented and approved by Regional Council to move from a paper-based organization to a more digital organization.

Corporate Services provides support to a number of Regional projects, such as: Anaerobic Digestion, Broadband, Rapid Transit Office, Transportation Oriented Design, and EMMS implementation amongst others. During 2021 the Human Resources Division, in conjunction with the Legal Services Division, will be working on several collective agreement negotiations. Other activities taking place within the Human Resources Division include:

- Workforce Planning and Mentorship Program implementation
- Updates to job posting for inclusive language and review and removal of barriers to competition process
- Continuation of and enhancement of virtual recruiting tools and methods
- Update of the Human Resources Dashboard
- Additional Civility and Respect activities to promote and maintain awareness and support a healthy workplace
- Review of Job Evaluation process for efficiencies
- Incorporate Anti-Racism component into respective Human Resources Policies
- Implement Corporate Health and Safety software to identify compliance vulnerabilities

Being a service department to the corporation, all five of the divisions within Corporate Services are connected to all projects and activities throughout the Region and provide specific project support needs in addition to regular activities of the employee lifecycle, technology lifecycle, legal matters and legislative requirements.

Appendix A: Detailed 2021 Capital Projects Listing

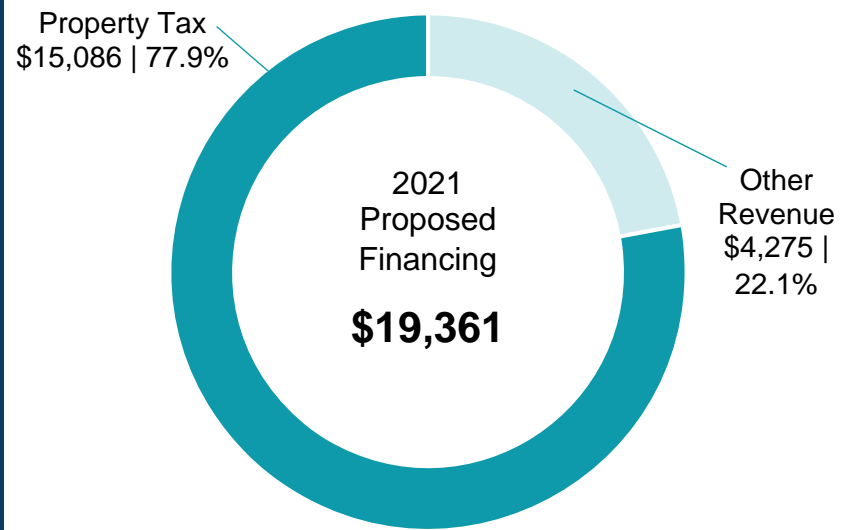
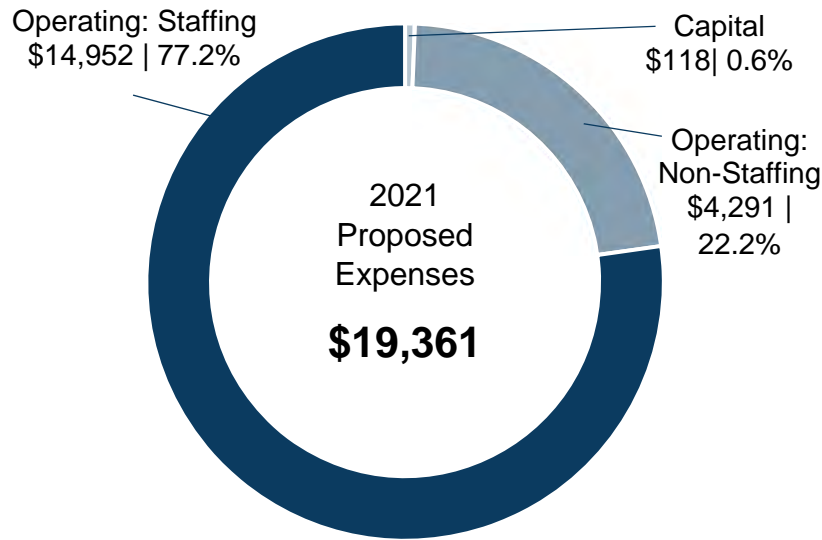
Durham Region Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing									2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
Human Resources																
Information Technology																
Laptop Computers	20	Replacement	-	-	-	-	-	-	-	-	-	42	42	-	-	42
Mobile Laptops	2	Replacement	-	-	-	-	-	-	-	-	-	6	6	-	-	6
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	48	48	-	-	48
Human Resources Subtotal			-	-	-	-	-	-	-	-	-	48	48	-	-	48
Information Technology																
Machinery and Equipment																
Audio / Visual Communication		Replacement	-	-	-	-	-	-	-	-	-	187	187	-	-	187
Machinery and Equipment Subtotal			-	-	-	-	-	-	-	-	-	187	187	-	-	187
Information Technology																
Laptop Computers - various	36	Replacement	-	-	-	-	-	-	-	-	-	107	107	-	-	107
Desktops	2	Replacement	-	-	-	-	-	-	-	-	-	3	3	-	-	3
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	110	110	-	-	110
Furniture and Fixtures																
Furniture		Replacement	-	-	-	-	-	-	-	-	-	15	15	-	-	15
Furniture and Fixtures Subtotal			-	-	-	-	-	-	-	-	-	15	15	-	-	15
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	312	312	-	-	312
myDurham311																
Information Technology																
Laptop Computers - various		New	-	100	-	-	-	-	-	-	-	-	100	-	-	100
Information Technology Subtotal			-	100	-	-	-	-	-	-	-	-	100	-	-	100
myDurham311 Subtotal			-	100	-	-	-	-	-	-	-	-	100	-	-	100
Legal Services																
Information Technology																
Laptop Computers	4	Replacement	-	-	-	-	-	-	-	-	-	9	9	-	-	9
Mobile Laptop	1	Replacement	-	-	-	-	-	-	-	-	-	3	3	-	-	3
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	12	12	-	-	12
Legal Services Subtotal			-	-	-	-	-	-	-	-	-	12	12	-	-	12

Appendix A: Detailed 2021 Capital Projects Listing

Durham Region Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing									2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
Legal Services - Provincial Offences Act																
Machinery and Equipment																
Virtual Court Attendance Equipment	1	Replacement	-	-	-	-	-	-	-	-	-	15	15	-	-	15
Machinery and Equipment Subtotal			-	-	-	-	-	-	-	-	-	15	15	-	-	15
Information Technology																
Laptop Computer plus accessories	1	New	-	-	-	-	-	-	-	-	-	3	3	-	-	3
Laptops - various	5	Replacement	-	-	-	-	-	-	-	-	-	14	14	-	-	14
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	17	17	-	-	17
Furniture and Fixtures																
Furniture and Fixtures	1	New	-	-	-	-	-	-	-	-	-	6	6	-	-	6
Furniture and Fixtures Subtotal			-	-	-	-	-	-	-	-	-	6	6	-	-	6
Legal Services - Provincial Offences Act Subtotal			-	-	-	-	-	-	-	-	-	38	38	-	-	38
Legislative Services																
Information Technology																
Laptop Computers - various	19	Replacement	-	-	-	-	-	-	-	-	-	43	43	-	-	43
Information Technology Subtotal			-	-	-	-	-	-	-	-	-	43	43	-	-	43
Furniture and Fixtures																
Tables/Chairs - Meeting Rooms		Replacement	-	-	-	-	-	-	-	-	-	25	25	-	-	25
Furniture and Fixtures Subtotal			-	-	-	-	-	-	-	-	-	25	25	-	-	25
Legislative Services Subtotal			-	-	-	-	-	-	-	-	-	68	68	-	-	68
Total Capital - Corporate Services			-	100	-	-	-	-	-	-	-	478	578	-	-	578



Provide financial stewardship and policy advice to guide business decisions so that resources are invested in the Regional programs and services the community values



Amounts are in \$,000's

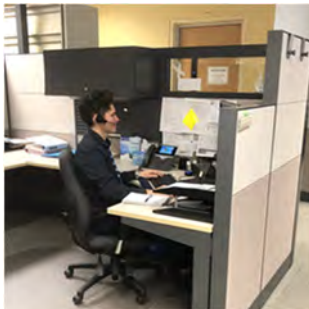


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Major Programs and Services

Business Planning and Budgeting

Lead the annual business planning and budget process including the development of the annual Strategic Property Tax Study and the Water Supply and Sanitary Sewerage User Rate Study. The business planning and budget process ensures resource allocations are aligned with Regional Council's strategic objectives and meet service, infrastructure and legislative requirements. This is achieved through the delivery of Business Plans and Budgets, the Multi-Year Economic and Financial Forecast, the Ten-Year Capital Plan, and the Asset Management Plan.

Risk Management, Economic Studies and Procurement

Oversee and coordinate risk management and mitigation for the Region and members of the Durham Municipal Insurance Pool. Provide long term strategic, financial and economic advice, analysis and strategies, including business case development, development charges, credit rating reviews and performance measurement to Regional Council and Regional Departments. Obtain goods and services on behalf of the Region through a fair and open competitive centralized procurement process that promotes value-for-money, and the provision of mail, postage, courier, inventory, disposal of assets, centralized high speed print services and shipping/receiving at Regional Headquarters.

Financial Housing Services

A review of this program was completed in 2020 with responsibilities being realigned between Financial Services (in the Finance Department) and Housing Services (in the Social Services Department) to realize operational efficiencies.

Administration

Ensure that the statutory duties and responsibilities of the Treasurer are carried out to promote and maintain the financial strength, stability and accountability of the Region including providing advice to Regional Council, the Finance and Administration Committee, and the Corporation more broadly.

Internal Audit

Promote accountability of the Regional Corporation for the quality and value of its stewardship over public funds, support best practices in the Corporation through risk and business consulting services, independent and objective assurance services, and business process reviews to strengthen internal controls, streamline processes and continuously improve financial activities to manage business risks.

Financial Services

Provide innovative and effective centralized financial management, reporting and accounting services to the Regional Corporation, including Durham Region Transit, the Durham Regional Local Housing Corporation, and Durham Regional Police Services.

Major Programs and Services (Continued)

Provincial Offences Act - Default Fine Collections

Collect outstanding Provincial Offences fines in default, and provide collection services.

Financial Solutions and Portfolio Management

Provide the Corporation with fully supported and secure financial applications and management of the Region's investment portfolio and debt issuance requirements.

COMRA/PARA

Funding of the COMRA Marine Rescue Association ("COMRA") and the Pickering Auxiliary Rescue Association ("PARA"), to provide marine search and rescue capability in Canadian waters of Lake Ontario adjacent to the Region of Durham.

Headquarters Shared Cost - Finance Portion

The allocated share of costs attributable to Finance Department for the operation of Regional Headquarters facility.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Service Excellence



Increase the number of Regional financial services which are supported by ecommerce to support efficient, modern and customer-focused functions



Continue to advance the multi-year update of PeopleSoft Financial software to increase functionality, improve business processes, and achieve efficiencies



Continue to deliver Regional services in a financially prudent and sustainable manner including those priorities outlined in the COVID-19 Recovery Framework and Action Plan



Maximize returns on the Region's Investment Portfolio through dedicated resources, enhanced strategic policies and active portfolio management



Continue to enhance the integration of the Internal Audit function in Regional decision-making through engagement and support to all Departments

Strategic Priorities (Continued)



Provide for the ongoing maintenance and renewal of the Region’s assets (including buildings, furniture and fixtures, vehicles, machinery and equipment, and IT infrastructure) in alignment with the Region’s Asset Management Plan and prudent asset management practices to maximize the value of the Region’s assets over their life cycle



Collaborate with Regional partners to integrate climate change adaptation and mitigation measures into business planning processes



Continue to advance the multi-year review and modernization of the Region’s business planning and budget function including embedding enhanced public engagement into the process


Key Targets for 2021

- 1,485 T4's issued per payroll processing staff member – consistent with 2020 actuals due to COVID-19 impacts
- 10,600 invoices paid per expenditure management staff member - a 1% increase from 2020
- 5,100 invoices issued per accounts receivable staff member - a 9% decrease from 2020 levels due to COVID-19 impacts
- \$3.52 average cost per payroll payment - consistent with 2020 levels
- \$410,000 dollars collected per POA staff member - a 30% increase from 2020 actuals
- Every dollar spent in the collection of POA defaulted fines is expected to result in \$2.35 recovered - consistent with 2020 levels
- 4,064 staff actively using the PeopleSoft Financials, Human Capital Management, Enterprise Learning Management, and Employee Portal applications
- Continue to innovate by modernizing financial applications in order to better serve our business partners and our community
- New opportunities are made available for residents to learn more about the Region's budget and to provide their input


Financial Details: Summary by Account (\$,000's)

	Durham Budget 2021			Variance	
	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	\$	%
Expenses					
Operating Expenses					
Personnel Expenses	17,141	18,499	19,960		
Personnel Related	186	231	231		
Communications	868	907	907		
Supplies	181	231	231		
Computer Maintenance & Operations	1,226	1,218	1,218		
Materials & Services	20	104	104		
Equipment Maintenance & Repairs	212	243	243		
Vehicle Operations	20	31	31		
Outside Agency Expenses	107	114	111		
Professional Services	421	645	715		
Financial Expenses	20	22	22		
Minor Assets & Equipment	1	11	11		
Contribution to Reserves / Reserve Funds	18	18	18		
Headquarters Shared Costs	665	665	680		
Gross Operating Expenses	21,086	22,939	24,482	1,543	6.7%
Internal Transfers & Recoveries					
Departmental Recoveries	(4,741)	(5,085)	(5,239)		
Internal Transfers & Recoveries Subtotal	(4,741)	(5,085)	(5,239)	(154)	(3.0%)
Gross Operating Expenses	16,345	17,854	19,243	1,389	7.8%


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Capital Expenses					
New	50	50	9		
Replacement	486	486	109		
Capital Expenses Subtotal	536	536	118	(418)	(78.0%)
Total Expenses	16,881	18,390	19,361	971	5.3%
Revenues and Financing					
Operating Revenue					
Fees & Service Charges	(369)	(405)	(755)		
Sundry Revenue	(24)	(26)	(26)		
Revenue from Municipalities	(148)	(150)	(150)		
Investment & Interest Income	(1,001)	(716)	(939)		
Recoveries from Reserves and Reserve Funds	(266)	(266)	(266)		
Revenue from Related Entities	(2,062)	(2,026)	(2,139)		
Operating Revenue Subtotal	(3,870)	(3,589)	(4,275)	(686)	(19.1%)
Capital Financing					
Reserve Fund - Asset Management	(180)	(180)	-		
Capital Financing Subtotal	(180)	(180)	-	180	100%
Total Revenues and Financing	(4,050)	(3,769)	(4,275)	(506)	(13.4%)
Finance Department Total	12,831	14,621	15,086	465	3.2%

Financial Details: Summary by Program (\$,000's)

		2020 Estimated Actuals	2020 Approved Budgets				Approved Budget	2021 Proposed Budgets				Proposed Budget	Variance	
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding		\$	%
Finance Department														
1	Business Planning and Budgeting	1,647	1,846	-	-	-	1,846	1,990	-	-	-	1,990	144	
2	Risk Management, Economic Studies and Procurement	3,051	4,647	240	-	(1,396)	3,491	5,006	-	-	(1,581)	3,425	(66)	
3	Financial Housing Services	469	635	2	-	-	637	-	-	-	-	-	(637)	
4	Administration	110	1,249	40	-	(662)	627	1,346	-	-	(884)	462	(165)	
5	Internal Audit	136	247	-	-	-	247	374	-	-	-	374	127	
6	Financial Services	4,236	4,958	-	-	(590)	4,368	5,878	-	-	(613)	5,265	897	
7	Provincial Offences Act - Default Fine Collections	(30)	245	6	-	(280)	(29)	248	7	-	(280)	(25)	4	
8	Financial Solutions and Portfolio Management	2,533	3,341	248	-	(841)	2,748	3,610	111	-	(917)	2,804	56	
9	COMRA/PARA	107	114	-	-	-	114	111	-	-	-	111	(3)	
10	Headquarters Shared Cost - Finance Portion	572	572	-	-	-	572	680	-	-	-	680	108	
Finance - Subtotal		12,831	17,854	536	-	(3,769)	14,621	19,243	118	-	(4,275)	15,086	465	3.2%
Finance Department Total		12,831	17,854	536	-	(3,769)	14,621	19,243	118	-	(4,275)	15,086	465	3.2%

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total	
			2022	2023	2024	2025	2026-2030		
Finance Department									
Capital Expenditures									
Machinery & Equipment	60	-	-	-	-	-	-	40	40
Information Technology	410	118	193	193	195	199	1,014	1,794	
Vehicles	40	-	-	42	-	42	90	174	
Furniture & Fixtures	26	-	-	-	-	-	-	-	
Capital Expenditure Subtotal	536	118	193	235	195	241	1,144	2,008	
Capital Financing									
General Levy	356	118	193	193	195	199	1,054	1,834	
Reserves / Reserve Funds	-	-	-	42	-	42	90	174	
Reserve Fund - Asset Management	180	-	-	-	-	-	-	-	
Capital Financing Subtotal	536	118	193	235	195	241	1,144	2,008	
Total Capital Finance Department	536	118	193	235	195	241	1,144	2,008	

Details of Budget Changes

Strategic Investments – Finance Department	2021 Impact (\$ 000's)
New positions – details of the 3.0 FTEs are provided in Staffing Details section	233
Position transfer – details of the 1.0 FTE being transferred from Utility Finance are provided in Staffing Details section	98
Strategic Investments – Finance Department Subtotal	331
Base Adjustments – Finance Department	2021 Impact (\$ 000's)
Economic increase	629
Annualization of positions approved in the 2020 budget	196
Removal of one-time 2020 items	(195)
Line-by-line review savings	(496)
Base Adjustments – Finance Department Subtotal	134
Net Changes Finance Department	465

Staffing Details

Finance Department	Full Time Equivalents (FTE's)
2020 Approved Complement (Restated)	<u>144.5</u>
Position Transfers	
Program Assistant position transferred from Utility Finance to Internal Audit Division	1.0
Total Position Transfers	<u>1.0</u>
Proposed New Positions	
Economic Analyst to support the Region's business planning and budget process including setting of user rates and charges	1.0
Procurement Officer to support the procurement requirements of the Region's Rapid Transit Office and the Transit Oriented Development Office	1.0
Manager – Internal Audit to provide leadership to the development of an internal audit function to support modernization initiatives across the Corporation	1.0
Total Proposed New Positions	<u>3.0</u>
Finance Department Subtotal	148.5
Total Complement Finance Department	148.5

Looking Forward

As part of the Region's commitment to provide exceptional value to Durham taxpayers through responsive and effective customer service delivery the Finance Department is - led by a clear vision, modernized technologies and streamlined organizational structures – committed to providing exceptional value to Durham taxpayers through the delivery of a series of transformations. These transformations include:

- Implement technological solutions to provide interactive services through a customer service lens;
- Champion the multi-year business planning and budget process review and modernization project that will:
 - Review and streamline business planning and budget processes;
 - Procure and implement a new integrated business planning, budget and forecast system with robust financial reporting that will support and automate the Region's renewed business planning and budget process; and
 - Embed enhanced public engagement in the Region's business planning and budget process;
- Building a modernized internal audit function to provide value added consulting and assurance services to the Corporation; and
- Continue to support the implementation of the COVID-19 Recovery Framework and Action Plan in response to the significant and evolving impacts on the Region through increased demands on a number of critical Regional programs and services and changes to how Regional programs and services are delivered.

These transformations will ensure the Corporation - and the Region as a whole - continues to the benefit from economic and financial expertise that effectively translates data-driven insights and best practices into timely and viable advice.

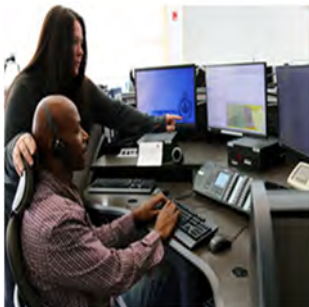
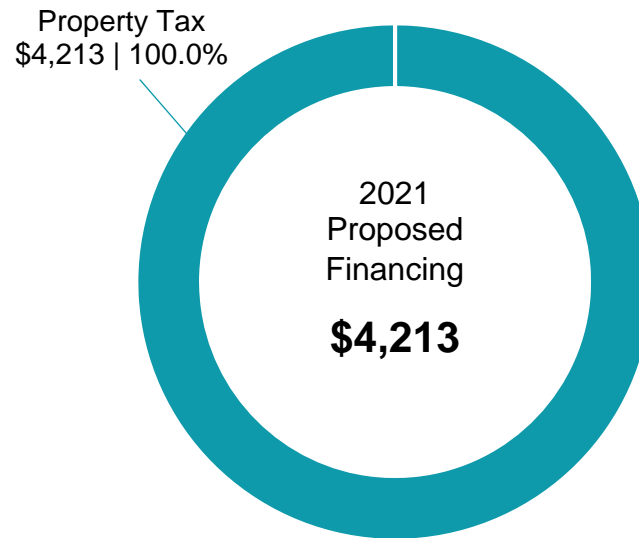
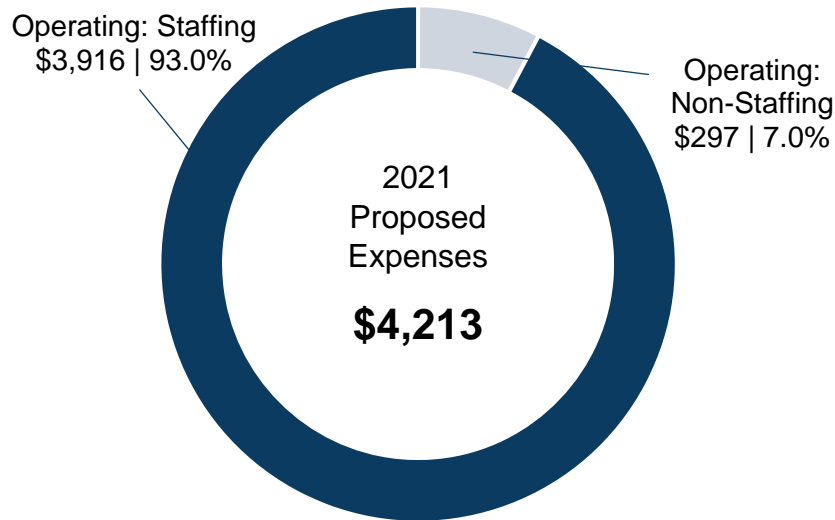
Appendix A: Detailed 2021 Capital Projects Listing

Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
Finance Department															
Information Technology															
Laptops and Monitors	28	Replacement	-	-	-	-	-	-	-	-	65	65	-	-	65
Power Laptop	11	Replacement	-	-	-	-	-	-	-	-	44	44	-	-	44
Laptops and Monitors	2	New	-	-	-	-	-	-	-	-	5	5	-	-	5
Power Laptop	1	New	-	-	-	-	-	-	-	-	4	4	-	-	4
Information Technology Subtotal			-	-	-	-	-	-	-	-	118	118	-	-	118
Finance Department Subtotal			-	-	-	-	-	-	-	-	118	118	-	-	118
Total Capital Finance Department			-	-	-	-	-	-	-	-	118	118	-	-	118



EMERGENCY 9-1-1

Ensuring the residents and public in Durham Region have immediate access – 24 hours a day 7 days a week - to all emergency services through one central number: 9-1-1



Amounts are in \$,000's

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Major Programs and Services

Emergency 9-1-1 Telephone System

To ensure that the Public Safety Answering Points (PSAPs) in the Region can respond to any and all Emergency 9-1-1 calls for Police, Fire and/or Ambulance services.

