Business Plans and Budget
Presentation to Committee of the Whole
February 6, 2018
Broader Economic Conditions

Household Debt Remains High

2018 GDP growth expected to be more moderate than 2017

Interest Rates inching upward, mindful of downside risks in the forecast

“My second preoccupation is the state of Canada’s housing markets and the associated level of household debt. The Bank said...these vulnerabilities are elevated, and are likely to remain so for a long time.”

Steven Poloz, Governor of the Bank of Canada
December 14, 2017

Debt to Disposable Income Ratio (Canada)

Source: Statistics Canada
Risk and Mitigation Strategies

Risks & Uncertainties

- **Development Risks**
  - Lower than forecast DC receipts
  - Non-residential development

- **Economic**
  - Bill 148 (Minimum wage)
  - Interest rate increases on housing market, affordability and debt

- **External**
  - Policy/legislation
  - Provincial/Federal funding

Mitigation Strategies

- Long-Term Financial Planning
- Risk and Asset Management
- Financial Flexibility
- Business Case Approach

“The Region’s forward looking financial planning for operating and capital plans allow it to identify and address anticipated pressures early on.”

-Moody’s Investors Service, January 9, 2018
Business Planning Process

June
- Asset Management Study

October
- Multi Year Economic & Financial Forecast and Guideline

November-January
- Business Planning Servicing & Financing Studies

January-February Approval
- Business Plans & Budgets
- Property Tax Strategy
- Multi-Year Forecast

2018 Budget Starting Point
- Economic Increases
- One-Time Items
- Annualization
- Contract Pricing
- Revenues & Subsidies
Guideline

Taxpayer Affordability & Competitiveness

- Business Retention
- Reassessment
- Vacancy Policy Decisions

Annualization of 2017 Items

- Staffing
- Transit Service Plan
- Sunderland Paramedic Station

Maintain & Increase Service Levels

- Regulatory
- Legislative
- Operating & Capital

Prioritized Affordable Budget
2018 Gross Property Tax Budget

Expenditures $1.2 billion ($m)
- Police $215.7
- Transit $103.0
- Other $131.6
- Roads & Bridges $185.0
- Social Assistance $121.0
- Solid Waste $70.2
- LTC $108.1
- Children’s Services $78.9
- Paramedic Services $51.3
- Public Health $52.7
- Family Services $6.6
- Social Housing $70.8

Revenues $1.2 billion ($m)
- Property Taxation $644.4
- Provincial Subsidy $320.8
- Reserve Funds & Other $170.1
- Development Charges $41.3
- Federal Subsidy $16.5
- Debenture Proceeds $1.8

Regional Assets $13.2 billion
- Transportation $3.4 billion
- Facilities $1.0 billion
- Fleet & Equipment $0.3 billion
- Water Supply $4.0 billion
- Sanitary Sewerage $4.5 billion

($1.6 billion including Water/Sewer)
Budget & Assessment Growth 2015-2018

Assessment Growth and Net Budgetary Tax Increase
2015 to 2018

Assessment Growth
Net Budgetary Tax Increase

Per Cent

2015 2016 2017 2018

1.1 1.7 1.8 1.9
1.0 1.4 1.7 1.8

4 Year Average Regional Budgetary Tax Impact = 1.6%
(after growth)
2018 Budget Highlights

$22.99m increase in Regional Budget over 2017

$3.5m new operating costs from 2017 annualizations

53 new staff positions

$92.8m for roads & bridges, an $11.7m increase over 2017

$48m in additional Tangible Capital Assets

Service enhancements and new programs

Final Year of provincial upload

Financing Strategies

- Seaton
- Federal Gas Tax
- Hospice/Hospital
- Asset Management Planning
- Reserve Funds
- Land Management for Conservation Authorities
## 2018 Guideline Achieved

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<tr>
<th>Service/Category</th>
<th>2018 Increase ($ millions)</th>
<th>Tax Impact (per cent)</th>
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**Assessment Growth—Budgetary**

**Seaton Growth Reserve Fund**

**Property Taxpayer Impact**
Budget Highlights: Police

3.0% Guideline achieved

Staffing
• Increase Civilian Part-time (5.5 FTE)
• Eliminate Uniform Vacancy Rate (2017 was 5.9 FTE)

Funding
• Last Year of Court Security upload ($567,000)

Operating
• Body Worn Camera Pilot ($683,000)

