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# The Regional Municipality of Durham Report

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To: Finance and Administration Committee  
From: Commissioner of Finance  
Report: #2020-F-4  
Date: February 11, 2020

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**Subject:**

The 2020 Regional Business Plans and Budgets for Property Tax Purposes, including General Purpose, Solid Waste Management and Durham Region Transit

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**Recommendations:**

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

**2020 General Purpose Property Tax Business Plans and Budgets**

- A) The 2020 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 \$588,411,000 as detailed within the 2020 Regional Business Plans and Budgets, which are highlighted in this report and summarized as follows:

	<b>2020 Tax Requirements (\$000s)</b>
<b>Regional Operations</b>	
i) Departmental Operations	269,752
ii) Regional Roads Reserve – Growth	12,549
iii) Regional Roads – Rehabilitation Reserve Fund	26,050
iv) Regional Bridges – Rehabilitation Reserve Fund	5,525
<b>Total Regional Operations</b>	<b>313,876</b>
v) <b>Police Service</b>	<b>213,225</b>
vi) <b>Social Housing - Corporate</b>	<b>43,324</b>
vii) <b>Conservation Authorities</b>	<b>8,376</b>
viii) <b>Special Contributions:</b>	
ix) Land Conservation and Protection Reserve Fund	567
Special Contribution:	
x) - Trent University - Durham	474
xi) - Durham College – Whitby	667
xii) - Oak Ridges Hospice of Durham	360
xiii) - Durham Region Hospice (Clarington)	239
xiv) - Durham Region Community Investment Grant	2,670
<b>Total Special Contributions</b>	<b>4,977</b>
<b>SUBTOTAL</b>	<b>583,778</b>
xv) Deferral for Seaton Assessment Growth	3,176
xvi) Adjustment to Assessment Base (re: Assessment under appeal)	1,457
<b>TOTAL GENERAL PROPERTY TAX PURPOSES</b>	<b>588,411</b>

- B) The 2020 Net Major Tangible Capital Asset Program for General Property Tax Purposes (excluding Solid Waste, Durham Region Transit and Conservation Authorities' requirements) in the amount of \$110,923,000 be approved, and the 2021 to 2029 Capital Forecast in the amount of \$1,633,890 as detailed in the following table be received for information purposes only and subject to future approvals.

**GENERAL PURPOSES**  
Tangible Capital Asset Requirements (\$000's)

	2020	Forecast					Forecast Total (\$000's)
	Recommended (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Major Capital</b>							
<b>Police Services</b>							
Operations Training Centre - Phase 2						31,020	31,020
Facility Repairs & Renovations	515	1,500	1,500	1,500	1,500	7,500	13,500
Police Education and Innovation Centre Transition Space	8,200						80,000
Clarington Police Complex Phase 2 - Regional Support Centre and Centre for Investigative		80,000					80,000
Durham North West Seaton					3,315	29,830	33,145
North Division Expansion						4,100	4,100
Central West Parking Garage						10,000	10,000
Central East Division						58,565	58,565
<b>Police Service Subtotal</b>	<b>8,715</b>	<b>81,500</b>	<b>1,500</b>	<b>1,500</b>	<b>4,815</b>	<b>141,015</b>	<b>230,330</b>
<b>Paramedic Services</b>							
Ambulance Stations - Clarington	1,783	3,300					3,300
Ambulance Stations - Uxbridge					5,700		5,700
<b>Paramedic Services Subtotal</b>	<b>1,783</b>	<b>3,300</b>			<b>5,700</b>		<b>9,000</b>
<b>Health &amp; Social Services</b>							
Space Optimization - 101 Consumers	2,000						
Seniors Dental Clinic Renovations	2,048						
New Ontario Works Delivery Location						20,000	20,000
Sunderland Relocation and Expansion - Child Care		1,250					1,250
Seaton Facility				8,300			8,300
New Long Term Care Home						82,485	82,485
<b>Health and Social Services Subtotal</b>	<b>4,048</b>	<b>1,250</b>		<b>8,300</b>		<b>102,485</b>	<b>112,035</b>
<b>Headquarters</b>							
Expansion of Garage						10,000	10,000
Space Optimization	8,077	2,700	2,700	2,570			7,970
<b>Headquarters Subtotal</b>	<b>8,077</b>	<b>2,700</b>	<b>2,700</b>	<b>2,570</b>		<b>10,000</b>	<b>17,970</b>
<b>Works Operations</b>							
Regional Roads Program	88,300	107,750	142,860	132,015	126,705	731,510	1,240,840
Depots			8,518	8,641	1,200	7,356	23,715
<b>Works Operations Subtotal</b>	<b>88,300</b>	<b>107,750</b>	<b>149,378</b>	<b>140,656</b>	<b>127,905</b>	<b>738,866</b>	<b>1,264,555</b>
<b>Total Major Capital</b>	<b>110,923</b>	<b>196,500</b>	<b>153,578</b>	<b>153,026</b>	<b>138,420</b>	<b>992,366</b>	<b>1,633,890</b>