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.

To support the installation of Next Generation 9-1-1 (NG 9-1-1) systems which will pave the road to future improvements like higher location accuracy, the acceptance and processing of texts, pictures and videos, and crash analytics.

The call center is governed by a 9-1-1 Management Board that oversees the operating policies and procedures exclusive to 9-1-1 service delivery.

Asset Replacement Reserve

To provide sustainable funding for the replacement of the Emergency 9-1-1 system assets in alignment with the Regions' Asset Management Plan and prudent asset management practices to maximize value of the Region's assets over their life cycle.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Community Vitality



Installation of Next Generation 9-1-1 (NG 9-1-1) systems will allow residents to not only call 9-1-1 but text as well. Emergency 9-1-1 will coordinate with PSAP partners in Durham Region to ensure full functionality of NG 9-1-1 regardless of the caller's emergency type.



Utilize technology to enhance location services to improve accuracy when locating callers.

Strategic Priorities (Continued)

Service Excellence




Optimize organizational assets and partnerships to implement the NG 9-1-1 systems to deliver modern, high quality services.


Key Targets for 2021

- Calls Answered within 8 seconds, 96 per cent of the time - consistent with 2020 levels
- 240,600 Projected Calls - 6% increase over the 2020 projected call volume levels
- Achieve the Durham Region Public Safety standard of a minimum of 6 call takers 24/7 - consistent with 2020 levels


Financial Details: Summary by Account (\$,000's)

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Expenses					
Operating Expenses					
Personnel Related	17	28	29		
Communications	16	23	123		
Supplies	8	7	12		
Computer Maintenance & Operations	28	52	54		
Equipment Maintenance & Repairs	1	1	1		
Professional Services	7	7	7		
Contribution to Reserve/Reserve Funds	100	100	100		
Operating Expenses Subtotal	177	218	326	108	49.7%
Internal Transfers & Recoveries					
Police-Payroll Charge	3,962	3,962	3,887		
Internal Transfers & Recoveries Subtotal	3,962	3,962	3,887	(75)	(1.9%)
Gross Operating Expenses	4,139	4,180	4,213	33	0.8%
Capital Expenses					
New	525	525	-		
Replacement	727	727	-		
Capital Expenses Subtotal	1,252	1,252	-	(1,252)	(100%)
Total Expenses	5,391	5,432	4,213	(1,219)	(22.4%)


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Revenues					
Capital Financing					
Reserve Fund	(1,250)	(1,250)	-		
Capital Financing Subtotal	(1,250)	(1,250)	-	1,250	(100%)
Total Revenues and Financing	(1,250)	(1,250)	-	1,250	(100%)
Emergency 9-1-1 Total	4,141	4,182	4,213	31	0.7%

Financial Details: Summary by Program (\$,000's)

	2020 Projected Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance	
		Operating Expense	Capital Expense	Subsidy Funding	Other Funding	Approved Budget	Operating Expense	Capital Expense	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Emergency 9-1-1													
1 Emergency 9-1-1 Telephone System	4,041	4,080	1,252	-	(1,250)	4,082	4,113	-	-	-	4,113	31	
2 Asset Replacement Reserve	100	100	-	-	-	100	100	-	-	-	100	-	
Emergency 9-1-1 Subtotal	4,141	4,180	1,252	-	(1,250)	4,182	4,213	-	-	-	4,213	31	0.7%
Emergency 9-1-1 Total	4,141	4,180	1,252	-	(1,250)	4,182	4,213	-	-	-	4,213	31	0.7%

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Emergency 9-1-1								
Capital Expenditures								
Information Technology	1,250		73		83	180	618	954
Machinery & Equipment	2							-
Capital Expenditure Subtotal	1,252	-	73	-	83	180	618	954
Capital Financing								
Reserves / Reserve Funds	1,250		73		73	180	608	934
General Levy	2				10		10	20
Capital Financing Subtotal	1,252	-	73	-	83	180	618	954
Total Capital Emergency 9-1-1	1,252	-	73	-	83	180	618	954

Details of Budget Changes

Strategic Investments	2021 Impact (\$ 000's)
Additional fiber optic line to support Next Generation 9-1-1 (NG9-1-1) requirements. This additional line is needed to support increased data transmission capacity to receive video, audio and picture files in real time from 9-1-1 callers. This will be an ongoing annual expense.	100
Annual maintenance costs to maintain the new recorder and logger purchased in 2020.	22
Strategic Investments Subtotal	122
Base Adjustments	2021 Impact (\$ 000's)
Inflationary increases	6
Line-by-line review savings	(20)
Removal of one-time 2020 capital expenditures	(1,252)
Removal of one-time 2020 capital financing	1,250
Adjustment of Durham Regional Police Service cross charge	(75)
Base Adjustments Subtotal	(91)
Net Changes	31

Staffing Details

31 resources are cross charged from Durham Regional Police Service:

- 28 of 68 Durham Regional Police Service Communicators are charged to Emergency 9-1-1.
- 3 of 8 Durham Regional Police Service Communication Supervisors are charged to Emergency 9-1-1.

These positions are required to maintain the required number of 9-1-1 operator positions 24 hours a day and are consistent with the staffing levels approved in the 2020 Emergency 9-1-1 Business Plan and Budget.

Looking Forward

The Region of Durham is enhancing and modernizing its Emergency 9-1-1 systems to provide residents with increased flexibility and more options to ensure they have immediate access to the emergency services they need when they need it.

Telecommunications networks are evolving and can now offer more than just traditional voice services. Next Generation 9-1-1 is a Canadian wide initiative affecting all public-safety access points coast to coast. To support Next Generation 9-1-1 the Region is making investments in IT infrastructure, in software upgrades and in training enhancements to provide enhanced access to emergency services that more fully leverages technological advancements to better support the changing needs of Durham residents. It is projected that over the forecast the hardware and software maintenance costs will increase to support the new IT infrastructure and software upgrades.

Emergency 9-1-1 is evaluating future resources required to support the addition of the Text to 9-1-1 capability and the time required to handle these emergency calls.

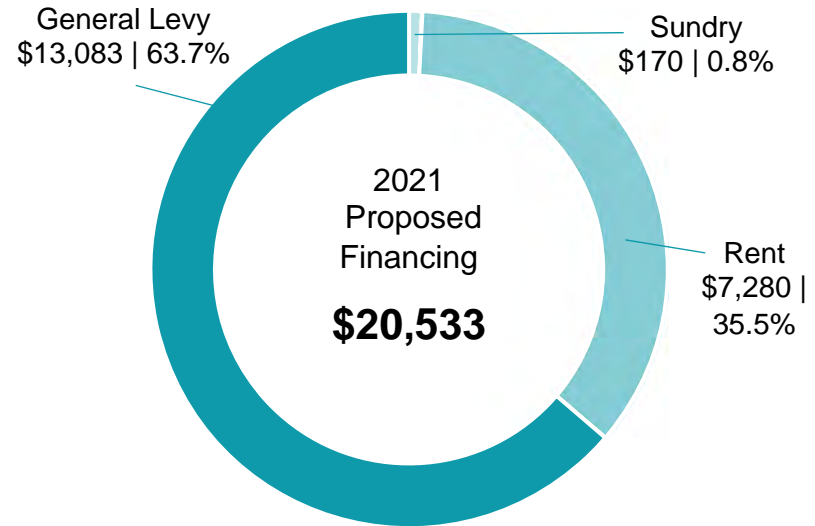
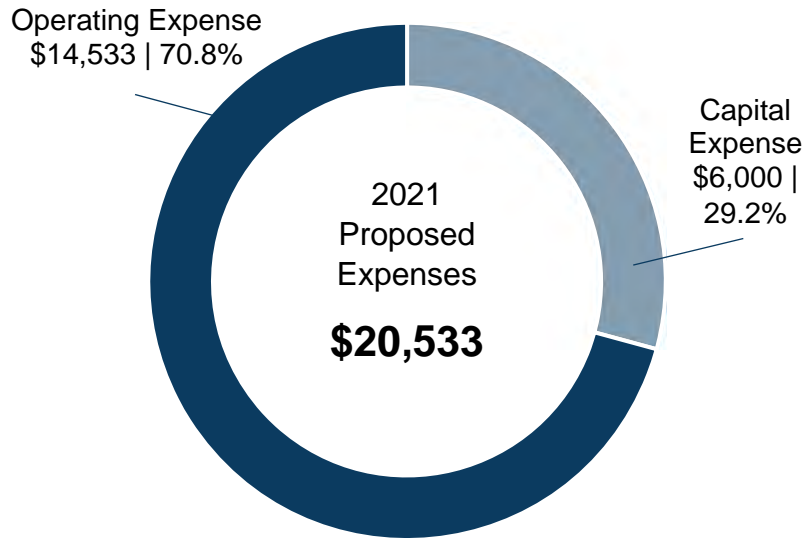


Durham
Budget

2021

DURHAM REGIONAL LOCAL HOUSING CORPORATION

Provide effective property management services for the Durham Regional Local Housing Corporation (DRLHC) public housing stock



Amounts are in \$,000's

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Appendix B: Detailed 2021 Major Repairs and Renovations Listing

Major Programs and Services

Public Housing

Provide effective property management services – including preventative and restorative property maintenance, capital planning and asset management - for 1,274 units at 23 sites, including rent-g geared-to-income program delivery and 2 units designated to provide community support services.

Affordable Housing

Provide effective property management services – including preventative and restorative property maintenance, capital planning and asset management - for 17 units at 2 sites, including 5 affordable housing units designated for seniors.

Tangible Capital Assets

Consolidated capital program for the Durham Regional Local Housing Corporation.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Community Vitality



Ensure attainable housing is available for Regional residents at all ages and stages of life

Social Investment



Continue the revitalization of public housing to address sustainability

Strategic Priorities Continued

Service Excellence



Support capital investments in Durham Regional Local Housing Corporation's aging public housing portfolio


Key Targets for 2021

- \$9,278 - property management operating cost per unit – 8% increase over 2020 budgeted costs
- 15% - monthly arrears as a percentage of revenues – an increase reflecting challenges during the pandemic
- 45 days – average length of vacancy on unit turnover – an increase reflecting challenges during the pandemic


Financial Details: Summary by Account (\$,000's)

	Durham Budget 2021			Variance	
	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	\$	%
Expenses					
Operating Expenses					
Purchased Services from Durham Region	3,337	3,337	3,531		
Buildings & Grounds Maintenance	4,290	2,527	3,069		
Communication	57	63	64		
Professional Services	48	44	44		
Miscellaneous Services	-	10	11		
Computer Maintenance & Operations	13	18	116		
Financial Charges	459	264	308		
Property Taxes	2,596	2,606	2,643		
Utilities	2,191	2,292	2,239		
Contribution to Reserves/Reserve Funds	8	8	8		
Major Repairs & Renovations	2,000	2,000	2,500		
Operating Expenses Subtotal	14,999	13,169	14,533	1,364	10.4%
Gross Operating Expenses	14,999	13,169	14,533	1,364	10.4%


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Capital Expenses					
Major Capital	9,575	9,575	6,000		
Capital Expenses Subtotal	9,575	9,575	6,000	(3,575)	(37.3%)
Total Expenses	24,574	22,744	20,533	(2,211)	(9.7%)
Revenues and Financing					
Operating Revenue					
Rents	(7,370)	(7,279)	(7,280)		
Sundry Revenue	(155)	(170)	(170)		
Operating Revenue Subtotal	(7,525)	(7,449)	(7,450)	(1)	0%
Capital Financing					
Federal Gas Tax	(5,400)	(5,400)	-		
Capital Financing Subtotal	(5,400)	(5,400)	-	5,400	100%
Total Revenues and Financing	(12,925)	(12,849)	(7,450)	5,399	42.0%
Durham Regional Local Housing Corporation Total	11,649	9,895	13,083	3,188	32.2%


Financial Details: Summary by Program (\$,000's)

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
Durham Regional Local Housing Corporation														
1 Public Housing	7,448	12,971	-	-	(7,259)	5,712	14,330	-		(7,260)	7,070	1,358		
2 Affordable Housing	26	198	-	-	(190)	8	203	-		(190)	13	5		
3 Tangible Capital Assets	4,175		9,575	-	(5,400)	4,175	-	6,000	-	-	6,000	1,825		
Durham Regional Local Housing Corporation Subtotal	11,649	13,169	9,575	-	(12,849)	9,895	14,533	6,000	-	(7,450)	13,083	3,188	32.2%	
Durham Regional Local Housing Corporation Total	11,649	13,169	9,575	-	(12,849)	9,895	14,533	6,000	-	(7,450)	13,083	3,188	32.2%	

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Durham Regional Local Housing Corporation								
Capital Expenditures								
Building & Structures	9,515	5,940	26,703	2,343	8,627	2,480	9,497	49,650
Furniture & Fixtures	-	-	100	20	10	-	20	150
Machinery & Equipment	-	-	-	-	150	-	-	150
Vehicles	60	60	55	55	55	55	275	495
Capital Expenditure Subtotal	9,575	6,000	26,858	2,418	8,842	2,535	9,792	50,445
Capital Financing								
Federal Gax Tax	5,400	-	-	-	-	-	-	-
General Levy	4,175	6,000	26,858	2,418	8,842	2,535	9,792	50,445
Capital Financing Subtotal	9,575	6,000	26,858	2,418	8,842	2,535	9,792	50,445
Total Capital Durham Regional Local Housing Corporation	9,575	6,000	26,858	2,418	8,842	2,535	9,792	50,445

Financial Details: Summary of Major Repairs and Renovations (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Durham Regional Local Housing Corporation								
Expenditures								
Major Repairs and Renovations	2,000	2,500	6,119	3,026	2,575	3,127	12,863	27,710
Expenditure Subtotal	2,000	2,500	6,119	3,026	2,575	3,127	12,863	27,710
Financing								
General Levy	2,000	2,500	6,119	3,026	2,575	3,127	12,863	27,710
Financing Subtotal	2,000	2,500	6,119	3,026	2,575	3,127	12,863	27,710
Total Durham Regional Local Housing Corporation Major Repairs and Renovations	2,000	2,500	6,119	3,026	2,575	3,127	12,863	27,710

Details of Budget Changes

Strategic Investments – Durham Regional Local Housing Corporation	2021 Impact (\$ 000's)
Investment in building and grounds maintenance, repairs and renovations and major capital to address system budget pressures	2,868
Increase in software licensing costs related to Yardi, the property management software	98
Write-off of accounts in arrears due to long delays at Tribunal	40
Strategic Investments – Durham Regional Local Housing Corporation Subtotal	3,006

Base Adjustments – Durham Regional Local Housing Corporation	2021 Impact (\$ 000's)
Economic increases	194
Inflationary increases	67
Line-by-line review savings	(79)
Removal of one-time costs	(5,400)
Removal of one-time financing	5,400
Base Adjustments – Durham Regional Local Housing Corporation Subtotal	182

Net Changes Durham Regional Housing Corporation	3,188
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Staffing Details

25.0 Full-time equivalents are cross charged from Social Services

5.0 Full-time equivalents are cross charged from Finance

1.0 Full-time equivalent is cross charged from Works

These positions are required to provide effective property management services and are consistent with the staffing levels approved in the 2020 Durham Regional Local Housing Corporation Business Plan and Budget.


Looking Forward

The Region remains committed to meeting housing needs of the Region's single, family and senior populations through the effective property management to ensure public housing is affordable, accessible and inclusive.


Appendix A: Detailed 2021 Capital Projects Listing

Durham Budget 2021		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	New Residential DCs	Subsidy /Grant	Debenture				
Durham Regional Local Housing Corporation															
Building & Structures															
1	103 Cameron - Domestic Hot Water (DHW) System Boiler		Replacement	-	-	-	-	-	-	-	40	40	-	-	40
2	103 Cameron - Main Electrical Switchboard Panel		Replacement	-	-	-	-	-	-	-	45	45	-	-	45
3	103 Cameron - Make-up Air Units		Replacement	-	-	-	-	-	-	-	150	150	-	-	150
4	155 King - Domestic Water Pump Booster		Replacement	-	-	-	-	-	-	-	30	30	-	-	30
5	155 King - Domestic Water Supply (Replace Plumbing Stacks)		Replacement	-	-	-	-	-	-	-	1,296	1,296	-	-	1,296
6	155 King - Fire Pump		Replacement	-	-	-	-	-	-	-	25	25	-	-	25
7	155 King - Make-Up Air Units		Replacement	-	-	-	-	-	-	-	115	115	-	-	115
8	155 King - Main Switchboard		Replacement	-	-	-	-	-	-	-	125	125	-	-	125
9	1910 Faylee - Exterior Wall Construction - Brick - Spalling		Replacement	-	-	-	-	-	-	-	50	50	-	-	50
10	1910 Faylee - Paving And Surfacing - Asphalt		Replacement	-	-	-	-	-	-	-	170	170	-	-	170
11	1910 Faylee - Repair Damaged Concrete Steps		Replacement	-	-	-	-	-	-	-	300	300	-	-	300
12	2 Nelson - Domestic Hot Water (DHW) System Heater		Replacement	-	-	-	-	-	-	-	231	231	-	-	231
13	2 Nelson - Electrical Distribution		Replacement	-	-	-	-	-	-	-	163	163	-	-	163
14	4 Nelson - Main Disconnect Electrical		Replacement	-	-	-	-	-	-	-	18	18	-	-	18
15	4 Nelson - Replace Water Supply Headers		Replacement	-	-	-	-	-	-	-	299	299	-	-	299
16	20 Perry - Domestic Hot Water Supply Risers - Consulting		Replacement	-	-	-	-	-	-	-	80	80	-	25	105
17	20 Perry - Paving Overlay		Replacement	-	-	-	-	-	-	-	70	70	-	-	70
18	20 Perry - Replace Main Switchboard		Replacement	-	-	-	-	-	-	-	60	60	-	-	60
19	315 Colborne - Common Area Lighting		Replacement	-	-	-	-	-	-	-	35	35	-	-	35
20	315 Colborne - Passenger Elevators - Control Modernization and Elevator Cab Replacements		Replacement	-	-	-	-	-	-	-	361	361	-	-	361
21	315 Colborne - Replace Water Booster Pump		Replacement	-	-	-	-	-	-	-	15	15	-	-	15
22	315 Colborne - Roof Finishes		Replacement	-	-	-	-	-	-	-	238	238	200	170	608
23	327 Kellett - Electrical Distribution		Replacement	-	-	-	-	-	-	-	80	80	-	-	80
24	327 Kellett - Hardscape driveway and parking lot		Replacement	-	-	-	-	-	-	-	155	155	-	-	155
25	327 Kellett - Make-up Air Unit (MAU)		Replacement	-	-	-	-	-	-	-	290	290	-	-	290
26	342 Main - Distribution Panel		Replacement	-	-	-	-	-	-	-	45	45	135	-	180

Appendix A: Detailed 2021 Capital Projects Listing

		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
Other	Reserve/ Reserve Funds			Industrial DCs	Institutional DCs	Commercial DCs	New Residential DCs	Subsidy /Grant	Debenture	General Levy						
27	342 Main - Paving And Surfacing - Asphalt		Replacement	-	-	-	-	-	-	-	-	40	40	-	-	40
	385 Beatrice - Domestic Hot Water (DHW)															
28	System & Cold Water Systems - Heaters, Recirc, Supply Risers		Replacement	-	-	-	-	-	-	-	-	300	300	-	210	510
29	385 Beatrice - Electrical Distribution		Replacement	-	-	-	-	-	-	-	-	85	85	-	-	85
30	385 Rosa - Foundation Wall Parging & Brick		Replacement	-	-	-	-	-	-	-	-	40	40	-	-	40
31	385 Rosa - Make-up Air Unit (MAU)		Replacement	-	-	-	-	-	-	-	-	300	300	-	-	300
32	385 Rosa - Hardscape driveway and parking lot		Replacement	-	-	-	-	-	-	-	-	150	150	-	-	150
33	439 Dean - Flat Roof Construction		Replacement	-	-	-	-	-	-	-	-	238	238	200	-	438
34	439 Dean - Main Electrical Switchboard		Replacement	-	-	-	-	-	-	-	-	60	60	-	-	60
35	655 Harwood - Main Switchboard Panel		Replacement	-	-	-	-	-	-	-	-	128	128	-	-	128
36	409 Centre - Internal water distribution lines		Replacement	-	-	-	-	-	-	-	-	113	113	-	-	113
Building & Structures Subtotal				-	-	-	-	-	-	-	-	5,940	5,940	535	405	6,880
Vehicles																
37	Service vehicle		Replacement	-	-	-	-	-	-	-	-	60	60	-	-	60
Vehicles Subtotal				-	-	-	-	-	-	-	-	60	60	-	-	60
Durham Regional Local Housing Corporation				-	-	-	-	-	-	-	-	6,000	6,000	535	405	6,940
Total Capital Durham Regional Local Housing Corporation				-	-	-	-	-	-	-	-	6,000	6,000	535	405	6,940