Capital
• Vehicles, Facility Maintenance and Renewal ($3.6m)

Forecast Pressures/Risks
• Staffing
• Capital Infrastructure
• Police Grant Consolidation

Regional Total 2018 Average Home Tax Bill: $2,663

Committee of the Whole February 6, 2018
### Police Capital Program ($m)

#### Capital Expenditures

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#### Financing

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<td>$ 3.5</td>
<td>$ 85.9</td>
<td>$ 172.9</td>
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</table>
7.5% Guideline achieved

Operating
- Annualization and base changes from 2017 ($1.9m)
- Service enhancements ($0.5m)
- Major engine and part replacement ($0.4m)
- Route maintenance ($0.6m)
- PRESTO costs ($0.3m)

Gross capital investments of $17m

Revenue $1.9m including Provincial Gas Tax of $0.4m
## Transit Capital Program ($m)

### DRT Capital

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<td>23.9</td>
<td>72.1</td>
<td>21.2</td>
<td>21.5</td>
<td>158.8</td>
</tr>
</tbody>
</table>

Table may not add due to rounding

February 6, 2018

Committee of the Whole
Budget Highlights: Works Roads & Bridges

- Winter Control ($0.3m)

- $92.8 million Roads Capital program ($11.7 million 14% increase)
  - Road rehabilitation $26m (increase $7.2m with $4.8 Federal Gas Tax)
  - Road expansions ($27.7m)
  - Bridge rehab ($7.4m)
  - 407-road related projects ($11.7m)
  - BRT related road projects ($5.1m)
  - Traffic control & transportation ($7.8m)

- Other Capital $8.5m
Operating

• Base adjustments – contract price decrease ($1.0 million) and removal of one-time capital ($1.9 million)
• Waste Composition Study $1.3 million ($0.4 million net)

Capital $1.0 million

• Vehicles/Equipment $582,000
• Facility Improvements $409,000

Revenues

• Industry Funding $5.8 million
• Revenues – Diversion Materials $5.2 million

Uncertainties

• Provincial Legislation changes
• Organics Management Plan
• Future landfill remediation costs
• Revenues
## Budget Highlights: Public Health and Paramedic Services

### Public Health Standards
- **Alignment with 12 new standards,**
- **Funding risk related to new standards,**
- **No subsidy increase**

### Regional Total 2018

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<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
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<tr>
<td><strong>Public Health</strong></td>
<td>$17,287</td>
<td>$18,292</td>
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<tr>
<td><strong>Paramedic Services</strong></td>
<td>$23,959</td>
<td>$25,750</td>
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### Public Health
- **‘000s**
- **2018:** $18,292
- **2017:** $17,287
- **Increase:** 5.8%

### Paramedic Services
- **‘000s**
- **2018:** $25,750
- **2017:** $23,959
- **Increase:** 7.5%

### Highlights
- **Public Health**
  - Extension of 16 hour vehicle to 24 hours ($274,000)
  - 50 defibrillators ($1.2m)
  - 9 replacement ambulances ($1.7m)
  - 2 emergency response vehicles ($152,000)
  - 1 management support vehicle ($42,000)
  - Seaton and Clarington Paramedic Stations – funding for land and detailed design ($2.1m)
  - Subsidy increase ($1.3m)

- **Committee of the Whole**
  - February 6, 2018

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*February 6, 2018*  
*Committee of the Whole*
Budget Highlights: Social Services

- $10.1 million increase in funding for child care and early learning programs
- Decreased wait list for Child care fee subsidy spaces – 2 months down from 12 months in 2017
- Increased investment to assist households obtain/retain housing, emergency shelters $1.21 million
- Final year of Social Assistance Upload $2.3 million
- Financial Empowerment and child poverty reduction activities $200,000
- Electronic Health Records Software and Training for long-term care homes $412,000 ($273,000 training and $139,000 software)
Other Departments

• Operating and capital for DRLHC ($5,991,000)

• Ontario Municipal Commuter Cycling Program ($2,771,190 total $554,238 regional contribution)

• New positions (7 FTE): Planning (1), Human Resources (1), Legislative Services (3), Corporate Communications (1), and Finance-Insurance Pool (1)

• Privacy Management Program ($255,000)

• Growth planning and transportation studies

• Economic Development initiatives

• Continued investment in equipment and technology improvements

• Regional Headquarters Parking Garage Recoating $2.6 million and Customer Service Strategy $100,000
Special Contributions