C) Financing for the 2020 Major Tangible Capital Asset Program for General Property Tax Purposes in the net amount of \$110,923,000 be approved as follows:

	2020 Recommended (\$000's)					Total
	Headquarters Space Optimization (\$000's)	Health & Social Services (\$000's)	Police	Paramedic	Works Operations	
Property Taxes			515	1,783	6,200	8,498
Development Charges					25,761	25,761
Rehabilitation / Special Road Reserve Funds					46,239	46,239
Federal Gas Tax					10,100	10,100
Debentures						
Provincial Subsidy		2,048				2,048
Federal Grant						
Other <sup>(1)(2)(3)</sup>	8,077	2,000	8,200			18,277
<b>Total Financing</b>	<b>8,077</b>	<b>4,048</b>	<b>8,715</b>	<b>1,783</b>	<b>88,300</b>	<b>110,923</b>

Note:

1. Contribution from Reserves for Headquarters Space Optimization
2. Contribution from Reserves for Space Optimization - 101 Consumers
3. Contribution from Reserve Fund for Police Education and Training Centre

**Contributions for Regional Roads and Bridges**

- D) A 2020 contribution of \$12,549,000 to the Regional Roads Reserve – Growth be authorized to allow for financing of Road Capital Construction Projects.
- E) A 2020 contribution of \$26,050,000 to the Regional Roads Rehabilitation Reserve Fund be authorized to assist with roads rehabilitation requirements.
- F) A 2020 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 2020 Budget for the Durham Regional Local Housing Corporation be approved in the amount \$9,895,000.

**Conservation Authorities**

- H) Funding totalling \$6,115,288 for 2020 operations be approved for the Region's five Conservation Authorities as summarized below:
- |  |                    |
|--|--------------------|
| Central Lake Ontario Conservation Authority            | \$4,068,185        |
| Kawartha Region Conservation Authority                 | 641,880            |
| Ganaraska Region Conservation Authority                | 493,762            |
| Toronto and Region Conservation Authority              | 656,600            |
| Lake Simcoe Region Conservation Authority              | 254,861            |
| <b>Total Conservation Authority Operations Funding</b> | <b>\$6,115,288</b> |
- I) Funding totalling \$1,693,446 for 2020 special projects be approved for the Region's Conservation Authorities as summarized below:
- |  |                    |
|--|--------------------|
| Kawartha Region Conservation Authority                       | \$145,145          |
| Ganaraska Region Conservation Authority                      | 235,130            |
| Toronto and Region Conservation Authority                    | 838,221            |
| Lake Simcoe Region Conservation Authority                    | 474,950            |
| <b>Total Conservation Authority Special Projects Funding</b> | <b>\$1,693,446</b> |
- J) Funding totalling \$200,000 for 2020 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           |
| <b>Total Conservation Authority Land Management Funding</b> | <b>\$200,000</b> |
- K) The York/Peel/Durham/Toronto/Groundwater Management Initiatives be continued in 2020 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:
- Central Lake Ontario Conservation Authority for phase two of five of the Restoration Program in the amount of \$150,000
  - Kawartha Conservation Authority for phase two of two of the Watershed Planning project in the amount of \$30,000
  - Kawartha Conservation Authority for phase two of two for Website Design and Implementation in the amount of \$7,080
  - Kawartha Conservation Authority for phase two of five for the Digitization of Corporate Records in the amount of \$5,310
- M) A contribution of \$566,610 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**