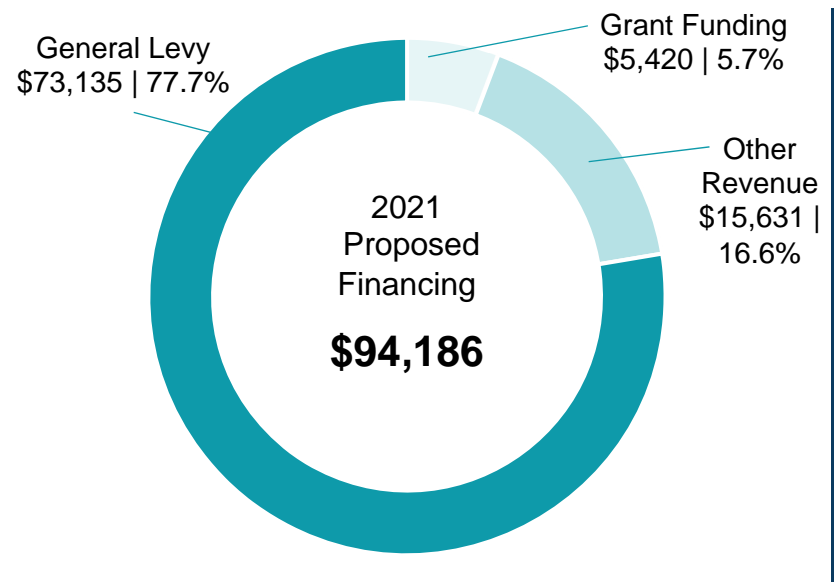
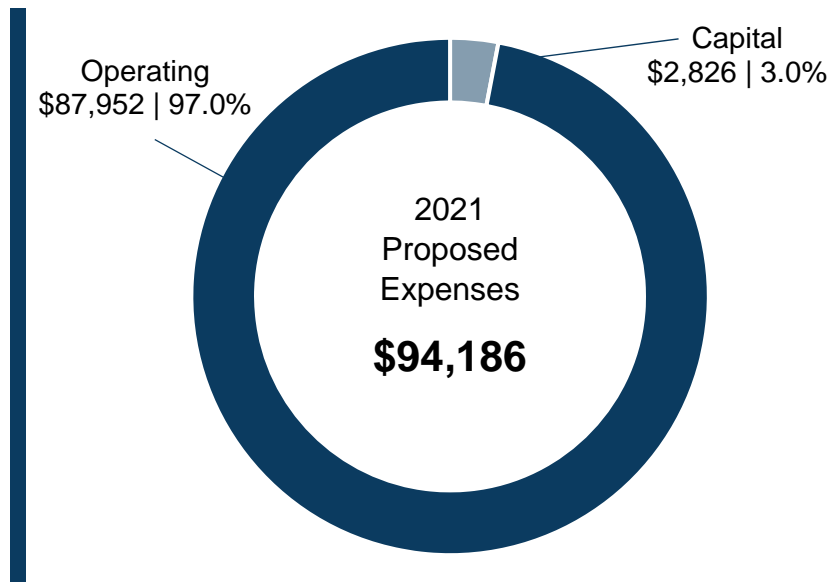
Appendix B: Detailed 2021 Major Repairs and Renovations Projects Listing

		Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
Other	Reserve/ Reserve Funds			Industrial DCs	Institutional DCs	Commercial DCs	New Residential DCs	Subsidy /Grant	Debenture	General Levy						
Durham Regional Local Housing Corporation																
Major Repairs and Renovations																
1	Asbestos Abatement		Replacement	-	-	-	-	-	-	-	-	260	260	-	-	260
2	Unit Modification for Accessibility required per AODA Legislation		Replacement	-	-	-	-	-	-	-	-	125	125	-	-	125
3	Building Envelope (caulking, exterior walls, doors)		Replacement	-	-	-	-	-	-	-	-	200	200	-	-	200
4	Hardscape/Landscape (driveways, parking lots, retaining walls, fences)		Replacement	-	-	-	-	-	-	-	-	325	325	-	-	325
5	Common Area Rehabilitation		Replacement	-	-	-	-	-	-	-	-	250	250	-	-	250
6	Security/Life Safety Systems		Replacement	-	-	-	-	-	-	-	-	225	225	-	-	225
7	Upgrades/Repairs, Elevator/Lift Repairs		Replacement	-	-	-	-	-	-	-	-	50	50	-	-	50
8	Elevator/Lift repairs		Replacement	-	-	-	-	-	-	-	-	100	100	-	-	100
9	HVAC Replacements /Repairs		Replacement	-	-	-	-	-	-	-	-	50	50	-	-	50
10	Electrical Upgrades/Repairs		Replacement	-	-	-	-	-	-	-	-	165	165	-	-	165
11	Painting		Replacement	-	-	-	-	-	-	-	-	300	300	-	-	300
	Move Out and Unit Renovations:															
	Floors		Replacement	-	-	-	-	-	-	-	-	200	200	-	-	200
	Bathroom Replacements		Replacement	-	-	-	-	-	-	-	-	250	250	-	-	250
	Replace Kitchens		Replacement	-	-	-	-	-	-	-	-	250	250	-	-	250
Major Repairs and Renovations Subtotal												2,500	2,500			2,500
Durham Regional Local Housing Corporation Subtotal												2,500	2,500			2,500
Total Durham Regional Local Housing Corporation Major Repairs and Renovations												2,500	2,500			2,500



CORPORATE ITEMS

Those items which contribute to the Regional administration of programs and services but that are not directly related to the operations of any one department



Amounts are in \$,000's

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Major Programs and Services

Strategic Priorities

Financial Details: Summary by Program

Summary of Capital

Details of Budget Changes

Appendix A: Detailed 2021 Capital Projects Listing

Major Programs and Services

Personnel Related

Fire Coordination

Payment for fire coordination services.

CUPE 1764 President's Wages

Payment for salary and benefits of CUPE 1764 President.

AMO OMERS Support Funding

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.

Employee Committee

Provide employees with an opportunity to participate in activities with their families and colleagues, while exploring and experiencing a variety of venues within Durham Region.

Applicant Tracking Software

Provide a tool to enable the Region of Durham to attract and recruit active and passive job seekers via the internet; track all applications received via the internet; and enable hiring managers to ask key questions to serve as a screening tool and help identify qualified candidates quickly.

Post Retirement Benefit Underfunded Liabilities

Provide funding for post retirement benefit liabilities.

Worker's Compensation Reserve Fund

Funds for use in financing significant Workplace Safety Insurance claims.

Corporate Requirements

Integrity Commissioner and Municipal Ombudsman

To support the accountability and transparency portfolio which includes the Region's Integrity Commissioner and Ombudsman. To meet legislated requirements in accordance with the Municipal Act, to have an Integrity Commissioner to provide for the functions as outlined in the Act. To provide for an Ombudsman in accordance with the Municipal Act.

Municipal Elections

Conduct the election for the office of the Regional Chair in accordance with the Municipal Elections Act, 1996, the Municipal Act, and the Education Act. To meet all legislated deadlines. To provide impartial administration of municipal elections.

Major Programs and Services (Continued)

Regional Materials and Supplies

To maintain proper inventory of office materials and supplies for corporate events.

Regional Chair/CAO's Consulting Group Fees

Contribution to Emergency Services Steering Committee.

Conference Board of Canada

Membership in the not-for-profit Conference Board of Canada.

Toronto Global

Toronto Global is a partnership between business and government, working together to raise the international profile of the Greater Toronto Area and attract business investment to the Region. Regional funds are pooled with funds from other GTA municipalities York, Peel, Mississauga, Brampton, and the City of Toronto, and matched by Provincial and Federal funds.

Property Assessment

Payment made to the Municipal Property Assessment Corporation for property assessment activities.

Official Plan Review

To conduct a municipal comprehensive review of the Regional Official Plan in accordance with the Provincial Policy Statement and updated Provincial Plans (Greenbelt, Oak Ridges Moraine and Growth Plan).

Broadband Strategy

To implement the Regional Broadband Strategy approved by Council on February 27, 2019, advancing the deployment of high-speed internet across the Region.

Project Woodward

The Region will pursue taking an active development role for its vacant 20 acre parcel on the north side of Energy Drive, in the Clarington Energy Park, with the goal of establishing a clean energy innovation hub for business. Throughout development, the Region will seek to attract and select Energy, Engineering, and Environment Sector businesses to invest and locate in this hub. Early-stage development costs include permitting, environmental studies, conceptual designs, and the development of a business case.

Employment Survey

To conduct the annual Region of Durham Employment Survey.

Major Programs and Services (Continued)

Community Improvement Plan

Section 28 of the Planning Act gives municipalities the ability to prepare Community Improvement Plans (CIPs), provided they have enabling policies in their official plans. Community Improvement Plans are intended to encourage rehabilitation initiatives and/or stimulate development. Once implemented, a CIP allows municipalities to develop and administer programs that may include tax assistance, grants or loans to assist in the rehabilitation of lands and/or buildings within the defined Community Improvement Project Area.

Seaton Project Management

Lead Regional efforts regarding the development of Seaton in the City of Pickering. This involves facilitating and coordinating activities of the Interdepartmental Team including facilitating the completion of studies and financial arrangements, liaising with the Province and Seaton landowners, developing and implementing front-ending agreements and development charge by-laws and preparing and presenting Committee Reports.

Farm 9-1-1

To improve emergency response times through improved 9-1-1 sign coverage and documentation of property access points, with a focus on rural vacant properties and large properties with secondary entrances.

DRT Passes for ODSP Recipients

Funding provided to Durham Region Transit for the provision of passes, free of charge, to Ontario Disability Support Program recipients.

Mental Health Support Unit

Funding, in partnership with the Durham Regional Police Service and Lakeridge Health, for community social and health services to reduce incidence of harm and suicide, ease visits to emergency rooms, reduce time spent in police custody as a place of safety, and contribute to enhanced interaction with citizens.

Performance Measurement

To ensure we are meeting the service delivery needs of our residents in an efficient and cost effective manner. Measuring our performance allows us to determine which service areas are meeting performance standards and which areas need improvement

Business Continuity

To develop and implement a comprehensive Business Continuity Plan. To promote awareness and training programs for all staff.

Major Programs and Services (Continued)

Auction, Disposal of Material

Costs and proceeds associated with the auction of Regional materials.

Development Tracking System

To replace the Region's development application tracking software. The new and innovative portal will allow applicants to submit planning applications electronically. The public will have self-serve access to information about planning applications. Additional benefits of the public portal include improved efficiency and increased transparency of planning applications.

Electronic DC Application Phase II

This e-business solution provides an alternative to processing paper-based Regional development charges forms, allowing users to complete and submit forms online.

Financial and Human Capital Management System

On-going application licenses, maintenance fees, upgrade and maintenance costs for the Financial and Human Capital Management Systems.

Regional Asset Management Audits and Software

To continue with detailed technical audits of Regionally owned facilities selected by the Works and Finance Departments, in accordance with the 2020 Asset Management Update Report.

Enterprise Maintenance Management

Implementation of an integrated maintenance management application to support leading practices related to the maintenance management processes for Regional assets across the Region's business lines.

Zylmage

A repository for Council and Committee Minutes, Commissioners' Reports and By-laws and Durham Region Transit Committee Minutes and Commissioners' Reports.

Insurance

Funds set aside for claims where the Region self-insures.

Debt Issuance Expense

Funds for the cost of issuing municipal debentures.

Working Capital Contingencies

Working capital funding to sustain ongoing Regional operations.

Major Programs and Services (Continued)

Transit (GO)

Funding reallocated to support Transit Oriented Development and the Rapid Transit Office operations.

Innovation and Modernization Initiatives Reserves Fund

To support modernization of legacy processes and systems across departments.

Climate Change Mitigation and Environmental Reserve Fund

To support initiatives to enhance the Region's response to climate change and environment concerns.

Infrastructure Renewal Fund

Provides sustainable funding to support major infrastructure renewal projects.

Road Rehabilitation Reserve Fund

Provides sustainable funding to address the rehabilitation needs of the road network.

Bridge Rehabilitation Reserve Fund

Provides sustainable funding to address structures replacement and rehabilitation requirements.

Regional Roads Reserve

Provide sustainable funding for the property tax portion of growth-related projects.

Regional Headquarters Reserve

Provide funding for capital improvements associated with the Regional Headquarters.

Equipment Reserve Fund

To fund the replacement of major equipment and fleet.

Social Housing Capital Provision

One-time capital investment in 2020 to advance Council's commitment to the development of 1,000 new affordable housing units during the next five years and ready for occupancy over the following five years.

Social Housing Technical Audits

Funding to provide building condition and technical audits for the Region's social housing portfolio.

Social Housing Provision

Provide funding for capital improvements associated with the Region's social housing portfolio.

Major Programs and Services (Continued)

Paramedic Station

Capital financing for new and replacement paramedic response stations.

9-1-1 Phone System Backup Equipment

Provide sustainable funding for improvements and replacement of the 9-1-1 Phone System Backup Equipment.

Regional Revitalization Reserve Fund

Targeted regional funding for the Region's Revitalization Program in conjunction with lower tier municipalities within Community Improvement Plans.

Property Assessment Appeals

To fund significant property assessment appeal settlements.

Assessment Adjustments

Funding set aside through the 2016 Business Planning and Budget process to mitigate against future significant assessment losses.

Deferral for Seaton Growth

To account for a potential timing difference between the related property tax revenue and the cost for providing Regional programs and services to the Seaton community.

Revenue/Recovery Programs

Payment in Lieu

Payments made by senior governments and related crown corporations in lieu of taxes for specific land/structures.

Unallocated Revenues

Interest and other corporate sundry revenue.

Ontario Works Program Delivery – Departmental Services Recovery

Provincial subsidy for Ontario Works to address corporate costs.

Region of Durham Paramedic Services Program Delivery - Departmental Services Recovery

Provincial subsidy for paramedic services to address corporate costs.

Water Supply and Sanitary Sewerage - Inter Departmental Recovery

Recovery of the shared costs to deliver the water supply and sanitary sewerage programs.

Major Programs and Services (Continued)

Special Contributions

Land Conservation and Protection Reserve Fund

Funds dedicated to Regional land purchase for land conservation and protection.

Durham Region Community Investment Grant

Funds for capital infrastructure projects related to healthcare and post-secondary education institutions.

Strategic Priorities

For 2021 some of the key priorities and planned actions focus on:

Environmental Sustainability



Continue to support initiatives that enhance the Region's response to climate change and environment concerns

Community Vitality



Support the Mental Health Support Unit to provide a range of mental health services to the community

Economic Prosperity




Continue to advance initiatives that support a full service broadband network across the Region


Financial Details: Summary by Program (\$,000's)

	2020 Estimated Actuals	2020 Restated Budgets					2021 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
Corporate Items														
Personnel Related														
1 Fire Coordination	4	4	-	-	-	4	4	-	-	-	4	-		
2 CUPE 1764 President's Wages	102	102	-	-	-	102	106	-	-	-	106	4		
3 AMO OMERS Support Funding	27	27	-	-	-	27	27	-	-	-	27	-		
4 Employee Committee	25	25	-	-	-	25	25	-	-	-	25	-		
5 Applicant Tracking Software	48	48	-	-	-	48	48	-	-	-	48	-		
6 Post Retirement Benefit Underfunded Liabilities	1,957	1,957	-	-	-	1,957	1,957	-	-	-	1,957	-		
7 Worker's Compensation Reserve Fund	200	200	-	-	-	200	-	-	-	-	-	(200)		
Personnel Related Subtotal	2,363	2,363	-	-	-	2,363	2,167	-	-	-	2,167	(196)	(8.3%)	


Financial Details: Summary by Program (\$,000's) Continued

		2020 Estimated Actuals	2020 Restated Budgets				2021 Proposed Budgets					Variance	
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$
Corporate Requirements													
8	Integrity Commissioner and Municipal Ombudsman	73	73	-	-	-	73	95	-	-	-	95	22
9	Municipal Elections - New Council	-	-	-	-	-	-	10	-	-	-	10	10
10	Regional Materials and Supplies	25	25	-	-	-	25	25	-	-	-	25	-
11	Regional Chair's/CAO's Consulting Group Fees	8	8	-	-	-	8	8	-	-	-	8	-
12	Conference Board of Canada	9	9	-	-	-	9	-	-	-	-	-	(9)
13	Toronto Global	206	206	-	-	-	206	215	-	-	-	215	9
14	Property Assessment	9,012	9,012	-	-	-	9,012	9,058	-	-	-	9,058	46
15	Official Plan Review	210	330	-	-	(120)	210	180	-	-	-	180	(30)
16	Broadband Strategy	121	121	-	-	-	121	296	2,826	(2,826)	(175)	121	-
17	Project Woodward	-	-	-	-	-	-	475	-	-	(475)	-	-
18	Employment Survey	118	118	-	-	-	118	122	-	-	-	122	4
19	Community Improvement Plan	125	125	-	-	-	125	-	-	-	-	-	(125)
20	Seaton Project Management	103	103	-	-	-	103	103	-	-	-	103	-
21	Farm 9-1-1	-	300	-	-	(300)	-	-	-	-	-	-	-
22	DRT Passes for ODSP Recipients	350	350	-	-	-	350	350	-	-	-	350	-
23	Mental Health Support Unit	-	-	-	-	-	-	450	-	-	-	450	450


Financial Details: Summary by Program (\$,000's) Continued

		2020 Estimated Actuals	2020 Restated Budgets				2021 Proposed Budgets					Variance		
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
24	Performance Measurement	154	154	-	-	-	154	159	-	-	-	159	5	
25	Business Continuity	150	150	-	-	-	150	-	-	-	-	-	(150)	
26	Auction, Disposal of Material	-	19	-	-	(19)	-	19	-	-	(19)	-	-	
27	Development Tracking System	620	-	620	-	-	620	-	-	-	-	-	(620)	
28	Electronic DC Application Phase II	110	110	-	-	-	110	110	-	-	-	110	-	
29	Financial and Human Capital Management System	350	850	-	-	(500)	350	850	-	-	(500)	350	-	
30	Regional Asset Management Audits and Software	269	269	-	-	-	269	269	-	-	-	269	-	
31	Enterprise Maintenance Management	990	990	-	-	-	990	1,640	-	-	(650)	990	-	
32	Zylmage	73	73	-	-	-	73	73	-	-	-	73	-	
33	Insurance	114	114	-	-	-	114	120	-	-	-	120	6	
34	Debt Issuance Expense	38	38	-	-	-	38	38	-	-	-	38	-	
35	Working Capital Contingencies	1,305	1,305	-	-	-	1,305	1,000	-	-	-	1,000	(305)	
36	Transit (GO)	3,580	3,580	-	-	-	3,580	-	-	-	-	-	(3,580)	


Financial Details: Summary by Program (\$,000's) Continued

		2020 Estimated Actuals	2020 Restated Budgets					2021 Proposed Budgets					Variance	
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
37	Innovation and Modernization Initiatives Reserve Fund	-	-	-	-	-	-	1,741	-	-	-	1,741	1,741	
38	Climate Change Mitigation and Environmental Reserve Fund	-	-	-	-	-	-	250	-	-	(250)	-	-	
39	Infrastructure Renewal Fund	16,986	16,986	-	-	-	16,986	16,986	-	-	-	16,986	-	
40	Road Rehabilitation Reserve Fund	26,050	26,050	-	-	-	26,050	26,050	-	-	-	26,050	-	
41	Bridge Rehabilitation Reserve Fund	5,525	5,525	-	-	-	5,525	5,525	-	-	-	5,525	-	
42	Regional Roads Reserve	12,549	12,549	-	-	-	12,549	12,549	-	-	-	12,549	-	
43	Regional Headquarters Reserve	1,250	1,250	-	-	-	1,250	1,250	-	-	-	1,250	-	
44	Equipment Reserve Fund	750	750	-	-	-	750	750	-	-	-	750	-	
45	Social Housing Capital Provision	1,450	1,450	-	-	-	1,450	1,146	-	-	-	1,146	(304)	
46	Social Housing Technical Audits	106	106	-	-	-	106	-	-	-	-	-	(106)	
47	Social Housing Provision	960	960	-	-	-	960	-	-	-	-	-	(960)	
48	Paramedic Station	1,783	1,783	-	-	-	1,783	1,783	-	-	-	1,783	-	
49	9-1-1 Phone System Backup Equipment	500	500	-	-	-	500	500	-	-	-	500	-	
50	Regional Revitalization Reserve Fund	1,860	1,860	-	-	-	1,860	1,860	-	-	-	1,860	-	
51	Property Assessment Appeals	1,000	1,000	-	-	-	1,000	1,000	-	-	-	1,000	-	
52	Assessment Adjustments	1,457	1,457	-	-	-	1,457	392	-	-	-	392	(1,065)	
53	Deferral for Seaton Growth	3,176	3,176	-	-	-	3,176	3,176	-	-	-	3,176	-	
Corporate Requirements Subtotal		93,515	93,834	620	-	(939)	93,515	90,623	2,826	(2,826)	(2,069)	88,554	(4,961)	(5.3%)


Financial Details: Summary by Program (\$,000's) Continued

		2020 Estimated Actuals	2020 Restated Budgets				2021 Proposed Budgets					Variance		
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Revenue/Recovery Programs														
54	Payment in Lieu	(12,721)	-	-	-	(12,052)	(12,052)	-	-	-	(12,472)	(12,472)	(420)	
55	Unallocated Revenues	(1,906)	-	-	-	(1,906)	(1,906)	-	-	-	(1,960)	(1,960)	(54)	
56	Ontario Works Program Delivery – Departmental Services Recovery	(900)	-	-	(900)	-	(900)	-	-	(900)	-	(900)	-	
57	Region of Durham Paramedic Services Program Delivery - Departmental Services Recovery	(824)	-	-	(792)	-	(792)	-	-	(824)	-	(824)	(32)	
58	Water Supply and Sanitary Sewerage - Inter Departmental Recovery	(6,013)	(6,013)	-	-	-	(6,013)	(6,214)	-	-	-	(6,214)	(201)	
Revenue/Recovery Programs Subtotal		(22,364)	(6,013)	-	(1,692)	(13,958)	(21,663)	(6,214)	-	(1,724)	(14,432)	(22,370)	(707)	(3.3%)

Financial Details: Summary by Program (\$,000's) Continued

		2020 Estimated Actuals	2020 Restated Budgets				Approved Budget	2021 Proposed Budgets				Variance	
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$
Special Contributions													
59	Land Conservation and Protection Reserve Fund	567	567	-	-	-	567	374	-	-	-	374	(193)
60	Trent University Durham	474	474	-	-	-	474	474	-	-	-	474	-
61	Durham College	667	667	-	-	-	667	667	-	-	-	667	-
62	Oak Ridges Hospice Durham	360	360	-	-	-	360	-	-	-	-	-	(360)
63	Durham Region Hospice (Clarington)	239	239	-	-	-	239	-	-	-	-	-	(239)
64	Durham Region Community Investment Grant	2,670	2,670	-	-	-	2,670	3,269	-	-	-	3,269	599
Special Contributions Subtotal		4,977	4,977	-	-	-	4,977	4,784	-	-	-	4,784	(193) (3.9%)
Corporate Items Total		78,491	95,161	620	(1,692)	(14,897)	79,192	91,360	2,826	(4,550)	(16,501)	73,135	(6,057) (7.6%)


Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Information Technology								
Capital Expenditures								
Information Technology	-	2,826	-	-	-	-	-	-
Capital Expenditure Subtotal	-	2,826	-	-	-	-	-	-
Capital Financing								
Subsidy/Grant	-	2,826	-	-	-	-	-	-
Capital Financing Subtotal	-	2,826	-	-	-	-	-	-
Total Corporate Items	-	2,826	-	-	-	-	-	-