• Durham College ($350,000)

• Oak Ridges Hospice of Durham Ltd. Capital funding from the Hospital Reserve Fund ($350,000)

• Pending:
  • Additional Hospices
  • Grandview Children’s Centre
  • Post-secondary
  • Hospital
Conservation Authorities

- Operational funding $5.8m; Special Project Funding $1.7m
- Land Management Funding $200,000 from Reserve Fund based on land holding formula

Special One-Time Funding Requests from Reserve Funds

- CLOCA - Update Watershed Plans-Phase 1 of 2 $100,000
- GRCA – Watershed Plan Update $50,000
- LSRCA - Scanlon Creek Operations Centre Renovation Project $39,162

Conditional on NDMP Funding Approval:
  Lake Ontario Shoreline Management Plan Update $50,000 CLOCA; $25,000 GRCA

Support for: TRCA’s funding application for Pickering and Ajax Dyke Remediation EA, Floodplain mapping Duffins Creek and Hydrology update Petticoat Creek watershed
Federal Gas Tax Strategy

Flexibility to apply portion of Federal Gas Tax elsewhere

- 2017 DYEC Costs Finalized
- 2017 Balloon External Debt paid-off
- Gas Tax has increased

2017 DYEC Costs Finalized

2017 Balloon External Debt paid-off

Gas Tax has increased
## Property Tax Supported Capital Forecast ($m)

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<td><strong>1,146.4</strong></td>
<td><strong>932.2</strong></td>
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## Capital Forecast Financing ($m)

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<td><strong>2,078.6</strong></td>
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Table may not add due to rounding.
# Debt Forecast

## Regional Property Tax Debt Outstanding

2016 to 2027 ($m)

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<td>2023</td>
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<td>973</td>
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<tr>
<td>2027</td>
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</table>

## Annual Property Tax Debt Servicing Payments

2016 to 2027 ($m)

<table>
<thead>
<tr>
<th>Year</th>
<th>New Debt Charges</th>
<th>Existing Debt Charges</th>
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</thead>
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<td>2016</td>
<td>37.6</td>
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<td>2017</td>
<td>63.7</td>
<td>43.9</td>
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<tr>
<td>2018</td>
<td>27.6</td>
<td>20.7</td>
</tr>
<tr>
<td>2019</td>
<td>26.8</td>
<td>43.9</td>
</tr>
<tr>
<td>2020</td>
<td>23.8</td>
<td>20.7</td>
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<tr>
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<td>2026</td>
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<td>67.3</td>
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<tr>
<td>2027</td>
<td>67.3</td>
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</tbody>
</table>
Seaton Strategy

Financing Strategy Developed

To ensure continued financial sustainability given that there may be a timing difference in the matching of taxable assessment growth and the related property tax revenue from the Seaton community with the budgeted Regional operating costs to service this community.

- Estimated assessment growth increase for 2018 ($0.6m in property taxes) be deferred to 2019
- Annual review of anticipated Seaton-specific operating cost requirements with taxable assessment growth as part of Business Planning
2018 Regional Property Tax Impact

- Region-wide property tax rate impact of 1.9 per cent, after approximately 1.7 per cent assessment growth and 0.10 per cent Seaton Growth; and

- A $50 budgetary increase for an average residential home in Durham Region with a 2018 current value assessment of $424,900.
Average Monthly Household Regional Tax Impact

- Automobile: $500
- Cell Phone/Cable/Internet: $226
- Regional Tax Bill: $222
- Hydro: $107
- Natural Gas: $87
- Sewer: $39
- Water: $37

Other Services:
- Police: $69
- Waste Services: $15
- Paramedic Services: $9
- Regional Transit: $19
- Public Health: $6
- Long Term Care: $15
- Works: $29
Fiscal Sustainability

$3m+ 2018 Annualization

$2.1b Capital Program

$120m PTIF 2+ Operating

$42.9m Transit Service Plan

$170m Organics Management

Hospitals & Education Requests

FISCAL SUSTAINABILITY
Budget Summary

2018 Budgeted Tax Impact (1.9%) is Reasonable and Affordable for the Region, Residential Tax Payers and Non-residential Tax Payers

- Global Risks
- Legislative Uncertainty
- Reassessment Appeals
- Forecasted Debt Increase

- Increasing Debt & Interest Rates
- Increasing Tax Burden
- Continued Reassessment Impacts

Competitive tax rate to retain and attract businesses in Durham