Details of Budget Changes

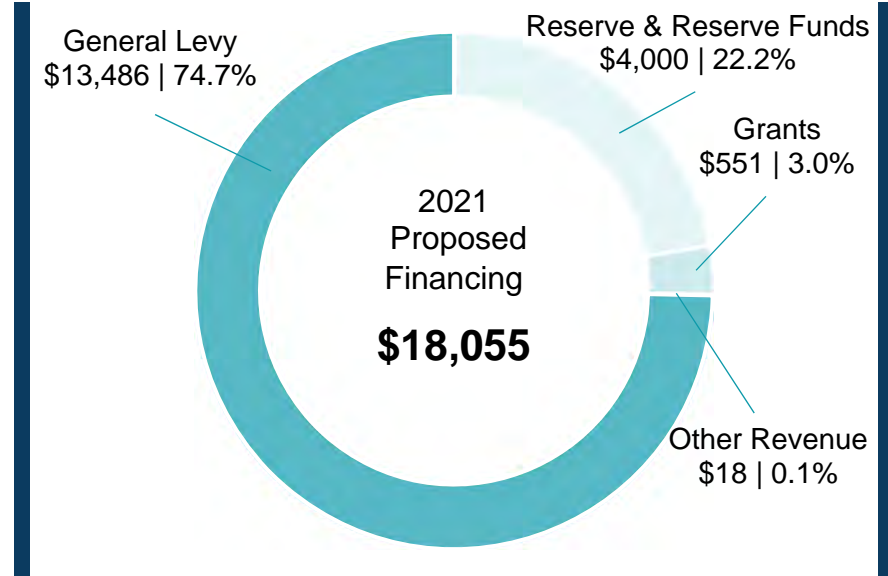
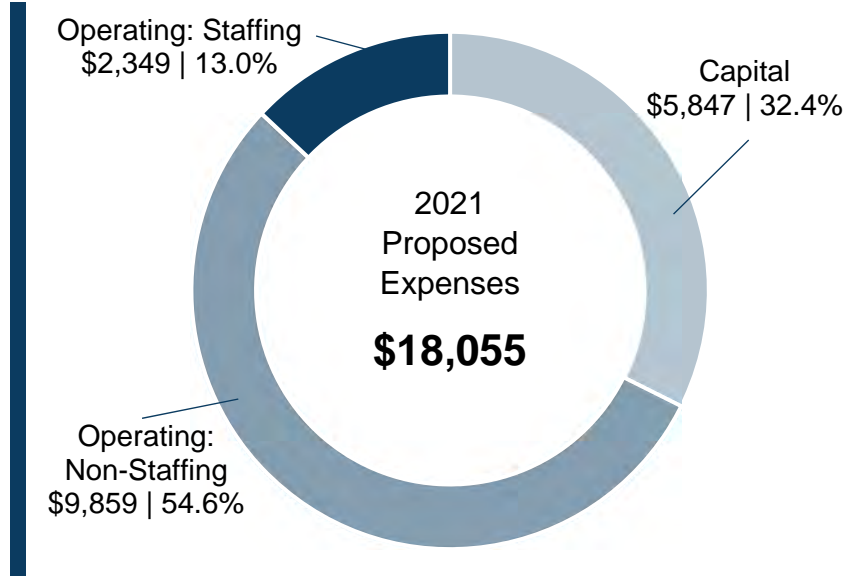
Strategic Investments – Corporate Items	2021 Impact (\$ 000's)
Working in partnership with DRPS and Lakeridge Health to provide 3 nurses for the mental health support unit as directed by Council on July 29, 2020.	450
Redirection of funds to support Rapid Transit and Transit Oriented Development initiatives	(1,839)
Reduction to provision for Assessment Base Adjustments as result of the recent settlement of a significant automotive sector appeal.	(1,065)
Strategic Investments – Corporate Items Subtotal	(2,454)
<hr/>	
Base Adjustments – Corporate Items	2021 Impact (\$ 000's)
Increased transfers and provincial subsidy to the general levy fund to partially cover economic and inflationary increases	(233)
Removal of one-time items	(1,580)
Realignment to actuals	(420)
Increase in annual fees for MPAC	47
Line-by-line review identified savings	(1,417)
Base Adjustments – Corporate Items Subtotal	(3,603)
<hr/>	
Net Changes – Corporate Items	(6,057)

Appendix A: Detailed 2021 Capital Projects Listing

	Quantity	New / Replacement	2021 Proposed Financing								2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed		
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy	
Corporate Items																
Information Technology																
Broadband line - Pickering to Uxbridge		New	-	-	-	-	-	-	-	2,826	-	-	2,826	-	-	2,826
Information Technology Subtotal			-	-	-	-	-	-	-	2,826	-	-	2,826	-	-	2,826
Corporate Items Subtotal			-	-	-	-	-	-	-	2,826	-	-	2,826	-	-	2,826
Total Capital Corporate Items			-	-	-	-	-	-	-	2,826	-	-	2,826	-	-	2,826



Advancing service excellence in the management of the Region's Headquarters



Amounts are in \$,000's

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Major Programs and Services

Regional Headquarters

Regional Headquarters Facility

Provide effective asset, custodial, security and project management services.

Public Counter and Call Centre Operations

Operational support so staff can provide immediate response to general inquiries regarding Regional programs and services.

Strategic Priorities

For 2021 some of the key priorities and planned actions include:

Environmental Sustainability



Continue to evaluate opportunities to reduce emissions from Regional facilities like the expansion of electric vehicle charging stations

Service Excellence




Advance the Workplace Modernization efforts including providing a variety of workspaces that can support collaborate work with both Regional staff and community members


Financial Details: Summary by Account (\$,000's)

	Durham Budget 2021			Variance	
	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	\$	%
Expenses					
Operating Expenses					
Personel Expenses	2,215	2,176	2,332		
Personnel Related	10	17	17		
Communications	704	673	672		
Supplies	128	122	122		
Utilities	889	1,149	953		
Computer Maintenance & Operations	28	26	26		
Materials & Services	62	63	82		
Buildings & Grounds Operations	1,198	1,157	1,150		
Equipment Maintenance & Repairs	34	25	25		
Debt Charges	4,594	4,594	4,594		
Professional Services	258	274	25		
Contracted Services	880	887	1,131		
Financial Expenses	182	182	192		
Major Repairs & Renovations	114	95	71		
Contribution to Reserves / Reserve Funds	-	-	403		
Operating Expenses Subtotal	11,296	11,440	11,795	355	3.1%
Internal Transfers & Recoveries					
Inter-Departmental Transfers	397	397	413		
Internal Transfers & Recoveries Subtotal	397	397	413	16	4.0%
Gross Operating Expenses	11,693	11,837	12,208	371	3.1%


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Capital Expenses					
New	345	345	-		
Replacement	8,475	8,475	5,847		
Capital Expenses Subtotal	8,820	8,820	5,847	(2,973)	(33.7%)
Total Expenses	20,513	20,657	18,055	(2,602)	(12.6%)
Revenues and Financing					
Operating Revenue					
Rents	(11)	(25)	(14)		
Sundry Revenue	(5)	(4)	(4)		
Operating Revenue Subtotal	(16)	(29)	(18)	11	(37.9%)
Capital Financing					
Federal Grant - Capital	-	(20)	-		
Grant - Capital	-	-	(551)		
Reserve	(7,018)	(7,018)	(4,000)		
Reserve Fund	(400)	(400)	-		
Capital Financing Subtotal	(7,418)	(7,438)	(4,551)	2,887	(38.8%)
Total Revenues and Financing	(7,434)	(7,467)	(4,569)	2,898	(38.8%)
Regional Headquarters Before Allocation to Departments	13,079	13,190	13,486	296	2.2%


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Allocation to Departments					
Durham Regional Police Service	(1,691)	(1,706)	(1,744)		
Durham Region Transit	(73)	(73)	(75)		
Works Department					
Roads and Bridges	(629)	(634)	(649)		
Solid Waste Management	(209)	(211)	(216)		
Sanitary Sewerage	(1,091)	(1,100)	(1,124)		
Water Supply	(1,091)	(1,100)	(1,124)		
Economic Development and Planning					
Economic Development and Tourism	(115)	(116)	(118)		
Planning	(436)	(440)	(450)		
Public Health	(2,073)	(2,091)	(2,138)		
Social Services					
Children Services	(596)	(601)	(614)		
Family Services	(348)	(351)	(359)		
Housing Services	(129)	(129)	(133)		
Social Assistance	(1,292)	(1,303)	(1,332)		
Office of the Regional Chair	(69)	(70)	(71)		
Regional Council	(200)	(202)	(206)		
Office of the Chief Administrative Officer	(97)	(98)	(100)		


Financial Details: Summary by Account (\$,000's) Continued

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budget	2021 Proposed Budget	Variance	
				\$	%
Corporate Services:					
Human Resources	(221)	(223)	(228)		
Information Technology	(358)	(361)	(370)		
Legal Services	(107)	(108)	(110)		
Legal Services - Provincial Offences Act	(979)	(987)	(1,009)		
Legislative Services	(114)	(115)	(118)		
Finance	(779)	(786)	(804)		
Durham Emergency Management Office	(55)	(55)	(56)		
Utility Finance	(327)	(330)	(338)		
Allocation to Departments Subtotal	(13,079)	(13,190)	(13,486)	(296)	0.3%
Total Allocation to Departments	(13,079)	(13,190)	(13,486)	(296)	0.3%
Total Regional Headquarters	-	-	-	-	0.0%

Financial Details: Summary by Program (\$,000's)

 Durham Budget 2021	2020 Estimated Actuals	2020 Approved Budgets					2021 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Regional Headquarters													
1 Regional Headquarters Facility	-	10,580	8,184	(20)	(18,744)	-	11,165	5,801	(551)	(16,415)	-	-	-
2 Call Center Operations	-	859	408	-	(1,267)	-	630	15	-	(645)	-	-	-
3 Public Counter Operations	-	398	228	-	(626)	-	413	31	-	(444)	-	-	-
Regional Headquarters Subtotal	-	11,837	8,820	(20)	(20,637)	-	12,208	5,847	(551)	(17,504)	-	-	-
Total Regional Headquarters	-	11,837	8,820	(20)	(20,637)	-	12,208	5,847	(551)	(17,504)	-	-	-

Financial Details: Summary of Capital (\$,000's)

 Durham Budget 2021	2020 Approved Budget	2021 Proposed Budget	Forecast					Forecast Total
			2022	2023	2024	2025	2026-2030	
Regional Headquarters								
Capital Expenditures								
Building & Structures	7,584	5,801	5,868	3,904	1,114	1,829	11,575	24,290
Machinery & Equipment	300	-	113	892	100	1,228	487	2,820
Capital Expenditure Subtotal	7,884	5,801	5,981	4,796	1,214	3,057	12,062	27,110
Capital Financing								
General Levy	1,146	1,250	5,981	4,796	1,214	3,057	12,062	27,110
Reserves / Reserve Funds	6,718	4,000	-	-	-	-	-	-
Subsidy / Grant	20	551	-	-	-	-	-	-
Capital Financing Subtotal	7,884	5,801	5,981	4,796	1,214	3,057	12,062	27,110
Total Capital Regional Headquarters	7,884	5,801	5,981	4,796	1,214	3,057	12,062	27,110

Details of Budget Changes

Strategic Investments – Regional Headquarters	2021 Impact (\$ 000's)
Increase in costs for enhanced pandemic security measures	261
Workplace Modernization Project (\$4,632K) partially funded from reserve fund (-\$4,000).	632
Retrofits for the main entrance revolving door (\$551K). Cost fully offset by the COVID-19 Resilience Infrastructure Program.	-
Strategic Investments – Regional Headquarters Subtotal	893

Base Adjustments – Regional Headquarters	2021 Impact (\$ 000's)
Economic increase	171
Inflationary increases	29
Utility decrease – reduction in rates	(196)
Line-by-line review savings	(29)
Realignment to actuals	25
Removal of one-time items	(1,704)
Addition of one-time items	1,107
Adjustment to departmental allocation of costs	(296)
Base Adjustments – Regional Headquarters Subtotal	(893)

Net Changes

-

Staffing Details

Regional Headquarters	Full Time Equivalents (FTE's)
2020 Approved Complement	<u>13.0</u>
Position Transfer	
Custodian position transferred from Facility Maintenance & Operations	1.0
Total Position Transfer	<u>1.0</u>
Regional Headquarters Subtotal	14.0
Total Complement Regional Headquarters	14.0

Looking Forward

The Region is committed to championing service excellence at Regional Headquarters through advancing and integrating technology in the Workplace Modernization Project, evaluating opportunities to contribute to reduced emissions from Regional facilities, and providing a safe, clean, and well maintained facility for staff and residents.

Appendix A: Detailed 2021 Capital Projects Listing

Durham Region	Durham Budget	2021	Quantity	New / Replacement	2021 Proposed Financing							2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
					Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant					Debenture
Regional Headquarters																
Building & Structures																
			1	New	-	-	-	-	-	-	-	-	-	10,000	10,000	
			1	New	-	-	-	-	-	-	-	-	-	1,360	1,360	
			1	New	-	-	-	-	-	-	-	-	-	46	46	
			1	New	-	-	-	-	-	-	-	-	-	163	163	
			1	Replacement	-	-	-	-	-	-	-	-	-	472	472	
			1	New	-	-	-	-	-	-	-	-	-	128	128	
			1	Replacement	-	-	-	-	-	-	-	-	-	228	228	
			1	Replacement	-	-	-	-	-	-	-	-	-	200	200	
			1	Replacement	-	-	-	-	-	-	-	-	-	2,500	2,500	
			1	New	-	-	-	-	-	-	-	-	-	120	120	
			1	Replacement	-	-	-	-	-	148	-	-	148	-	148	
			1	New	-	-	-	-	-	-	-	-	-	92	92	
			1	Replacement	-	-	-	-	-	-	-	63	63	-	63	
			1	Replacement	-	-	-	-	-	-	-	55	55	-	317	
			1	Replacement	-	-	-	-	-	-	-	-	-	791	791	
			1	Replacement	-	4,000	-	-	-	-	-	632	4,632	-	7,500	
			1	Replacement	-	-	-	-	-	-	-	500	500	-	373	
			1	Replacement	-	-	-	-	-	403	-	-	403	-	403	
Building & Structures Subtotal					-	4,000	-	-	-	551	-	1,250	5,801	-	24,290	30,091

Appendix A: Detailed 2021 Capital Projects Listing

Durham Region Durham Budget 2021	Quantity	New / Replacement	2021 Proposed Financing									2021 Proposed Budget	Approved Funding Prior to 2021	Proposed 2022-2030	Total Proposed	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
Machinery & Equipment																
Air Cooled Chiller for Shoulder Season (Jockey Chiller)	1	New	-	-	-	-	-	-	-	-	-	-	-	-	387	387
Cooling Chiller/Re-piping + Tower Access to allow Cooling Towers to Run Independently	1	Replacement	-	-	-	-	-	-	-	-	-	-	-	-	270	270
Cooling Tower/ Re-Piping Circulation	1	Replacement	-	-	-	-	-	-	-	-	-	-	-	-	82	82
Generator/Load bank Quick Connection	1	New	-	-	-	-	-	-	-	-	-	-	-	-	266	266
Install Variable Frequency Drive on Chiller #1	1	Replacement	-	-	-	-	-	-	-	-	-	-	-	-	307	307
Uninterrupted Power Supply (UPS) Battery Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	-	-	-	180	180
UPS Refeed & Replacement- Construction	1	Replacement	-	-	-	-	-	-	-	-	-	-	-	-	1,328	1,328
Machinery & Equipment Subtotal			-	-	-	-	-	-	-	-	-	-	-	-	2,820	2,820
Regional Headquarters Subtotal			-	4,000	-	-	-	-	551	-	1,250	5,801	-	-	27,110	32,911
Total Capital Regional Headquarters			-	4,000	-	-	-	-	551	-	1,250	5,801	-	-	27,110	32,911



**REGIONAL MUNICIPALITY
OF DURHAM**

**LISTING OF
FEES AND CHARGES**

2021

February 2021



LISTING OF FEES AND CHARGES - 2021

The following is a complete listing of Fees and Charges for The Regional Municipality of Durham for the various service areas throughout the Region. The Council approved listing is also available on the Region's web-site at www.durham.ca. The Finance Department will update the web-site version of the attached listings periodically throughout the year. The public is encouraged to contact the applicable department to verify the correct fee and/or charge before application. Please contact the Corporate Services Department – Legislative Services at (905) 668-7711 or 1-800-372-1102 for the telephone number of the applicable department.



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**The Regional Municipality of Durham - 2021 Fees and Charges
Corporate Services Department – Legal Services**

Legal Services Program Fees

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Agreements prepared pursuant to Land Division Committee decision	\$450.00	N	D		
Servicing Agreements	\$1,125.00	N	D		Report 2007-J-39
Subdivision Agreement	\$2,125.00	N	D		Report 2007-J-39
Releases of agreements, easements, etc. (Registration costs extra)	\$140.00	Y	D	January 1, 2014	
Letters of Compliance with agreements	\$80.00	N	D	January 1, 2014	
Rush Letters of Compliance (24 hour turn around)	\$160.00	N	D	January 1, 2014	

**The Regional Municipality of Durham - 2021 Fees and Charges
Corporate Services Department – Legislative Services**

Administrative and Related Fees

Description	Specific Documents	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Photocopies		/page	\$0.20	Y	I/D *	September 30, 2020	By-law 39-2020
Faxed Material	Charge is for providing the service and transmittal costs	/page	\$0.20	Y	I/D *	September 30, 2020	By-law 39-2020
Certification	Fee for certification of any record or document	/certification	\$10.00	Y	I/D	July 1, 2008	By-law 39-2020
Documents	Budget - Consolidated Current and Capital	/document	\$25.00	Y	I/D	July 1, 2008	By-law 39-2020
	Council Rules of Procedure - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 39-2020
	Development Charge Background Study	/document	\$25.00	Y	I/D	July 1, 2008	By-law 39-2020
	Traffic By-law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 39-2020
	Sewer Use By-law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 39-2020
	Water and Sewer By-laws - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 39-2020
Regional Official Plan	Office Consolidation - Text and Maps	/set	\$60.00	Y	D	July 1, 2008	By-law 39-2020
	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 39-2020
Reports/ Documents	Fee for reports or documents not listed which do not have to be photocopied		Printing Costs + \$10.50 handling & distribution	Y	I/D	July 1, 2008	By-law 39-2020
Electronic Documents	Reports or documents available in an electronic format, such as CD, DVD, thumb drive, or memory stick	/disk	\$25.00	Y	I/D	July 1, 2008	By-law 39-2020

* An invoice is requisitioned for all transactions over \$5.00 (over 7 pages). There is no charge for transactions under \$5.00 (7 pages free).

**The Regional Municipality of Durham - 2021 Fees and Charges – SCHEDULE “A”
DURHAM REGIONAL POLICE SERVICE**

Police Fees and Charges

Item Code	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge \$	Effective Date	Notes / Comments
1	Destruction of Fingerprints	Per Request	\$57.52	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
2	Criminal Information Requests Employment	Per Request	\$48.67	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
3	Criminal Information Requests Volunteer	Per Request	\$17.70	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
3a	RCMP Finger Print Fee	Per Request	\$25.00	N	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
4	Incident Requests Level 1	Per Request	\$30.97	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
5	Incident Requests Level 2	Per Request	\$53.10	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
6	Local Police Records Check process	Per Request	\$88.50	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
7	Field Notes & Sketch Level 2 Investigation	Per Request	\$200.00	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
8	Field Notes & Sketch Level 3/4 Investigation	Per Request	\$300.00	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
9	Reconstruction Report Level 3 Investigation	Per Request	\$800.00	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
10	Reconstruction Report Level 4 Investigation	Per Request	\$1,327.43	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
11	Executive Summary Report - Collision	Per Request	\$265.49	Y	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
12	FOI Application Fee	Per Request	\$5.00	N	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
13	FOI Fee Recovery - Documents	Per Page	\$0.20	N	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
14	FOI Fee Recovery - Shipping		Cost Recovery	N	D	N/A	January 1, 2021	DRPS Board By-law 11-2020
15	FOI Fee Recovery - Search & Preparation Time	Per Hour	\$30.00	N	I/D	N/A	January 1, 2021	DRPS Board By-law 11-2020
16	FOI Fee Recovery - Computer Disc	Per Disc	\$10.00	N	I/D	N/A	January 1, 2021	DRPS Board By-law 11-2020
17	FOI Fee Recovery - Programming	Per Hour	\$60.00	N	I/D	N/A	January 1, 2021	DRPS Board By-law 11-2020
18	FOI Fee Recovery - Video & Audio Tapes	Per Tape	\$10.00	N	I/D	N/A	January 1, 2021	DRPS Board By-law 11-2020

FOI = Freedom of Information

**The Regional Municipality of Durham - 2021 Fees and Charges – SCHEDULE “A”
DURHAM REGIONAL POLICE SERVICE**

Police Fees and Charges (continued)

Item Code	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge \$	Effective Date	Notes / Comments
19	False Alarm Attendance	Per occurrence	\$175.00	Y	I	N/A	January 1, 2021	DRPS Board By-law 11-2020
20	False Alarm Cancellation	Per occurrence	\$100.00	Y	I	N/A	January 1, 2021	DRPS Board By-law 11-2020
21	False Alarm Attendance - No Service Agreement	Per occurrence	\$175.00	Y	I	N/A	January 1, 2021	DRPS Board By-law 11-2020
22	Additional Disclosure Tapes - Crown Office	Per occurrence	\$8.00	N	I	\$8.00	January 1, 2021	DRPS Board By-law 11-2020
23	Standard Photocopying Charges	Per Page	\$0.25	Y	I	\$0.25	January 1, 2021	DRPS Board By-law 11-2020
24	Incident Photographs on Disc	Per Disc	\$19.47	Y	I	19.47	January 1, 2021	DRPS Board By-law 11-2020
25	Digital/Audio media on disc	Flat Rate	\$42.92	Y	I	\$42.92	January 1, 2021	DRPS Board By-law 11-2020
26	Research and Redaction	Per Hour	\$40.00	Y	I	\$40.00	January 1, 2021	DRPS Board By-law 11-2020
27	Prisoner Escort - charge to Crown Attorney	Per Return	Cost Recovery	N	I	N/A	January 1, 2021	DRPS Board By-law 11-2020
28	Officer Interview - Constable (Overtime rate)	Per Hour	\$107.06	Y	I	N/A	January 1, 2021	DRPS Board By-law 11-2020
29	Officer Interview - Sergeant (Overtime rate)	Per Hour	\$120.39	Y	I	N/A	January 1, 2021	DRPS Board By-law 11-2020
30	Pay Duties - Constable Rate	Per Hour	\$72.00	Y	I	N/A	January 1, 2021	DRPS Board By-law 11-2020
31	Pay Duties - Sergeant Rate	Per Hour	\$82.00	Y	I	N/A	January 1, 2021	DRPS Board By-law 11-2020
32	Pay Duties - Administration Fee		20.00%	Y	I	N/A	January 1, 2021	DRPS Board By-law 11-2020
33	Pay Duties - Vehicle Fee	Hourly	\$38.00	Y	I	\$100.00 (for the first 3 hours)	January 1, 2021	DRPS Board By-law 11-2020

The Regional Municipality of Durham - 2021 Fees and Charges
Durham Region Transit

Conventional Transit Fares

Grouping	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Adult Fares	Adult Cash Fare	\$4.00	N	D	May 1, 2020	Report 2020-DRT-02
	Adult Monthly Pass ¹	\$117.00	N	D	May 1, 2019	Report 2019-DRT-6
	Adult 10-tickets	\$32.50	N	D	May 1, 2020	Report 2020-DRT-02
	Adult PRESTO E-Purse	\$3.25	N	D	May 1, 2020	Report 2020-DRT-02
Youth Fares ²	Youth Cash Fare	\$4.00	N	D	May 1, 2020	Report 2020-DRT-02
	Youth Monthly Pass	\$93.50	N	D	May 1, 2019	Report 2019-DRT-6
	Youth 10-tickets	\$29.00	N	D	May 1, 2020	Report 2020-DRT-02
	Youth PRESTO E-Purse	\$2.90	N	D	May 1, 2020	Report 2020-DRT-02
	Y10 PRESTO Monthly Pass incentive (based on 10 monthly purchases) ³	\$73.50	N	D	September 1, 2019	Report 2019-DRT-6
Senior Fares ⁴	Senior Cash Fare	\$2.75	N	D	May 1, 2020	Report 2020-DRT-02
	Senior Monthly Pass	\$46.00	N	D	May 1, 2019	Report 2019-DRT-6
	Senior 10-tickets	\$21.50	N	D	May 1, 2020	Report 2020-DRT-02
	Senior PRESTO E-Purse	\$2.15	N	D	May 1, 2020	Report 2020-DRT-02
Child Fares	Child up to 12 years of age	Free	N	D	March 1, 2020	Report 2020-DRT-02
GO Transit Co-Fare-link ⁵	Co-Fare Cash Fare	\$0.80	N	D	May 1, 2019	Report 2019-DRT-6
	PRESTO Co-Fare	\$0.80	N	D	May 1, 2019	Report 2019-DRT-6
Access Monthly Pass ⁶	Eligibility requirements for ODSP recipients	\$46.00	N	D	May 1, 2019	Report 2019-DRT-14
Transit Assistance Program	TAP PRESTO E-Purse (Pilot program) ⁷	\$45.50	N	D	May 1, 2020	Report 2020-DRT-02
Universal Transit Pass (U-Pass)	Per semester	\$144.50	N	I	September 1, 2021	Report 2020-DRT-23
Youth Fares ²	2 for 1 Summer Pass ⁸	\$93.50	N	D	July 1, 2019	Report 2018-DRT-03

The Regional Municipality of Durham - 2021 Fees and Charges

Durham Region Transit

Conventional Transit Fares

Notes:

¹ Adult monthly pass is transferable provided it is not used at the same time (no pass back).

² Age 13 to 19 inclusive.

³ Requirements for Youth Y10 concession on PRESTO card and valid on consecutive monthly Y10 purchases only (through to June).

⁴ Age 65 and over.

⁵ 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.

⁶ Eligibility requirements for ODSP recipients.

⁷ Requirements for eligible OW and ODSP recipients with LTAP concession on PRESTO card to receive unlimited travel during the month following 14 single adult fare paid trips at \$3.20. Customer has the option to load funds onto the PRESTO card all at once or in installments at amounts as low as \$0.05. Any unused value on the card at the end of the month carries over to the next month.

⁸ Purchase of a monthly PRESTO Youth pass in July will receive August Youth pass free.

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Finance Department Fees and Charges

Birder Permit

- Issuance of a permit to provide restricted access to the Nonquon Sewage Lagoon to bird watchers for the purpose of observing and studying birds.

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Birder Permit (Annual fee)	\$10.00	N	D		Report 2009-F-61

Dishonored Payments and Financial Administration Fees

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Processing of Dishonored Payments	/payment	\$48.00	N	I/D	January 1, 2019	Report 2018-COW-178
Financial Administration Fee - Subdivision and Servicing Agreements	/letter of credit registration	\$350.00	N	D		Report 2007-J-39
Financial Administration Fee - Subdivision and Servicing Agreements with pay assurance	/letter of credit registration	\$475.00	N	D		Report 2007-J-39

Interest Rate on Overdue Accounts Receivable

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Rate to be applied to the outstanding balance of an account remaining unpaid after the due date of the invoice	1.25%		I		

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Development Charges

- Area Specific Development Charges exist for the Seaton Service Area (see pages 9 -14)

Residential Development Charges

Single and Semi Detached

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$10,013.00	N	*	July 1, 2020	By-law 28-2018
	GO Transit	Per Unit	\$767.00	N	*	July 1, 2020	By-law 86-2001
	Regional Transit	Per Unit	\$1,237.00	N	*	July 1, 2020	By-law 81-2017
	Regional Police Services	Per Unit	\$774.00	N	*	July 1, 2020	By-law 28-2018
	Long Term Care	Per Unit	\$21.00	N	*	July 1, 2020	By-law 28-2018
	Paramedic Services	Per Unit	\$184.00	N	*	July 1, 2020	By-law 28-2018
	Health and Social Services	Per Unit	\$133.00	N	*	July 1, 2020	By-law 28-2018
	Housing Services	Per Unit	\$419.00	N	*	July 1, 2020	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$21.00</u>	N	*	July 1, 2020	By-law 28-2018
Subtotal Region-Wide			\$13,569.00				
Regional Water Supply & Sanitary Sewer Charges	Water Supply ⁽¹⁾ ⁽²⁾	Per Unit	\$10,197.00	N	*	July 1, 2020	By-law 28-2018
	Sanitary Sewerage ⁽¹⁾ ⁽²⁾	Per Unit	<u>\$9,927.00</u>	N	*	July 1, 2020	By-law 28-2018
Total of All Charges			<u>\$33,693.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Development Charges (continued)

Residential Development Charges (continued)

Medium Density Multiple

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$8,045.00	N	*	July 1, 2020	By-law 28-2018
	GO Transit	Per Unit	\$679.00	N	*	July 1, 2020	By-law 86-2001
	Regional Transit	Per Unit	\$995.00	N	*	July 1, 2020	By-law 81-2017
	Regional Police Services	Per Unit	\$623.00	N	*	July 1, 2020	By-law 28-2018
	Long Term Care	Per Unit	\$16.00	N	*	July 1, 2020	By-law 28-2018
	Paramedic Services	Per Unit	\$148.00	N	*	July 1, 2020	By-law 28-2018
	Health and Social Services	Per Unit	\$107.00	N	*	July 1, 2020	By-law 28-2018
	Housing Services	Per Unit	\$336.00	N	*	July 1, 2020	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$16.00</u>	N	*	July 1, 2020	By-law 28-2018
Subtotal Region-Wide			\$10,965.00				
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Unit	\$8,194.00	N	*	July 1, 2020	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Unit	<u>\$7,976.00</u>	N	*	July 1, 2020	By-law 28-2018
Total of All Charges			<u>\$27,135.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Development Charges (continued)

Residential Development Charges (continued)

Apartments – Two Bedrooms and Larger

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$5,816.00	N	*	July 1, 2020	By-law 28-2018
	GO Transit	Per Unit	\$482.00	N	*	July 1, 2020	By-law 86-2001
	Regional Transit	Per Unit	\$719.00	N	*	July 1, 2020	By-law 81-2017
	Regional Police Services	Per Unit	\$451.00	N	*	July 1, 2020	By-law 28-2018
	Long Term Care	Per Unit	\$12.00	N	*	July 1, 2020	By-law 28-2018
	Paramedic Services	Per Unit	\$107.00	N	*	July 1, 2020	By-law 28-2018
	Health and Social Services	Per Unit	\$78.00	N	*	July 1, 2020	By-law 28-2018
	Housing Services	Per Unit	\$244.00	N	*	July 1, 2020	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$12.00</u>	N	*	July 1, 2020	By-law 28-2018
Subtotal Region-Wide			\$7,921.00				
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Unit	\$5,924.00	N	*	July 1, 2020	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Unit	<u>\$5,767.00</u>	N	*	July 1, 2020	By-law 28-2018
Total of All Charges			<u>\$19,612.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Development Charges (continued)

Residential Development Charges (continued)

Apartments - One Bedroom and Smaller

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$3,791.00	N	*	July 1, 2020	By-law 28-2018
	GO Transit	Per Unit	\$286.00	N	*	July 1, 2020	By-law 86-2001
	Regional Transit	Per Unit	\$466.00	N	*	July 1, 2020	By-law 81-2017
	Regional Police Services	Per Unit	\$293.00	N	*	July 1, 2020	By-law 28-2018
	Long Term Care	Per Unit	\$7.00	N	*	July 1, 2020	By-law 28-2018
	Paramedic Services	Per Unit	\$69.00	N	*	July 1, 2020	By-law 28-2018
	Health and Social Services	Per Unit	\$50.00	N	*	July 1, 2020	By-law 28-2018
	Housing Services	Per Unit	\$159.00	N	*	July 1, 2020	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$7.00</u>	N	*	July 1, 2020	By-law 28-2018
Subtotal Region-Wide			\$5,128.00				
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Unit	\$3,860.00	N	*	July 1, 2020	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Unit	<u>\$3,759.00</u>	N	*	July 1, 2020	By-law 28-2018
Total of All Charges			<u>\$12,747.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Development Charges (continued)

Commercial Use Development Charges

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$9.24	N	*	July 1, 2020	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.59</u>	N	*	July 1, 2020	By-law 81-2017
	Subtotal Region-Wide			\$9.83			
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Sq. Ft.	\$3.79	N	*	July 1, 2020	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Sq. Ft.	<u>\$6.37</u>	N	*	July 1, 2020	By-law 28-2018
	Total of All Charges			<u>\$19.99</u>			

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Development Charges (continued)

Institutional Use Development Charges

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$7.77	N	*	July 1, 2020	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.59</u>	N	*	July 1, 2020	By-law 81-2017
	Subtotal Region-Wide			\$8.36			
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Sq. Ft.	\$0.92	N	*	July 1, 2020	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Sq. Ft.	<u>\$1.13</u>	N	*	July 1, 2020	By-law 28-2018
	Total of All Charges			<u>\$10.41</u>			

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Development Charges (continued)

Industrial Use Development Charges

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$3.51	N	*	July 1, 2020	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.59</u>	N	*	July 1, 2020	By-law 81-2017
	Subtotal Region-Wide			\$4.10			
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Sq. Ft.	\$3.03	N	*	July 1, 2020	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Sq. Ft.	<u>\$3.65</u>	N	*	July 1, 2020	By-law 28-2018
	Total of All Charges			<u>\$10.78</u>			

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

**The Regional Municipality of Durham - 2021 Fees and Charges
Finance Department**

Area Specific Development Charges

Seaton Residential Area Specific Development Charges

Single and Semi Detached

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$2,523.00	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$5,919.00	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$4,182.00</u>	N	*	July 1, 2020	By-law 38-2019
Subtotal Water Supply			\$12,624.00				
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$5,274.00	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$1,917.00	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$2,831.00</u>	N	*	July 1, 2020	By-law 38-2019
Subtotal Sanitary Sewerage			\$10,022.00				
Total			<u>\$22,646.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services, Housing Services and Development Related Studies are also payable.

The Regional Municipality of Durham - 2021 Fees and Charges
Finance Department

Area Specific Development Charges (continued)

Seaton Residential Area Specific Development Charges

Medium Density Multiples

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$1,993.00	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$4,676.00	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$3,303.00</u>	N	*	July 1, 2020	By-law 38-2019
	Subtotal Water Supply			\$9,972.00			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$4,166.00	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$1,515.00	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$2,237.00</u>	N	*	July 1, 2020	By-law 38-2019
	Subtotal Sanitary Sewerage			\$7,918.00			
Total			<u>\$17,890.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services, Housing Services and Development Related Studies are also payable.

**The Regional Municipality of Durham - 2021 Fees and Charges
Finance Department**

Area Specific Development Charges (continued)

Seaton Residential Area Specific Development Charges

Apartments

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$1,161.00	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$2,723.00	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$1,923.00</u>	N	*	July 1, 2020	By-law 38-2019
	Subtotal Water Supply			\$5,807.00			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$2,426.00	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$882.00	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$1,303.00</u>	N	*	July 1, 2020	By-law 38-2019
	Subtotal Sanitary Sewerage			\$4,611.00			
Total			<u>\$10,418.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services, Housing Services and Development Related Studies are also payable.

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Area Specific Development Charges (continued)

Seaton Non-Institutional Use Development Charges

- Per Square Foot of Gross Floor Area

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.26	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.58	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Sq. Ft.	<u>\$1.30</u>	N	*	July 1, 2020	By-law 38-2019
	Subtotal Water Supply		\$2.14				
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$1.53	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.57	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Sq. Ft.	<u>\$1.89</u>	N	*	July 1, 2020	By-law 38-2019
	Subtotal Sanitary Sewerage		\$3.99				
Total			<u>\$6.13</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

⁽¹⁾ An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$2.49 / sq. ft. for non-institutional.

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Area Specific Development Charges (continued)

Seaton Institutional Use Development Charges

- Per Square Foot of Gross Floor Area

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.09	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.21	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Sq. Ft.	<u>\$0.45</u>	N	*	July 1, 2020	By-law 38-2019
	Subtotal Water Supply			\$0.75			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.53	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.20	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Sq. Ft.	<u>\$0.65</u>	N	*	July 1, 2020	By-law 38-2019
	Subtotal Sanitary Sewerage			\$1.38			
Total			<u>\$2.13</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

⁽¹⁾ An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$0.54 / sq. ft. for institutional.

The Regional Municipality of Durham - 2021 Fees and Charges Finance Department

Area Specific Development Charges (continued)

Prestige Employment Land Area Development Charges

- Per Net Hectare

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Hectare	\$12,465.00	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Hectare	\$28,271.00	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Hectare	<u>\$62,315.00</u>	N	*	July 1, 2020	By-law 38-2019
	Subtotal Water Supply			\$103,051.00			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Hectare	\$74,479.00	N	*	July 1, 2020	By-law 38-2019
	Regional Seaton Specific DCs	Per Hectare	\$27,257.00	N	*	July 1, 2020	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Hectare	<u>\$90,342.00</u>	N	*	July 1, 2020	By-law 38-2019
	Subtotal Sanitary Sewerage			\$192,078.00			
Total			<u>\$295,129.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

⁽¹⁾ An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$186,290 per net hectare for prestige employment lands.

The Regional Municipality of Durham - 2021 Fees and Charges Water and Sanitary Sewer User Rates

Monthly Water and Sewer Usage Rate Schedule

Volumetric Charges

- Metered Rates (based on water consumption volume).
- All Usage by Residential Customers Billed at First Block Rates.
- Water Meters Servicing Multiple Units: For multiple units, the consumption block limits are calculated by multiplying the consumption block limits by the number of units.
- Volumetric Sewer Surcharge Rates: The volumetric Sewer Surcharge Rates are calculated based on the following surcharge on the Regional metered water rates.

First Block	163.5%
Second Block	169.2%
Third Block	154.9%

Block	Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
First	0 to 45 cubic metres/month	/cubic metre	\$1.142	\$1.867	N	I	January 1, 2021	2020-F-25
	0 to 10,000 gallons/month	/1,000 gallons	\$5.191	\$8.487	N	I	January 1, 2021	2020-F-25
	0 to 1,600 cubic feet/month	/100 cubic feet	\$3.234	\$5.287	N	I	January 1, 2021	2020-F-25
Second	46 to 4,500 cubic metres/month	/cubic metre	\$0.971	\$1.643	N	I	January 1, 2021	2020-F-25
	10,001 to 1,000,000 gallons/month	/1,000 gallons	\$4.415	\$7.468	N	I	January 1, 2021	2020-F-25
	1,601 to 160,000 cubic feet/month	/100 cubic feet	\$2.751	\$4.653	N	I	January 1, 2021	2020-F-25
Third	Over 4,500 cubic metres/month	/cubic metre	\$0.892	\$1.381	N	I	January 1, 2021	2020-F-25
	Over 1,000,000 gallons/month	/1,000 gallons	\$4.053	\$6.277	N	I	January 1, 2021	2020-F-25
	Over 160,000 cubic feet/month	/100 cubic feet	\$2.525	\$3.911	N	I	January 1, 2021	2020-F-25

The Regional Municipality of Durham - 2021 Fees and Charges
Water and Sanitary Sewer User Rates

Monthly Water and Sewer Usage Rate Schedule (continued)

Basic Service Charges

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Metered Service Charge (\$/Month):	Standard Meter (17 to 19 mm)	\$19.19	-	N	I	January 1, 2021	2020-F-25
	25 mm (1 inch)	\$39.00	-	N	I	January 1, 2021	2020-F-25
	38 mm (1 1/2 inches)	\$83.01	-	N	I	January 1, 2021	2020-F-25
	51 mm (2 inches)	\$179.27	-	N	I	January 1, 2021	2020-F-25
	76 mm (3 inches)	\$315.15	-	N	I	January 1, 2021	2020-F-25
	102 mm (4 inches)	\$626.65	-	N	I	January 1, 2021	2020-F-25
	152 mm (6 inches)	\$1,164.65	-	N	I	January 1, 2021	2020-F-25
	203 mm (8 inches)	\$1,985.47	-	N	I	January 1, 2021	2020-F-25
	254 mm (10 inches)	\$3,230.93	-	N	I	January 1, 2021	2020-F-25
Sewer Service Charge:	/year	-	\$87.84	N	I	January 1, 2021	2020-F-25
	/quarter	-	\$21.96	N	I	January 1, 2021	2020-F-25
	/month	-	\$7.32	N	I	January 1, 2021	2020-F-25
Water Minimum Charge (\$/Month):	25 mm (1 inch)	\$65.00	-	N	I	January 1, 2021	2020-F-25
	38 mm (1 1/2 inches)	\$125.00	-	N	I	January 1, 2021	2020-F-25
	51 mm (2 inches)	\$240.00	-	N	I	January 1, 2021	2020-F-25
	76 mm (3 inches)	\$411.00	-	N	I	January 1, 2021	2020-F-25
	102 mm (4 inches)	\$811.00	-	N	I	January 1, 2021	2020-F-25
	152 mm (6 inches)	\$1,481.00	-	N	I	January 1, 2021	2020-F-25
	203 mm (8 inches)	\$2,435.00	-	N	I	January 1, 2021	2020-F-25
	254 mm (10inches)	\$3,857.00	-	N	I	January 1, 2021	2020-F-25
Sewer Minimum Charge (\$/Month):	All customers with meters 25 mm or larger (no minimum charge for standard meter customers)	-	\$50.00	N	I	January 1, 2021	2020-F-25

**The Regional Municipality of Durham - 2021 Fees and Charges
Water and Sanitary Sewer User Rates**

Monthly Water and Sewer Usage Rate Schedule (continued)

Basic Service Charges (continued)

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Unmetered Fire Line Service Charge:	25 mm (1 inch)	\$14.82	N	I	January 1, 2021	2020-F-25
	38 mm (1 1/2 inches)	\$19.92	N	I	January 1, 2021	2020-F-25
	51 mm (2 inches)	\$38.55	N	I	January 1, 2021	2020-F-25
	64 mm (2 1/2 inches)	\$51.08	N	I	January 1, 2021	2020-F-25
	76 mm (3 inches)	\$67.73	N	I	January 1, 2021	2020-F-25
	102 mm (4 inches)	\$135.47	N	I	January 1, 2021	2020-F-25
	127 mm (5 inches)	\$181.89	N	I	January 1, 2021	2020-F-25
	152 mm (6 inches)	\$250.15	N	I	January 1, 2021	2020-F-25
	203 mm (8 inches)	\$416.81	N	I	January 1, 2021	2020-F-25
	254 mm (10 inches)	\$665.11	N	I	January 1, 2021	2020-F-25
	305 mm (12 inches)	\$937.77	N	I	January 1, 2021	2020-F-25

**The Regional Municipality of Durham - 2021 Fees and Charges
Water and Sanitary Sewer User Rates**

Monthly Water and Sewer Usage Rate Schedule (continued)

Flat Rate

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Flat Rate	/year/unit	\$541.80	\$597.12	N	I	January 1, 2021	2020-F-25
	/quarter/unit	\$135.45	\$149.28	N	I	January 1, 2021	2020-F-25
	/month/unit	\$45.15	\$49.76	N	I	January 1, 2021	2020-F-25

Raw Water

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Raw Water	/1,000 gallons	\$1.548	N	I	January 1, 2021	2020-F-25
	/cubic metre	\$0.341	N	I	January 1, 2021	2020-F-25

The Regional Municipality of Durham - 2021 Fees and Charges Water and Sanitary Sewer User Rates

Service Connection Related Charges

Water Service Connection Charges

Water Service Connection Charges, for single family and semi-detached residential lots including those for pre-install stubs.

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Base Rate - Apr 1 - Nov 30	19 mm (3/4") diameter	\$3,700.00	N	D	January 1, 2020	By-law 69-2019
Winter Rate - Dec 1 - Mar 31		\$4,810.00	N	D	January 1, 2020	By-law 69-2019
Base Rate - Apr 1 - Nov 30	25 mm (1") diameter	\$4,600.00	N	D	January 1, 2020	By-law 69-2019
Winter Rate - Dec 1 – Mar 31		\$5,980.00	N	D	January 1, 2020	By-law 69-2019

Water Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings.

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Service Connection		Actual cost	N	D	January 1, 2020	By-law 69-2019
	19 mm (3/4") diameter minimum charge	\$3,700.00	N	D	January 1, 2020	By-law 69-2019
	25 mm (1") diameter minimum charge	\$4,600.00	N	D	January 1, 2020	By-law 69-2019

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Inspection of an installation of a separate fine line on private property	\$125.00	N	D	January 1, 2020	By-law 69-2019

The Regional Municipality of Durham - 2021 Fees and Charges
Water and Sanitary Sewer User Rates

Service Connection Related Charges

Sanitary Sewer Service Connection Charges

Sanitary Sewer Service Connection Charges for single family and semi-detached residential lots including those created by severance and pre-install stubs.

Description	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Base Rate - Apr 1 - Nov 30	100 or 125 mm (4 or 5") diameter	\$3,843.00	N	D	January 1, 2020	By-law 68-2019
Winter Rate - Dec 1 - Mar 31		\$5,005.00	N	D	January 1, 2020	By-law 68-2019

Sanitary Sewer Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings.

Description	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Sanitary Sewer Service Connection	Actual cost	N	D	January 1, 2020	By-law 68-2019
Minimum Charge	\$3,843.00	N	D	January 1, 2020	By-law 68-2019

Storm Sewer Service Connection Charges

Description	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Storm Sewer Service Connection	Actual Cost	N	D	January 1, 2020	By-law 68-2019
Minimum Charge	\$3,843.00	N	D	January 1, 2020	By-law 68-2019

**The Regional Municipality of Durham - 2021 Fees and Charges
Water and Sanitary Sewer User Rates**

Service Connection Related Charges (continued)

Reuse of Water/Sewer Service Connection where building has been or will be demolished or removed

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Inspection Fee		\$125.00	\$125.00	N	D	January 1, 2020	By-law 69-2019 / By-law 68-2019
Where a disused Water/Sewer Service Connection is to be replaced by the Region	See Service Connection Charges on previous pages						

Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections

Description	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections	Actual Costs	Actual Costs	N	D	January 1, 2020	By-law 69-2019 / By-law 68-2019

The Regional Municipality of Durham - 2021 Fees and Charges Water and Sanitary Sewer User Rates

Frontage Charges

Watermain – see Sanitary Sewer on following page

Description (Watermain Diameter)	Payment	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard 150 mm (6") ⁽¹⁾	i) Cash cost (standard)	/metre	\$460.00	N	D	January 1, 2020	By-law 69-2019
		/foot	\$140.21	N	D	January 1, 2020	By-law 69-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 69-2019
Standard 200 mm (8")	i) Cash cost (standard)	/metre	\$528.00	N	D	January 1, 2020	By-law 69-2019
		/foot	\$160.93	N	D	January 1, 2020	By-law 69-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 69-2019
Standard 300 mm (12")	i) Cash cost (standard)	/metre	\$570.00	N	D	January 1, 2020	By-law 69-2019
		/foot	\$173.74	N	D	January 1, 2020	By-law 69-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 69-2019

Customers requiring non-standard main sizes charged actual cost.

Any frontage charges for non-standard main sizes, or any extraordinary circumstances, be assessed by the Commissioners of Finance and Works on a case by case basis to maximize full recovery.

Rate may vary if estimated construction costs vary significantly from the rates noted above.

Frontage charges for petition projects shall be based on actual costs.

Notes

⁽¹⁾ Residential frontage charges to be assessed on the basis of a standard 150 mm (6") diameter watermain.

The Regional Municipality of Durham - 2021 Fees and Charges Water and Sanitary Sewer User Rates

Frontage Charges (continued)

Sanitary Sewer – see Watermain on previous page

Description (Sanitary Sewer Diameter)	Payment	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard 200 mm (8") ⁽¹⁾	i) Cash cost (standard)	/metre	\$507.00	N	D	January 1, 2020	By-law 68-2019
		/foot	\$154.53	N	D	January 1, 2020	By-law 68-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 68-2019
Standard 250 mm (10")	i) Cash cost (standard)	/metre	\$575.00	N	D	January 1, 2020	By-law 68-2019
		/foot	\$175.26	N	D	January 1, 2020	By-law 68-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 68-2019
Standard 300 mm (12")	i) Cash cost (standard)	/metre	\$637.00	N	D	January 1, 2020	By-law 68-2019
		/foot	\$194.16	N	D	January 1, 2020	By-law 68-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 68-2019

Customers requiring non-standard main sizes charged actual cost.

Any frontage charges for non-standard main sizes, or any extraordinary circumstances, be assessed by the Commissioners of Finance and Works on a case by case basis to maximize full recovery.

Rate may vary if estimated construction costs vary significantly from the rates noted above.

Frontage charges for petition projects shall be based on actual costs.

Notes

⁽¹⁾ Residential frontage charges to be assessed on the basis of a standard 200 mm (8") diameter sanitary sewer.

**The Regional Municipality of Durham - 2021 Fees and Charges
Water and Sanitary Sewer User Rates**

Miscellaneous Charges

Water Shut Off/Turn On: Initiated by Customer

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
During Normal Regional Working Hours	Shut Water Off	\$80.00	N	I	January 1, 2020	By-law 69-2019
	Turn Water On	\$80.00	N	I	January 1, 2020	By-law 69-2019
	Shut Off and Turn on During Same Call	\$80.00	N	I	January 1, 2020	By-law 69-2019
After Normal Regional Working Hours	Shut Water Off	\$120.00	N	I	January 1, 2020	By-law 69-2019
	Turn Water On	\$120.00	N	I	January 1, 2020	By-law 69-2019
	Shut Off and Turn on During Same Call	\$120.00	N	I	January 1, 2020	By-law 69-2019

Water Shut Off/Turn On: Initiated by Region

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
For failure by the Customer to arrange with the Region for meter installation, replacement, repair or inspection or meter reading	Off or On, each	\$80.00	-	N	I	January 1, 2020	By-law 69-2019
For Water Shut Off Notification prior to shut off action being taken		\$25.00	\$25.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
For Water Shut Off due to collection action for non-payment of Water/Sewer bill, or any Regional invoice, or for violation of any provision of the Water System/Sewer System By-laws (water not necessarily shut off)		\$94.00	\$94.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Turn Water On		\$80.00	\$80.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019

The Regional Municipality of Durham - 2021 Fees and Charges Water and Sanitary Sewer User Rates

Miscellaneous Charges (continued)

Standby Charge While Water Service is Shut Off

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standby charge while water service is shut off but not disconnected	Standard Service Charge	N	I	January 1, 2020	By-law 69-2019

Testing of Water Meter: Initiated by Customer

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Deposit		\$210.00	N	I	January 1, 2020	By-law 69-2019
Fee where the meter is found to measure the flow of water within or below AWWA Specifications	Up to a maximum size of 25 mm	\$210.00	N	I	January 1, 2020	By-law 69-2019
	Over 25 mm	Actual Cost	N	I	January 1, 2020	By-law 69-2019
Fee if meter is found to measure the flow of water above AWWA specifications		No charge			January 1, 2020	By-law 69-2019

**The Regional Municipality of Durham - 2021 Fees and Charges
Water and Sanitary Sewer User Rates**

Miscellaneous Charges (continued)

Unmetered water used for construction (building purposes)

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Unmetered water used for construction (building purposes)	/service	\$222.00	N	I	January 1, 2020	By-law 69-2019

Drawing Regional water from hydrants for purposes other than fire protection

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Area Municipalities	/cubic metre	\$3.88	N	I/D	January 1, 2020	By-law 69-2019
	/1000 gallons	\$17.64	N	I/D	January 1, 2020	By-law 69-2019
Others	/cubic metre	\$3.88	N	I/D	January 1, 2020	By-law 69-2019
	/1000 gallons	\$17.64	N	I/D	January 1, 2020	By-law 69-2019
Deposit		\$1,800.00	N	I/D	January 1, 2020	By-law 69-2019
Administration Fee		\$134.77	N	I/D	January 1, 2020	By-law 69-2019
Minimum Charge	/month	\$1,800.00	N	I/D	January 1, 2020	By-law 69-2019
Valve Installation/removal		\$109.25	N	I/D	January 1, 2020	By-law 69-2019

**The Regional Municipality of Durham - 2021 Fees and Charges
Water and Sanitary Sewer User Rates**

Miscellaneous Charges (continued)

Repair or replacement of frozen, damaged or missing water meters

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Up to a maximum size of 19 mm (3/4")	\$210.00	N	I	January 1, 2020	By-law 69-2019
Over 19 mm (3/4")	Actual Cost	N	I	January 1, 2020	By-law 69-2019

Water from Water Supply Plants, Water Pollution Control Plants, Works Depots and Bulk Filling Stations

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water	/cubic metre	\$3.23	N	I/D	January 1, 2021	2020-F-25
	/1000 gallons	\$14.69	N	I/D	January 1, 2021	2020-F-25
Service Charge \$	per month	\$21.00			January 1, 2020	By-law 69-2019
Occasional Users - Flat Rate		N/A	N	I/D	January 1, 2020	By-law 69-2019
New Account Fee		\$42.00	N	I/D	January 1, 2020	By-law 69-2019
Key deposit		\$218.80	N	I/D	January 1, 2020	By-law 69-2019
Refundable on return of key		\$181.64	N	I/D	January 1, 2020	By-law 69-2019
Swipe card		\$36.45	N	I/D	January 1, 2020	By-law 69-2019

**The Regional Municipality of Durham - 2021 Fees and Charges
Water and Sanitary Sewer User Rates**

Miscellaneous Charges (continued)

Fire Flow Tests

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Full test (May 1 - Oct. 31)	\$467.20	N	D	January 1, 2020	By-law 69-2019
Full test (Nov. 1- Apr. 30)	\$812.90	N	D	January 1, 2020	By-law 69-2019
Opening hydrant (May 1 - Oct. 31)	\$320.30	N	D	January 1, 2020	By-law 69-2019
Opening hydrant (Nov. 1 - Apr. 30)	\$652.80	N	D	January 1, 2020	By-law 69-2019

**The Regional Municipality of Durham - 2021 Fees and Charges
Water and Sanitary Sewer User Rates**

Miscellaneous Charges (continued)

Disposal of Septic Tank and Holding Tank Waste and the Disposal of Water Pollution Control Plant Sludges

Description	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
(a) Hauled Domestic Waste	/cubic metre	\$19.56	N	D	January 1, 2020	By-law 68-2019
	/1000 gallons	\$88.93	N	D	January 1, 2020	By-law 68-2019
(b) Water Pollution Control Plant Sludges Discharged into the York/Durham System	/cubic metre	\$16.19	N	I/D	January 1, 2020	By-law 68-2019
	/1000 gallons	\$73.59	N	I/D	January 1, 2020	By-law 68-2019
(c) Annual charge for registration of Haulers (up to 10 vehicles)		\$175.00	N	I/D	January 1, 2020	By-law 68-2019
Additional stickers, if more than 10 vehicles, or replacement stickers	/sticker	\$10.20	N	I/D	January 1, 2020	By-law 68-2019
(d) ICI Sector areas (discharge up to 50,000 gallons)		\$522.75	N	I/D	January 1, 2020	By-law 68-2019
(e) ICI Sector areas (discharges of 50,001 to 100,000 gallons)		\$1,024.59	N	I/D	January 1, 2020	By-law 68-2019

The Regional Municipality of Durham - 2021 Fees and Charges Water and Sanitary Sewer User Rates

Miscellaneous Charges (continued)

Other Miscellaneous Charges

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Thawing of service pipes		No charge	-			January 1, 2020	By-law 69-2019
Thawing of private hydrants or unmetered fire lines		Actual Cost	-	N	I	January 1, 2020	By-law 69-2019
Cleaning sanitary sewer services		-	No charge			January 1, 2020	By-law 68-2019
Repair to or renewal of sanitary building sewers		-	No charge			January 1, 2020	By-law 68-2019
Supplying Statement of Account	/statement	\$35.00	\$35.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Charge for Regional Solicitor providing information		\$94.00	\$94.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Processing of dishonoured payments	/payment	\$48.00	\$48.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Account Payment Transfer Fee	/transfer	\$11.00	\$11.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Change of Occupancy Charge	/customer	\$42.00	\$42.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Charge for late payment of Water/Sewer Surcharge Rates		2%	2%			January 1, 2020	By-law 69-2019 / By-law 68-2019
Lien Administration Fee		\$50.00	\$50.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Installation and removal of anti-tampering devices on fire hydrants & curb stops		\$138.00	-	N	I	January 1, 2020	By-law 69-2019
Cross Connection Control Program Test Report	/report	\$25.00	-	N	I	January 1, 2020	By-law 69-2019
Sewage surcharge and Compliance Agreements			\$1,885.00	N	I	January 1, 2020	By-law 68-2019
Copies of By-laws Water System, Sewer System and Sewer use (+ Applicable taxes)	/copy	\$20.50	\$20.50	Y	D	January 1, 2020	By-law 69-2019 / By-law 68-2019
Fee for transferring outstanding balances to a third party collection agency		Actual Cost	Actual Cost	N	I/D	January 1, 2020	By-law 69-2019 / By-law 68-2019
Sewer TV inspection Reports and Videos (+ Applicable taxes)	/report or video	-	\$21.51	Y	D	January 1, 2020	By-law 68-2019
Sewer Use By-law Agreement extra strength waste cost	/kg	-	\$0.53	N	I	January 1, 2020	By-law 68-2019
Sewer Appeal Application	/request	-	\$950.00	N	I	January 1, 2020	By-law 68-2019

**The Regional Municipality of Durham - 2021 Fees and Charges
Health Department**

Region of Durham Paramedic Services (RDPS)

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Special Events Coverage (3 hour minimum)	/hour	\$195.00	Y	I/D	April 1, 2020	Agreement signed for each event
Release of Ambulance Call Report to Lawyers and Insurance firms	/report	\$100.00	Y	D	January 1, 2013	Flat rate per request

**The Regional Municipality of Durham - 2021 Fees and Charges
Health Department**

Sexual Health Clinics: Sale of Contraceptives

Grouping	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)
Oral Contraceptives	Alesse (28)	/package	\$0.00	N	D
	Marvelon (28)	/package	\$10.00	N	D
	Micronor (28)	/package	\$10.00	N	D
	Min-Ovral (28)	/package	\$0.00	N	D
	Select 1/35 (28)	/package	\$0.00	N	D
	Tri-Cyclen Lo (28)	/package	\$7.00	N	D
Intra Uterine Devices	Flexi T 300	/package	\$52.00	N	D
	Flexi T 380	/package	\$0.00	N	D
Contraceptive Devices	Evra	/package	\$10.00	N	D
	Plan B	/package	\$12.00	N	D
	Nuvaring	/package	\$10.00	N	D
Medication	Fluconazole	/package	\$6.00	N	D
	Gardasil HPV Vaccine	/dose	\$167.00	N	D

**The Regional Municipality of Durham - 2021 Fees and Charges
Health Department**

Health Protection: Ontario Building Code (OBC) Activities

Grouping	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Building Permit for a Private Sewerage System	Single Family Dwelling		\$983.00	N	D	April 1, 2021	2019-MOH-1
	Non-Residential/Institutional	<4,500 L/day	\$983.00	N	D	April 1, 2021	2019-MOH-1
	Large Commercial/Industrial	>4,500 - 10,000 L/day	\$2,091.00	N	D	April 1, 2021	2019-MOH-1
Building Permit for Class 2 and 3 septic systems and treatment unit/septic Tank Replacement Only			\$492.00	N	D	April 1, 2021	2019-MOH-1
Building Additions			\$238.00	N	D	April 1, 2021	2019-MOH-1
Building Permit for sewage system extensions (1year)		Per application	\$184.00	N	D	April 1, 2021	2019-MOH-1

**The Regional Municipality of Durham - 2021 Fees and Charges
Health Department**

Health Protection: Regional Activities

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Lot Consents (Severances)	Per lot	\$553.00	N	D	April 1, 2021	2019-MOH-1
Draft Plans of Subdivision (new)	Per lot creation	\$400.00	N	D	April 1, 2021	2019-MOH-1
Draft Plans of Subdivision that had not received draft approval and application processed prior to 1998 requiring reassessment	Per lot creation	\$400.00	N	D	April 1, 2021	2019-MOH-1
Draft Plans of Subdivision that had received draft plan approval and application processed prior to 1998 requiring reassessment	Per lot creation	\$400.00	N	D	April 1, 2021	2019-MOH-1
Rezoning, Official Plan Amendments, Minor Variances, Site-servicing Plans	Per application	\$275.00	N	D	April 1, 2021	2019-MOH-1
Lawyers' Written Requests	Per application	\$275.00	N	D	April 1, 2021	2019-MOH-1
Peer Review	Per initial report	\$275.00	N	D	April 1, 2021	2019-MOH-1
	Per follow-up report(s)	\$118.00	N	D	April 1, 2021	2019-MOH-1

**The Regional Municipality of Durham - 2021 Fees and Charges
Health Department**

Food Handler Training / Certification

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Course and exam only	\$25.00	N	D	April 1, 2020
Course, manual and exam	\$50.00	N	D	April 1, 2020
Manual and exam	\$35.00	N	D	April 1, 2020
Challenge exam	\$15.00	N	D	April 1, 2020
Manual only	\$25.00	N	D	April 1, 2020
Food Handler Training / Certification - Secondary Schools (Course and Exam)	\$20.00	N	D	April 1, 2020
Food Handler Training / Certification – Secondary Schools (Exam only)	\$10.00	N	D	April 1, 2020

Other

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)
Lawyers' Written Requests (sale/purchase) for premises routinely inspected by Public Health	per premises	\$110.62	Y	D
Fridge Thermometers		\$30.00	Y	I/D

**The Regional Municipality of Durham - 2021 Fees and Charges
Planning and Economic Development Department**

Regional Official Plan Amendment (ROPA)

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Minor Regional Official Plan Amendment*	\$7,000.00	N	D	July 1, 2018	By-law 25-2018
Major Regional Official Plan Amendment*	\$20,000.00	N	D	July 1, 2018	By-law 25-2018
Reactivation of a ROPA* (following 3 or more years of inactivity)	\$2,500.00	N	D	July 1, 2018	By-law 25-2018
*Plus applicable publication costs associated with notice requirements	Actual Cost (\$1,000 deposit)	Y	D	July 1, 2018	By-law 25-2018

Area Municipal Official Plan Amendment (AMOPA)

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Review	\$2,500.00	N	D	July 1, 2018	By-law 25-2018
Approval (non-exempt applications only)	\$4,500.00	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2021 Fees and Charges
Planning and Economic Development Department**

Plan of Subdivision and Condominium

Grouping	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Non-Delegated Municipalities (Brock, Scugog and Uxbridge)	Application	\$5,500.00	N	D	July 1, 2018	By-law 25-2018
	Per unit for units in excess of 50	\$100.00	N	D	July 1, 2018	By-law 25-2018
	Recirculation/Review of Plans/Studies prior to Draft Approval	\$500.00	N	D	July 1, 2018	By-law 25-2018
	Extension of Draft Approval	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Final Approval (per phase)	\$1,125.00	N	D	July 1, 2018	By-law 25-2018
Delegated Municipalities (Ajax, Clarington, Oshawa, Pickering and Whitby)	Subdivision Review	\$4,000.00	N	D	July 1, 2018	By-law 25-2018
	Standard/Leasehold Condo Review	\$2,000.00	N	D	July 1, 2018	By-law 25-2018
	Common Element Condo Review	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
	Phased Condo Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Vacant Land Condo Review	\$3,000.00	N	D	July 1, 2018	By-law 25-2018
	Condominium Conversion Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Recirculation/Review of Plans/Studies prior to Draft Approval	\$500.00	N	D	July 1, 2018	By-law 25-2018
	Revision/Redline/Amendment/Change of Conditions Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Clearance Letter	\$1,000.00	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2021 Fees and Charges
Planning and Economic Development Department**

Part-Lot Control Exemption By-law Applications

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Review (Ajax, Clarington, Oshawa, Pickering and Whitby)	\$500.00	N	D	July 1, 2018	By-law 25-2018
Approval (Brock, Uxbridge and Scugog)	\$250.00	N	D	July 1, 2018	By-law 25-2018
Per unit for units in excess of 5	\$100.00	N	D	July 1, 2018	By-law 25-2018

Rezoning Applications/Zoning By-laws (not related to another Planning Division review)

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
Minor Review	\$500.00	N	D	July 1, 2018	By-law 25-2018

Land Division

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Review	\$500.00	N	D	July 1, 2018	By-law 25-2018
Special Meeting	\$500.00	N	D	July 1, 2018	By-law 25-2018
Tabling Fee	\$300.00	N	D	July 1, 2018	By-law 25-2018
Stamping	\$750.00	N	D	July 1, 2018	By-law 25-2018
Re-stamping	\$250.00	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2021 Fees and Charges
Planning and Economic Development Department**

Woodland By-law Applications

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Good Forestry Practices Permit	\$50.00	N	D	July 29, 2020	By-law 30-2020
Minor Clear Cutting Permit (Between 0.1 Ha and 1 Ha)	\$500.00	N	D	July 29, 2020	By-law 30-2020
Major Clear Cutting Permit (Greater than 1 Ha)*	\$1,000.00	N	D	July 29, 2020	By-law 30-2020
*Plus applicable publication costs associated with notice requirements	Actual Cost	Y	D	July 29, 2020	By-law 30-2020

Other Fees

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Preparation of Record to Local Planning Appeal Tribunal (formerly Ontario Municipal Board)	\$250.00	N	D	July 1, 2018	By-law 25-2018
Non-Potable Request	\$500.00	N	D	July 1, 2018	By-law 25-2018
Type 1 Ministry of the Environment and Climate Change Environmental Compliance Approval not associated with ROPA application	\$300.00	N	D	July 1, 2018	By-law 25-2018
Type 2 Ministry of the Environment and Climate Change Environmental Compliance Approval not associated with ROPA application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Review of Ministry of the Environment and Climate Change Renewable Energy Approval Application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Review of Ministry of Municipal Affairs and Housing Minister's Zoning Order Amendment Application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Technical Study Peer Review Administration Fee	10% of Peer Review Costs	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2021 Fees and Charges
Planning and Economic Development Department**

Publications

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Publication costs associated with notice requirements of the Planning Act		Actual Cost	Y	D	July 1, 2018	By-law 25-2018
Official Plan – Office Consolidation – Text and Maps	/set	\$60.00	Y	I/D	September 30, 2020	By-law 39-2020
Official Plan – Office Consolidation – in electronic form	/disk or usb	\$25.00	Y	I/D	September 30, 2020	By-law 39-2020
Official Plan Land Use Schedules		\$5.00	Y	I/D	January 1, 2014	
Roads Maps (28"X38")		\$6.50	Y	I/D	November 1, 2007	
Regional Infrastructure Map		\$6.50	Y	I/D	March 1, 2011	
Tree By-law		\$5.00	Y	I/D	July 1, 2016	
Copies of Historic Aerial Photographs		\$20.00	Y	I/D	November 1, 2007	
Other Publications not listed here		Printing Cost	Y	I/D	January 1, 2011	

Transportation Planning Model Projections

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Transportation Planning Model Projections	/horizon year	\$100.00	Y	I	April 3, 2013	Report 2013-P-26

**The Regional Municipality of Durham - 2021 Fees and Charges
Planning and Economic Development Department**

Custom Cartography Charges

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Standard Orthophotography Map - site specific (includes orthophotography, parcels, roads and labels)	\$35.00	Y	I/D	February 1, 2012
Topographic Map – site specific (includes parcel fabric, roads, drainage, contours and labels)	\$35.00	Y	I/D	February 1, 2012
Custom Mapping - All mapping is provided in digital PDF format. Printed copies are available for an extra charge of \$10.00 + HST	Please contact the Planning Division for a quote			

Advertising Spaces in Brochures

Grouping	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Co-operative Advertising	Based on specific opportunity (as they arise)		Varies	Y	I	January 2016

Processing of Applications for Exemption under the Retail Business Holidays Act

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Businesses larger than 223 square metres or applications involving more than one business - Plus advertising costs (\$1,000 deposit)	Per Application	\$1,500.00	N	D	November 2011	Retail Business Holidays Act
Individual businesses under 223 square metres - Plus advertising costs (\$1,000 deposit)	Per Application	\$500.00	N	D	November 2011	Retail Business Holidays Act

**The Regional Municipality of Durham - 2021 Fees and Charges
Planning and Economic Development Department**

Other Charges

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Photocopies	/page	\$0.20	Y	I/D	September 30, 2020	By-law 39-2020
Administration Charge - includes data, research and information requests for items not listed here.		Please contact Planning Division for a quote				
Shipping Costs - Maps, Publications and Requests that require mailing or couriering		Actual Costs	Y	I	September 30, 2020	By-law 39-2020
Workshop / Seminars / Events (as they arise)		Varies	Y	I	January 2016	

**The Regional Municipality of Durham - 2021 Fees and Charges
Social Services Department – Children’s Services**

Per Diem Rate for Regional Directly Operated Child Care Centres (Note 1)

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Infant - Full Day	/child/day	\$52.00	N	I	September 1, 2017	Report 2017-COW-132
Toddlers - Full Day	/child/day	\$46.50	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Full Day	/child/day	\$43.00	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Part Day with Meal (AM or PM)	/child/day	\$33.50	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Part Day (AM or PM)	/child/day	\$30.00	N	I	September 1, 2017	Report 2017-COW-132

Note 1: Includes the following Child Care Centres, Ajax, Edna Thomson, Clara Hughes, Lakewoods, Pickering and Whitby Child Care Centres.

School Age Per Diem Rate for Regional Directly Operated Child Care Centres (Note 2)

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Full Day (Lakewoods Child Care Centre Only)	/child/day	\$41.50	N	I	September 1, 2017	Report 2017-COW-132
Full Day	/child/day	\$37.00	N	I	September 1, 2017	Report 2017-COW-132
Before and After School	/child/day	\$26.00	N	I	September 1, 2017	Report 2017-COW-132
After School	/child/day	\$20.00	N	I	September 1, 2017	Report 2017-COW-132
Before School	/child/day	\$16.00	N	I	September 1, 2017	Report 2017-COW-132

Note 2: includes the following Child Care Centres, Lakewoods Before and After, Sunderland and Clara Hughes Early Learning and Child Care Centres.

**The Regional Municipality of Durham - 2021 Fees and Charges
Social Services Department – Children’s Services**

Nursery School Program

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Sunderland (2 hour session)	/child/session	\$12.00	N	I	September 1, 2017	Report 2017-COW-132

Other

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Processing of Dishonoured Payments	/payment	\$48.00	N	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2021 Fees and Charges
Social Services Department – Family Services**

Counselling Fee Schedule

Annual Gross Income from all Sources *	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
\$20,000 and less	/hour	\$10.00	N	D	March 31, 2003	Report 2003-FSD-02
\$20,001 to \$30,000	/hour	\$30.00	N	D	March 31, 2003	Report 2003-FSD-02
\$30,001 to \$40,000	/hour	\$50.00	N	D	March 31, 2003	Report 2003-FSD-02
\$40,001 to \$50,000	/hour	\$70.00	N	D	March 31, 2003	Report 2003-FSD-02
\$50,001 to \$60,000	/hour	\$80.00	N	D	March 31, 2003	Report 2003-FSD-02
\$60,001 and above	/hour	\$90.00	N	D	March 31, 2003	Report 2003-FSD-02

* Based on Gross Family Income minus \$2,191 for each dependent

Notes

- Counselling fees will be charged for a 50-minute counselling session and an additional fee will be charged for each 30-minute period thereafter. Pro-rated fees are charged for telephone contact lasting beyond 20 minutes.
- Fees considered too onerous by the client(s), can be appealed through their counsellor to FSD management.
- Clients of Ontario Works are exempt from paying fees to access services.
- Cancellation / Missed Appointment: If appointment is cancelled with counsellor within 24 hours of scheduled appointment, client may be charged/invoiced half of the negotiated fee, except in cases of emergency.

Other

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
File Disclosure: For clients requesting their own file	Per vetted file	\$25.00	N	D	April 1, 2019	
File Disclosure: For 3rd parties requesting a client file	Per vetted file	\$100.00	N	D	March 1, 2013	
Brief Therapy Report: For 3 rd party requests	Per hour	\$90.00	N	D	December 12, 2007	
Processing of Dishonoured Payments	/payment	\$48.00	N	D	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2021 Fees and Charges
Social Services Department – Services for Seniors**

Accommodation rates at long-term care facilities

Type	Description	Daily Rate \$ Excluding HST	Monthly Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Basic		\$62.18	\$1,891.31	N	D	July 1, 2019	*
Semi-Private	Residents occupying older beds or admitted to newer beds on/after July 1, 2012	\$70.70	\$2,150.46	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013	\$71.75	\$2,182.40	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014	\$72.83	\$2,215.25	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015	\$73.89	\$2,247.49	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2015	\$74.96	\$2,280.04	N	D	July 1, 2019	*
Private	Residents occupying older beds or admitted to newer beds on/after July 1, 2012	\$81.35	\$2,474.40	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013	\$83.22	\$2,531.28	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014	\$85.08	\$2,587.85	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015	\$86.96	\$2,645.04	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2015	\$88.82	\$2,701.61	N	D	July 1, 2019	*
Short-Stay	Respite Bed	\$40.24	N/A	N	D	July 1, 2019	*

* Approved by Provincial Regulation

Notes

- There is no preferred accommodation surcharge for short-stay residents.
- Newer beds are classified as "A" according to ministry design standards and apply to Hillsdale Estates, Hillsdale Terraces, Lakeview Manor and Fairview Lodge.
- Long-stay residents (including exceptional circumstances) in basic accommodations may apply for a rate reduction.
- Residents in preferred accommodations are not eligible for rate reduction.

**The Regional Municipality of Durham - 2021 Fees and Charges
Social Services Department – Services for Seniors**

Other

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Meals on Wheels (MOW)	/meal	\$6.05	N	D	April 1, 2019
Cable TV	/month	\$26.49	N	I/D	April 1, 2021
Adult Day Program - Consumer Fee (see notes)	/day	\$21.00	N	I	

Notes

- Subsidy is available for those who meet the criteria.
- Fee includes hot noon meal and snacks during the day.
- May be additional costs for outings/events.

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – Environmental Laboratory**

Ontario Drinking Water Regulation Packages

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Microbiological	Presence/Absence Test (P/A for TC, EC)	\$14.30	Y	I	January 1, 2020	Report 2019-COW-33
	Treated Water (P/A, HPC or BKD)	\$26.50	Y	I	January 1, 2020	Report 2019-COW-33
	Well Water/Raw/Reg.319 (TC, EC)	\$27.50	Y	I	January 1, 2020	Report 2019-COW-33
	Well Water/Treated/Distribution (TC, EC, HPC)	\$37.70	Y	I	January 1, 2020	Report 2019-COW-33
	Single test by membrane filtration (e.g. MFHPC, MFTC)	\$13.30	Y	I	January 1, 2020	Report 2019-COW-33
	Test for E. coli by membrane filtration	\$14.30	Y	I	January 1, 2020	Report 2019-COW-33
All Parameters required under Schedule 23 plus additional metals	Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Hg, Mn, Mo, Ni, Pb, Sb, Se, U, Zn	\$80.60	Y	I	January 1, 2020	Report 2019-COW-33
Inorganic Ions required under Ontario Regulation 170/03	F, NO2, NO3, Na	\$79.60	Y	I	January 1, 2020	Report 2019-COW-33
Inorganic Ions required under Ontario Regulation 170/03 plus additional Ions	Hardness*, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO2, NO3, PO4, SO4	\$79.60	Y	I	January 1, 2020	Report 2019-COW-33
	Nitrite, Nitrate	\$52.00	Y	I	January 1, 2020	Report 2019-COW-33
	Sodium	\$34.70	Y	I	January 1, 2020	Report 2019-COW-33
	Fluoride	\$34.70				
	Lead testing as required under Ontario Regulation 170	\$35.70	Y	I	January 1, 2020	Report 2019-COW-33
	Lead testing as required under Ontario Regulation 243 - For Standing & Flushed	\$150.00	Y	I	January 1, 2020	Report 2019-COW-33

* Calculation included (no charge)

**The Regional Municipality of Durham - 2021 Fees and Charges
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Ontario Drinking Water Regulation Packages (continued)

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Organic Chemical THMs (Trihalomethanes)	Bromodichloromethane (bromoform) dibromochloromethane (chloroform) THM (Total)	\$102.00	Y	I	January 1, 2020	Report 2019-COW-33
All Parameters required under Schedule 24	Includes all Parameters described under the following test CODES listed in this book - VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB	\$1,400.00	Y	I	January 1, 2020	Report 2019-COW-33
Combined Packages - York Region Drinking Water Package A	Includes DW2M (less TURB), Hg, B, Ba, U, VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB	\$1,285.20	Y	I	January 1, 2020	Report 2019-COW-33

The Regional Municipality of Durham - 2021 Fees and Charges
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Microbiological Tests

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Ontario Regulation 170/03	Presence/Absence Test (P/A for TC, EC)	\$14.30	Y	I	January 1, 2020	Report 2019-COW-33
	Treated Water (P/A, HPC or BKD)	\$26.50	Y	I	January 1, 2020	Report 2019-COW-33
	Well Water/Raw/Reg.319 (TC, EC)	\$27.50	Y	I	January 1, 2020	Report 2019-COW-33
	Well Water/Treated/Distribution (TC, EC, HPC)	\$37.70	Y	I	January 1, 2020	Report 2019-COW-33
	Raw Water Intake, Municipal (TC, EC, BKD)	\$32.60	Y	I	January 1, 2020	Report 2019-COW-33
	Treated/Distribution Water (TC, EC, BKD, HPC)	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
	Single test by membrane filtration (e.g. MFHPC, MFTC)	\$13.30	Y	I	January 1, 2020	Report 2019-COW-33
	Test for E. coli by membrane filtration	\$14.30	Y	I	January 1, 2020	Report 2019-COW-33
New Mains	New Water Mains (TC, EC, BKD, HPC)	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
Waste Water	E.coli (Final Effluent)	\$16.30	Y	I	January 1, 2020	Report 2019-COW-33
	Fecal Streptococci	\$16.30	Y	I	January 1, 2021	Report 2020-F-25
	E.coli (Sludge / Cake)	\$30.60	Y	I	January 1, 2020	Report 2019-COW-33
	Final Effluent (TC, EC)	\$30.60	Y	I	January 1, 2020	Report 2019-COW-33
	Final Effluent (TC, EC, FS)	\$40.80	Y	I	January 1, 2020	Report 2019-COW-33
Recreational Water	E.coli (Lake/Beach/Creek/Pond/River)	\$14.30	Y	I	January 1, 2020	Report 2019-COW-33
	Lakes / Bathing beaches (TC, EC, FS)	\$37.70	Y	I	January 1, 2020	Report 2019-COW-33
	Any Single Membrane Filtration Test (e.g. FC - MFFC, AE - MFAE, PS, SA etc.)	\$25.50	Y	I	January 1, 2020	Report 2019-COW-33
Raw and Treated Water	Algae Enumeration and Identification	\$100.00	Y	I	January 1, 2020	Report 2019-COW-33
	Algae, Cells	\$100.00	Y	I	January 1, 2020	Report 2019-COW-33
	Algae by Microscopic Particulate Analysis	\$500.00	Y	I	January 1, 2020	Report 2019-COW-33
	Microcystin	\$153.00	Y	I	January 1, 2020	Report 2019-COW-33
	F Specific Coliphages	\$200.00	Y	I	January 1, 2020	Report 2019-COW-33

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Microbiological Tests (continued)

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Protozoa Testing	Cryptosporidium and Giardia (MBCG)	\$816.00	Y	I	January 1, 2020	Report 2019-COW-33
	Cryptosporidium, Giardia and Microscopic Particulate Analysis (MBCGMPA)	\$1,100.00	Y	I	January 1, 2020	Report 2019-COW-33
	Pigment Bearing Algae and Diatoms (MBPBAD)	\$500.00	Y	I	January 1, 2020	Report 2019-COW-33
	Cryptosporidium, Giardia and Pigment Bearing Algae and Diatoms (MBCGPBAD)	\$1,100.00	Y	I	January 1, 2020	Report 2019-COW-33
Mycology (Fungi)	Fungal Enumeration	\$25.00	Y	I	January 1, 2020	Report 2019-COW-33
	Fungal Identification (Consultation Required)	\$130.00	Y	I	January 1, 2020	Report 2019-COW-33
	Air Quality (Microbial - Bacteria, Yeasts & Molds)	\$75.00	Y	I	January 1, 2020	Report 2019-COW-33
	Enumeration of Bacteria, Yeast and Molds by RODAC plates (BHI & SAB/MEA)	\$75.00	Y	I	January 1, 2020	Report 2019-COW-33
Sterility (Spore) Testing	Bacillus subtilis (DRY)	\$50.00	Y	I	January 1, 2020	Report 2019-COW-33
	Bacillus stearothermophilus (STEAM)	\$50.00	Y	I	January 1, 2020	Report 2019-COW-33
Other Bacteriological Groups	Private Wells (TC, EC) (Signed Report faxed next day)	\$76.50	Y	I	January 1, 2020	Report 2019-COW-33
	Iron Bacteria - Presence/Absence	\$75.00	Y	I	January 1, 2020	Report 2019-COW-33
	Sulphur Bacteria - Presence/Absence	\$75.00	Y	I	January 1, 2020	Report 2019-COW-33
	Iron & Sulphur Bacteria - Presence/Absence	\$125.00	Y	I	January 1, 2020	Report 2019-COW-33
	Microscopic Examination	\$100.00	Y	I	January 1, 2020	Report 2019-COW-33
	Crypto/Giardia Additional Filter Processing	\$400.00	Y	I	January 1, 2020	Report 2019-COW-33

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General Inorganic Tests

Description	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
pH, Conductivity, Alkalinity	\$27.50	\$32.60	Y	I	January 1, 2020	Report 2019-COW-33
Alkalinity, Total (CaCO3)	\$16.30	\$21.40	Y	I	January 1, 2020	Report 2019-COW-33
Alkalinity, Total (CaCO3) (plus hydroxide, carbonate and bicarbonate)	\$20.00	\$26.00	Y	I	January 1, 2020	Report 2019-COW-33
Conductivity	\$11.20	\$16.30	Y	I	January 1, 2020	Report 2019-COW-33
pH	\$11.20	\$16.30	Y	I	January 1, 2020	Report 2019-COW-33
Fluoride by Ion Selective Electrode	\$21.40	\$27.50	Y	I	January 1, 2020	Report 2019-COW-33
Total Residual Chlorine	\$11.20	\$19.40	Y	I	January 1, 2020	Report 2019-COW-33
Free Residual Chlorine	\$11.20	\$19.40	Y	I	January 1, 2020	Report 2019-COW-33
Colour	\$16.30	\$19.40	Y	I	January 1, 2020	Report 2019-COW-33
Turbidity	\$16.30	\$19.40	Y	I	January 1, 2020	Report 2019-COW-33
Biochemical Oxygen Demand (BOD5)	\$35.70	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
Carbonaceous Biochemical Oxygen Demand (cBOD5)	\$35.70	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
Chemical Oxygen Demand (COD)	\$31.60	\$37.70	Y	I	January 1, 2020	Report 2019-COW-33
Dissolved Organic Carbon (DOC)	\$29.60	\$37.70	Y	I	January 1, 2020	Report 2019-COW-33
Total Organic Carbon (TOC)	Sub contractor's rate					
Cyanide (Total)	\$40.80	\$47.90	Y	I	January 1, 2020	Report 2019-COW-33
Cyanide (Free)	\$40.80	\$47.90	Y	I	January 1, 2020	Report 2019-COW-33
Phenol	\$37.70	\$45.90	Y	I	January 1, 2020	Report 2019-COW-33
Sulphide (H2S)	\$37.70	\$45.90	Y	I	January 1, 2020	Report 2019-COW-33

* S/S/S = Sewerage, Sludge and Soil

**The Regional Municipality of Durham - 2021 Fees and Charges
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General Inorganic Tests (continued)

Description	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Dissolved Solids, Ashed Dissolved Solids, Volatile Dissolved Solids**	\$26.50	N/A	Y	I	January 1, 2020	Report 2019-COW-33
Suspended Solids (SS)	\$15.30	\$17.30	Y	I	January 1, 2020	Report 2019-COW-33
Suspended Solids, Ashed Suspended Solids, Volatile Suspended Solids**	\$21.40	\$24.50	Y	I	January 1, 2020	Report 2019-COW-33
Total Solids (TS)	\$13.30	\$15.30	Y	I	January 1, 2020	Report 2019-COW-33
Total Solids, Ashed Total Solids, Volatile Total Solids**	\$19.40	\$21.40	Y	I	January 1, 2020	Report 2019-COW-33
Dissolved Solids, Suspended Solids, Total Solids	\$35.70	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
Total Oil & Grease	\$53.00	\$63.20	Y	I	January 1, 2020	Report 2019-COW-33
Total / Mineral / Animal & Vegetable** Oil & Grease	\$80.60	\$96.90	Y	I	January 1, 2020	Report 2019-COW-33

* S/S/S = Sewerage, Sludge and Soil

** Calculation included (no charge)

**The Regional Municipality of Durham - 2021 Fees and Charges
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General Inorganic Tests (continued)

Description	Test For	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Ion Chromatography	Hardness**, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO ₂ , NO ₃ , PO ₄ , SO ₄	\$79.60	\$95.90	Y	I	January 1, 2020	Report 2019-COW-33
	F, Cl, Br, NO ₂ , NO ₃ , NO ₂ +NO ₃ , PO ₄ , SO ₄	\$52.00	\$62.20	Y	I	January 1, 2020	Report 2019-COW-33
	Hardness**, Ca, Mg, Na, K, Ammonia	\$52.00	\$62.20	Y	I	January 1, 2020	Report 2019-COW-33
	Any One of the Above Single Elements by IC	\$34.70	\$40.80	Y	I	January 1, 2020	Report 2019-COW-33
Nutrients by Segmented Flow Analyzer	NH ₃ +NH ₄ , PO ₄ , NO ₂ , NO ₂ +NO ₃ , TKN, TP	\$98.90	\$118.30	Y	I	January 1, 2020	Report 2019-COW-33
	NH ₃ +NH ₄ , PO ₄ , NO ₂ , NO ₂ +NO ₃	\$59.20	\$70.40	Y	I	January 1, 2020	Report 2019-COW-33
	TKN, TP	\$59.20	\$70.40	Y	I	January 1, 2020	Report 2019-COW-33
	Any One of the Above Single Nutrients by SFA	\$38.80	\$46.90	Y	I	January 1, 2020	Report 2019-COW-33
	Ultra Low Dissolved PO ₄ (clean water only)	\$66.30	N/A	Y	I	January 1, 2020	Report 2019-COW-33
Metals	Mercury (Hg) by Cold Vapour AA	\$35.70	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
	Acid Soluble Metals by ICP (Al, Fe, Mn, Pb, Zn)	\$40.80	N/A	Y	I	January 1, 2020	Report 2019-COW-33
	Cation Scan by ICP (Ca, Mg, Na, K, Hardness*)	\$52.00	N/A	Y	I	January 1, 2021	Report 2020-F-25
	Heavy Metals Scan by ICP (Water) (Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Se, Sb, Zn)	\$54.10	\$64.30	Y	I	January 1, 2020	Report 2019-COW-33
	Heavy Metals Scan by ICP (Sewage / Sludge / Soil) (As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn)	N/A	\$64.30	Y	I	January 1, 2020	Report 2019-COW-33
	Regulation 170 - Metals (Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, U, Zn)	\$76.50	N/A	Y	I	January 1, 2020	Report 2019-COW-33
	Any One of the Above Single Metals by ICP-OAS or ICP-MS	\$35.70	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
	Lead testing as required under O.Reg. 170	\$35.70	N/A	Y	I	January 1, 2020	Report 2019-COW-33
	Lead testing as required under O.Reg. 243	\$75.00	N/A	Y	I	January 1, 2020	Report 2019-COW-33

Other elements such as (Ag, Ti, V, Tl, etc.) are available as single element requests.

* S/S/S = Sewerage, Sludge and Soil

** Calculation included (no charge)

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Inorganic Monitoring Packages

Drinking Water

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Package #1	pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*	\$96.90	Y	I	January 1, 2020	Report 2019-COW-33
Package #2	(colour, turbidity, Al, Fe, Mn, Pb, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$149.90	Y	I	January 1, 2020	Report 2019-COW-33
Package #2 with expanded metals	(colour, turbidity, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$174.40	Y	I	January 1, 2020	Report 2019-COW-33
Package #3 with expanded metals	Colour, (Al, Sb, As, Ba, B, Cd, Cr, Co, Cu, Fe, Pb, Mn, Mo, Ni, Se, U, Zn), Hg, pH, Conductivity, Alkalinity, (Ca, Mg, K, Na, NH3, Hardness*)(Br, Cl, R, NO2, NO3, [NO2+NO3]*, SO4, PO4), DOC, TKN	\$262.20	Y	I	January 1, 2020	Report 2019-COW-33

*Calculation included (no charge)

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Inorganic Monitoring Packages (continued)

Landfill Monitoring

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Surface Water	BOD, COD, colour, phenol, total solids, suspended solids, dissolved solids*, pH, conductivity, alkalinity, fluoride, chloride, bromide, nitrite, nitrate, sulphate, phosphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, total cations*, total anions*, ionic balance*, calculated dissolved solids*, calculated conductivity*, langelier index*, dissolved organic carbon, total kjeldahl nitrogen, total phosphorus, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$370.30	Y	I	January 1, 2020	Report 2019-COW-33
Filtration of Raw Landfill samples		\$35.70	Y	I	January 1, 2020	Report 2019-COW-33

*Calculation included (no charge)

**The Regional Municipality of Durham - 2021 Fees and Charges
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Inorganic Monitoring Packages (continued)

Sewage and Industrial Waste

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Monitoring Package #1	BOD5, suspended solids	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #2	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus	\$100.00	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #2 plus Metals	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$161.20	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #3	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate	\$149.90	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #3 plus Metals	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$211.10	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #4	BOD5, CBOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. phosphate, pH, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$197.90	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #4 plus Metals	BOD5, CBOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. phosphate, pH, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$262.10	Y	I	January 1, 2020	Report 2019-COW-33

* Calculation included (no charge)

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Inorganic Monitoring Packages (continued)

Sludge

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Monitoring Package #1	total solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate	\$116.30	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #1 plus Metals	total solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate, Hg, As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn	\$177.50	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #2 (Agrisludge)	total solids, ashed total solids, volatile total solids*, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium nitrite + nitrate, Hg, As, Cd, Co, Cr, Cu, K, Mo, Ni, Pb, Se, Zn	\$204.00	Y	I	January 1, 2020	Report 2019-COW-33

* Calculation included (no charge)

Sewer Use – By-law

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Complete Inorganic Package	BOD, suspended solids, total kjeldahl nitrogen, total phosphorus, pH, fluoride sulphate, phenol, cyanide, Total/Mineral/Animal & Vegetable Oil & Grease, Hg, Ag, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Sn, Ti, Zn	\$475.00	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2021 Fees and Charges
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Organic Monitoring Packages

Drinking / Surface / Ground Water and Wastewater

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
THMs (Trihalomethanes)	bromodichloromethane (bromoform) dibromochloromethane (chloroform) THM (Total)	\$102.00	Y	I	January 1, 2020	Report 2019-COW-33
BTEX by Purge & Trap GC/MS	benzene; m, p-xylene; toluene; Ethylbenzene; O-xylene	\$80.60	Y	I	January 1, 2020	Report 2019-COW-33
Taste & Odour	geosmin; 2-isobutyl-3-methoxypyrazine; 2,3,6- trichloroanisole; 2-methylisoborneol (MIB); 2-isopropyl-3- methoxypyrazine; 2,4,6-trichloroanisole	\$250.00	Y	I	January 1, 2020	Report 2019-COW-33
Haloacetic Acids (Disinfection By- Products)	bromochloroacetic acid; dichloroacetic acid; monochloroacetic acid; dibromoacetic acid; monobromoacetic acid ;trichloroacetic acid	\$300.00	Y	I	January 1, 2020	Report 2019-COW-33
Volatile Organic Compounds	benzene; bromodichloromethane; bromoform; bromomethane; carbon tetrachloride; chlorobenzene; chlorodibromomethane; chloroethane; chloroform; chloromethane; tetrachloroethylene (perchloroethylene); 1,2-dibromoethane (ethylene dibromide); 1,2-dichlorobenzene; 1,3-dichlorobenzene; 1,4- dichlorobenzene; 1,1-dichloroethane; 1,2-dichloroethane; 1,1-dichloroethylene; methyl tert-butyl ether (MTBE); methyl ethyl ketone (MEK); methyl isobutyl ketone (MIBK); 1,1,1,2- tetrachloroethane; cis-1,2-dichloroethylene; trans-1,2- dichloroethylene; dichloromethane; 1,2-dichloropropane; cis-1,3-dichloropropylene; trans-1,3-dichloropropylene; ethylbenzene; Styrene; 1,1,2,2-tetrachloroethane; toluene; 1,1,1-trichloroethane; 1,1,2-trichloroethane; trichloroethylene; trichlorofluoromethane; vinyl chloride; o-xylene; m, p-xylene; THM (Total); xylene (Total); 2- hexanone; acetone; 1,2,4-trichlorobenzene	\$128.50	Y	I	January 1, 2020	Report 2019-COW-33

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Organic Monitoring Packages (continued)

Pesticide / Herbicide Analysis

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Organochlorine Pesticides	aldrin; a-BHC; b-BHC; g-BHC (Lindane); a-chlordane; g-chlordane; p,p' – DDD; p,p' – DDE; p,p' – DDT; o,p' – DDT; dieldrin; endosulphan I; endosulphan II; endosulphan sulphate; endrin; heptachlor; heptachlor epoxide; methoxychlor; mirex; oxychlordane; trifluralin; toxaphene	\$123.40	Y	I	January 1, 2020	Report 2019-COW-33
Triazine Herbicides	alachlor (Lasso); ametryn; atraton; atrazine; cyanazine (Bladex); desethyl atrazine; desethyl simazine; metolachlor; metribuzin (Sencor); prometon; prometryn; propazine; simazine	\$107.10	Y	I	January 1, 2020	Report 2019-COW-33
Organophosphorus Pesticides	chlorpyrifos (Dursban); chlorpyrifos-methyl (Reldan); diazinon; dichlorvos; dimethoate; ethion; fenchlorphos (Ronnel); guthion (Azinphos-methyl); benzo(a)pyrene; malathion; methyl parathion; mevinphos (Phosdrin); parathion; phorate (Thimet); terbufos	\$107.10	Y	I	January 1, 2020	Report 2019-COW-33
Phenoxy Acid Herbicides	2,4-dichlorophenoxyacetic acid (2,4-D); bromoxynil; dicamba; diclofop-methyl; MCPA; picloram	\$161.20	Y	I	January 1, 2020	Report 2019-COW-33
Chlorophenols	2,4-dichlorophenol; 2,4,6-trichlorophenol; 2,3,4,6-tetrachlorophenol	\$161.20	Y	I	January 1, 2020	Report 2019-COW-33
Carbamate & Phenyl Urea Pesticides/Herbicides	Carbaryl; Diuron; Carbofuran; Triallate	\$239.70	Y	I	January 1, 2020	Report 2019-COW-33
Glyphosate		\$198.90	Y	I	January 1, 2020	Report 2019-COW-33
Diquat	Paraquat	\$198.90	Y	I	January 1, 2020	Report 2019-COW-33
PCB Analysis	Polychlorinated Biphenyls	\$80.60	Y	I	January 1, 2020	Report 2019-COW-33

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Organic Monitoring Packages (continued)

Pesticide / Herbicide Analysis (continued)

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
PAHs (Polynuclear Aromatic Hydrocarbons) by GC/MSD	Acenaphthene; Acenaphylene; Anthracene; Benzo(a)anthracene; Benzo(a)pyrene; Benzo(b)fluoranthene; Benzo(g, h, i)perylene; Benzo(k)fluoranthene; 1-Chloronaphthalene; Chrysene; Dibenz(a, h)anthracene; Fluoranthene; Fluorene; Indeno (1,2,3-cd)pyrene; 1-Methylnaphthalene; 2-Methylnaphthalene; Naphthalene; Phenanthrene; Pyrene	Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
Open Characterization (Semi-quantitative)	Volatiles (Scans for Volatile Organic Compounds)	\$250.00	Y	I	January 1, 2020	Report 2019-COW-33
	Extractables (Scans for Extractable Organic Compounds)	\$300.00	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Sewer Use By-laws

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Industrial Sewer Use By-law Acid/Base/Neutral Compounds	di-n-butylphthalate; bis(2-ethylhexyl)phthalate; Polychlorinated Biphenyls	\$214.20	Y	I	January 1, 2020	Report 2019-COW-33
		\$80.60	Y	I	January 1, 2020	Report 2019-COW-33
Industrial Sewer Use By-law Volatile Organic Compounds	1,1,2,2, -tetrachloroethane; 1,2-dichlorobenzene; 1,4-dichlorobenzene; benzene; chloroform; cis-1,2-dichloroethylene; dichloromethane; ethylbenzene; methyl ethyl ketone (MEK); m/p-xylene; o-xylene; styrene; tetrachloroethylene; toluene; trans-1,3-dichloropropylene; trichloroethylene; xylene (Total)	\$134.60	Y	I	January 1, 2020	Report 2019-COW-33
Industrial Sewer Use By-law Nonylphenols & Ethoxylates (Subcontracted)	Nonylphenol; nonylphenol ethoxylates	Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
Durham/York/Peel Sewer Use By-law Organic Package*	1,1,2,2, -tetrachloroethane; 1,2-dichlorobenzene; 1,4-dichlorobenzene; benzene; chloroform; cis-1,2-dichloroethylene; dichloromethane; ethylbenzene; methyl ethyl ketone (MEK); di-n-butyl phthalate; PCB (Total); m/p-xylene; o-xylene; styrene; tetrachloroethylene; toluene; trans-1,3-dichloropropylene; trichloroethylene; xylene (Total); bis (2-ethylhexyl) phthalate	\$727.50	Y	I	January 1, 2020	Report 2019-COW-33

* If nonly phenol/nonly phenol ethoxylates required, please request as add-on to package

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Other Packages

Description	Test For	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Total Petroleum Hydrocarbons (TPH) in Water (Subcontracted)	This CCME method includes: a) BTEX-Purgeables by P&T GC/MS or HS GC/FID - gasoline range b) Extractables by GC/FID - diesel range c) Total Oil & Grease by Gravimetric - heavy oil range		Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
PFAS/PFOS (Solid Phase Extraction Method)	Perfluorodecanesulfonic acid (PFDS, Perfluorodecanesulfonate) Perfluorodecanoic acid (PFDA, Perfluorodecanoate) Perfluorododecanoic acid (PFDoA, Perfluorododecanoate) Perfluoroheptanoic acid (PFHpA, Perfluorohepanoate) Perfluorohexanesulfonic acid (PFHxS, Perfluorohexanesulfonate) Perfluorohexanoic acid (PFHxA, Perfluorohexanoate) Perfluorononanoic acid (PFNA, Perfluorononanoate) Perfluorooctanesulfonic acid (PFOS, Perfluorooctanesulfonate) Perfluorooctanesulfonamide (PFOSA) Perfluorooctanoic acid (PFOA, Perfluorooctanoate) Perfluoroundecanoic acid (PFUnA, Perfluoroundecanoate)		\$600.00	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Other Packages (continued)

Description	Test For	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Legal Sample Fees and Legal storage fees	Sample submitted under legal chain of custody (to maintain an unbroken chain of custody for samples that may be used for litigation)	Per sample	\$255.00	Y	I	January 1, 2020	Report 2019-COW-33
	Extended storage for legal samples (longer than 30 days) (samples will be stored free of charge for 30 days from date of final report)	Per container per month	\$3.10	Y	I	January 1, 2020	Report 2019-COW-33
	Court testimony by Regional Environmental Laboratory staff	Per hour (including travel and wait time)	To be determined case-by-case	Y	I	January 1, 2020	Report 2019-COW-33
	Mileage for appearance	Per kilometre (actual)	\$0.55	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Other Packages (continued)

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Miscellaneous	Sub-contractor Fee	Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
	Report re-issue Fee					
	- Current Year	\$10.00	Y	I	January 1, 2020	Report 2019-COW-33
	- Previous 2 years	\$25.00	Y	I	January 1, 2020	Report 2019-COW-33
	- Prior Archives	\$100.00	Y	I	January 1, 2020	Report 2019-COW-33
Sample Treatment	Chlorine quenching	\$25.00	Y	I	January 1, 2020	Report 2019-COW-33
	Oil & Grease additional extraction	\$25.00	Y	I	January 1, 2020	Report 2019-COW-33
	Shipping (Sample Containers)	Actual cost	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – Solid Waste Management**

Solid Waste Management Fees and Charges

Type	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge	Effective Date	Notes / Comments
Blue Box Materials For loads of 100% Blue Box materials only	Newspapers, glass bottles and jars, cardboard, metal and aluminum food and beverage containers, all plastic bottles with a twist off top, metal paint cans, metal aerosol cans, milk, juice and drink containers, tubs and lids	/ 1,000kg	\$5.00	N	D	N/A	January 1, 2021	Report 2016-J-7
Household Hazardous Waste (HHW) For loads of 100% Household Hazardous Waste only	Oil and oil filters, paints, propane tanks, batteries, antifreeze, etc.		No Charge					
Waste Electronics and Electrical Waste For loads of 100% Waste Electronics and Electrical only			No Charge					
Used Tires For loads of 100% Tires only	Limit of up to 10 tires per vehicle per day		No Charge					
Bale Wrap For loads of 100% Bale Wrap only	Must be delivered clean and free of debris		No Charge					
Sign Recycling For loads of 100% Signs only	Consisting of plastic film on wire, paperboard on wood, or corrugated plastic		No Charge					
Waste Disposal General residential and commercial garbage waste	For loads up to and including 40.00 kg minimum charge	/ vehicle / load	N/A	N	D	\$5.00		
	For loads over 40.00 kg	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – Solid Waste Management**

Solid Waste Management Fees and Charges (continued)

Type	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge	Effective Date	Notes / Comments
Fill Material For loads of 100% Fill Material only	For loads of soils, concrete and mixed construction materials	/ 1,000kg	\$250.00	N	D	N/A	July 1, 2021	Report 2019-COW-3
Mixed Loads	For loads of Blue Box, HHW Material, Bale Wrap, Tires and/or Electronics and Electrical in the same load as other waste	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7
	For Loads containing fill material	/ 1,000kg	\$250.00	N	D	N/A	July 1, 2021	Report 2019-COW-3
When scales are not in service A flat rate charge system will apply and staff will estimate the loads	For loads up to and including 40.00 kg, except for loads of 100% Blue Box, 100% Household Hazardous Waste and/or 100% Fill Material	/ vehicle / load	N/A	N	D	\$5.00		
	For loads estimated over 40.00 kg	/ 100kg	\$12.50	N	D	N/A	July 1, 2016	Report 2016-J-7
Recycling Depot	Blue Box sales	Each	Market Price	N	D	N/A		
	Green Bin sales	Each	Market Price	N	D	N/A		
	Backyard Composter sales	Each	Market Price	N	D	N/A		
Integrated System	Solid Waste Bag Tags (where bag limit is exceeded)	/ tag	\$2.50	N	D	N/A	May 1, 2014	

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – General Services**

General Services Fees and Charges

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
1. Drawings	a) Engineering drawings	/drawing	\$10.00	Y	I	April 1, 2013
	b) Valve location drawings	/drawing	\$2.30	Y	I	April 1, 2013
	c) CAD File - Engineering Drawing	/drawing	\$22.00	Y	I	April 1, 2013
	d) Engineering Reports/Drawings - Digital Format on CD/DVD	/drawing	\$54.00	Y	I	April 1, 2013
	e) Environmental Study Reports (based on number of pages)		Various	Y	I	April 1, 2013
2. System Maps – Water, Sanitary and Storm Sewer	a) Digital pdf files of Regional Water System 1:5000 on CD	/file	\$113.00	Y	D	April 1, 2013
	Digital pdf files of Regional Sewer System 1:5000 on CD	/file	\$113.00	Y	D	April 1, 2013
	Digital pdf files of Regional Storm Sewer System 1:5000 on CD	/file	\$113.00	Y	D	April 1, 2013
	b) Water, Sanitary Sewer, Storm System maps 24"x36" Colour	/sheet	\$84.00	Y	D	April 1, 2013
	c) Water, Sanitary Sewer, Storm System maps 24"x36" b/w	/sheet	\$11.00	Y	D	April 1, 2013
3. Design	Design Guidelines (Criteria & Standards)		\$111.00	Y	D	April 1, 2013
	Design Guideline Revisions		\$23.00	Y	D	April 1, 2013

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
4. Standard Construction Specifications	a) Individual sheets	/sheet	\$0.50	Y	D	April 1, 2013
	b) Regional Sewer & Watermain Specifications	/set	\$11.00	Y	D	April 1, 2013
5. Contract Tender Documents			Various	Y		April 1, 2013
6. Topographical Maps (Contour)	Oshawa	/sheet	\$56.00	Y	D	April 1, 2013
	Port Perry, Brooklin, Whitby, Bowmanville, Newcastle, Port of Darlington, Uxbridge, Cannington, Beaverton and Sunderland	/sheet	\$17.00	Y	D	April 1, 2013
7. Curb Cutting		/metre	Actual Cost	N	D	April 1, 2013
		/foot	Actual Cost	N	D	April 1, 2013
	Minimum Charge		\$210.00	N	D	April 1, 2013
8. Curb Placement or Replacement			Actual Cost	N	D	April 1, 2013
9. Private Driveway Entrances (Culverts)	450 mm dia/7 m (18" dia/23' long)		\$3,600.00	N	D	April 1, 2016
	600 mm dia/7 m (24" dia/23' long)		\$3,900.00	N	D	April 1, 2016
	Per meter over 7 m (450 mm dia.)	/metre	\$244.00	N	D	April 1, 2013
	18" diameter	/foot	\$68.00	N	D	April 1, 2013
	Per meter over 7 m (600 mm dia.)	/metre	\$265.00	N	D	April 1, 2013
	24" diameter	/foot	\$78.00	N	D	April 1, 2013
	Culvert relocation & culverts over 600 mm in diameter or over 12.2 m long		Actual Cost	N	D	April 1, 2013

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
10. Weed inspectors be authorized to pay the following rates:	Weed cutting		Actual Cost	N	I	April 1, 2017
	Person with spraying equipment		Actual Cost	N	I	April 1, 2013
11. Payroll Burden	a) On regular labour		50%	N		April 1, 2013
	b) On overtime		10%	N		April 1, 2013
12. Administration Fee (Overhead)	a) Costs to be recovered by third parties (excluding area municipalities and other government agencies)		8%	N	I	April 1, 2017
	b) Costs related to capital and traffic signal installations/maintenance		Varies	N	I	April 1, 2017
13 a) Encroachments on Regional Roads	i) Stand alone or existing structures	Processing Charge	\$557.00	N	D	January 1, 2021
	plus yearly fee (five year term)	/year	\$100.00	N	D	April 1, 2014
	ii) Signs or canopies attached to buildings	Processing Charge	\$557.00	N	D	January 1, 2021
13 b) Encroachments on Sewer, Water, Road Easements	i) Release of portion of easement due to encroachment of structure plus legal, survey, registration fees plus extra costs to maintain remaining easement, if necessary, plus any increase in value of land, if applicable	Processing Charge	\$434.00	N	D	January 1, 2021
	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	\$434.00	N	D	January 1, 2021

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
14. Vendor Permits	License required by owner or occupants of property adjoining a highway to use the untraveled portion to sell goods by retail		\$56.00	N	D	April 1, 2013
15. Traffic Information	Signal timings (letter)	/intersection	\$85.00	Y	D	April 1, 2013
	Signal maintenance data (e-mail, other)	/search	\$65.00	Y	D	April 1, 2013
	Collision summary annual report (CD)	/ADT	\$80.00	Y	D	April 1, 2013
	3 year collision data	/collision	\$56.00	Y	D	April 1, 2013
	Collision diagram	/location	\$157.00	Y	D	April 1, 2013
	Signal drawings (on paper)	/print	\$58.00	Y	D	April 1, 2013
	Legal enquiries - signal timing	/enquiry	\$190.00	Y	D	April 1, 2013
	Legal enquiries - other	/hour	\$70.00	N	D	April 1, 2013
16. Municipal Consent	Municipal Consent processing fee		\$600.00	Y	I	April 1, 2020
17. Pavement Degradation Fees	Cost of Utility Trench Impact (m2)	Road Condition Index: 100-90	\$27.00	Y	I	April 1, 2013
		Road Condition Index: 89-80	\$23.00	Y	I	April 1, 2013
		Road Condition Index: 70-60	\$19.00	Y	I	April 1, 2013
		Road Condition Index: 59-50	\$12.00	Y	I	April 1, 2013
		Road Condition Index: <50	\$6.00	Y	I	April 1, 2013

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
18. Environmental Information		/site	\$128.00	Y	I	April 1, 2013
19. Road Occupancy	Special Events permit (with the exception of Charitable Organizations)		\$95.00	Y	D	April 1, 2013
20. Oversize Overweight Permit	Annual Permit	/year	\$150.00	N	D	April 1, 2013
	Single Trip Permit	/trip	\$100.00	N	D	April 1, 2013
	Project Permit	/project	\$200.00	N	D	April 1, 2013
	Security Deposit as determined by load / damage potential	Minimum	\$1,000.00	N	D	April 1, 2013

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Engineering Fees (Total Costs of Works)

Item	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
21. Subdivision Agreements	Less than \$100,000	3%	N	D	April 1, 2017
	\$100,001 - \$200,000	\$3,000 on first \$100,000 & 2.50% on next \$100,000	N	D	April 1, 2013
	\$200,001 - \$500,000	\$5,500 on first \$200,000 & 2.25% on next \$300,000	N	D	April 1, 2013
	\$500,001 - \$1,000,000	\$12,250 on first \$500,000 & 2.00% on next \$500,000	N	D	April 1, 2013
	\$1,000,001 - \$2,000,000	\$22,250 on first \$1,000,000 & 1.50% on next \$1,000,000	N	D	April 1, 2013
	\$2,000,001 - \$4,000,000	\$37,250 on first \$2,000,000 & 1.20% on next \$2,000,000	N	D	April 1, 2013
	Minimum Charge	\$255.00	N	D	April 1, 2017
22. Servicing Agreements	Less than \$100,000	3%	N	D	April 1, 2017
	\$100,001 - \$200,000	\$3,000 on first \$100,000 & 2.50% on next \$100,000	N	D	April 1, 2013
	\$200,001 - \$500,000	\$5,500 on first \$200,000 & 2.25% on next \$300,000	N	D	April 1, 2013
	\$500,001 - \$1,000,000	\$12,250 on first \$500,000 & 2.00% on next \$500,000	N	D	April 1, 2013
	\$1,000,001 - \$2,000,000	\$22,250 on first \$1,000,000 & 1.50% on next \$1,000,000	N	D	April 1, 2013
	\$2,000,001 - \$4,000,000	\$37,250 on first \$2,000,000 & 1.20% on next \$2,000,000	N	D	April 1, 2013
	Minimum Charge	\$255.00	N	D	April 1, 2017

**The Regional Municipality of Durham - 2021 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Telecommunications Equipment – Installation on Regional Sites, Infrastructure and Facilities

Item	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
23 a) Site Licenses - tower constructed on Regional site	i) Application fee	\$2,771.00	N	D	April 1, 2021
	ii) Annual license fee	\$24,917.00	Y	D	April 1, 2021
	iii) Application fee for modifications to existing towers	\$2,771.00	N	D	April 1, 2021
	An increase to the annual license fee of 25% per carrier will apply for each additional carrier utilizing the tower	\$6,229.00	Y	D	April 1, 2021
23 b) Site License - antenna installed on Regional facility/infrastructure	i) Application fee	\$2,771.00	N	D	April 1, 2021
	ii) Annual license fee for site access	\$13,842.00	Y	D	April 1, 2021
	iii) Annual fee per antenna installed	\$900.00	Y	D	April 1, 2021
	iv) Application fee for modifications to existing antenna	\$2,771.00	N	D	April 1, 2021

The fees will increase each year for the term of the agreement by a rate of 3% per annum.

House Inspections and Election Signs

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
24. House Inspection Fee	Fee applied to specific Real Estate acquisition agreements, as required	/location	\$263.00	N	I	January 1, 2021	
25. Election Signs	Removal of a sign by the Region	/sign	\$60.00	N	I	June 13, 2018	By-law 21-2018
	Storage of a sign by the Region	/day	\$5.00	N	I	June 13, 2018	By-law 21-2018

The Regional Municipality of Durham

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