- N) That the second 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 2020 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.
- O) That the request for funding from Durham College – Whitby Campus for up to a maximum of \$2.0 million over three years (\$666,667 per year) for the construction of a new 60,300 square foot building to allow the College to expand its capacity in the millwright, elevator and electrical skill trades programs and to address student space requirements be approved, with the required financing to be provided for annually from the Durham Region Community Investment Grant envelope; and further that funds be released at the discretion of the Commissioner of Finance subject to an executed funding agreement and accountability of capital costs.
- P) That the Regional Chair and Regional Clerk be authorized to execute the agreement with Durham College.
- Q) That an additional Regional funding allocation of up to \$359,650 be provided to Oak Ridges Hospice of Durham for the planned expansion of the Port Perry hospice to an eight bed facility, in addition to the \$350,000 approved by Regional Council in 2018 for the original five bed facility, with the required financing to be provided for from the Durham Region Community Investment Grant envelope in accordance with the Durham Region Community Investment Grant policy.
- R) That an additional Regional funding allocation of up to \$239,500 be provided to Durham Region Hospice for the planned expansion of the Clarington hospice to a nine bed facility, in addition to the \$265,650 approved by Regional Council in 2018 for the original five bed facility, with the required financing to be provided for from the Durham Region Community Investment Grant envelope in accordance with the Durham Region Community Investment Grant policy.

**Solid Waste Management 2020 Business Plan and Budget**

- S) The 2020 Business Plan and Budget for Solid Waste Management at a net property tax requirement of \$47,736,000 be approved as detailed in the 2020 Solid Waste Management Business Plan and Budget.

T) The 2020 Scott Landfill Reclamation Project, included in the 2020 Major Tangible Capital Assets Program for Solid Waste Management, be approved in the gross amount of \$60,000 to be financed from property taxes, and further that the remaining 2020 Major Tangible Capital Asset Program totalling \$163,500,000 and the Capital Forecast for the period 2021 to 2029 in the amount of \$243,224,800 as detailed below be received for information purposes only and subject to additional future approvals.

**SOLID WASTE MANAGEMENT  
Tangible Capital Asset Requirements (\$000's)**

	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
		2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Major Capital</b>							
Landfill Remediation / Reclamation	60	4,225	1,845	1,360	220	4,350	12,000
Long-term Organics Management Plan	163,500						
Durham/York Energy Centre		100	900			210,000	211,000
Modifications and/or New Waste Management Facilities (WMFs)							
Future Optimizations or New Sites		2,600	3,153	500	1,100	3,152	10,505
New Seaton Facility		8,500					8,500
Upgrades of Equipment at Material Recovery Facility (MRF)		660	260				920
Long Term Waste Management Master Plan		300					300
<b>Total Major Capital</b>	<b>163,560</b>	<b>16,385</b>	<b>6,158</b>	<b>1,860</b>	<b>1,320</b>	<b>217,502</b>	<b>243,225</b>
<b>Major Capital Financing Sources</b>							
Property Taxes	60						
Debentures	130,800						
Solid Waste Reserve Fund	32,700						
<b>Total Financing</b>	<b>163,560</b>						

**Durham Region Transit 2020 Business Plan and Budget**

U) The 2020 Business Plan and Budget for Durham Region Transit be approved at a total net property tax requirement of \$60,702,000, as detailed in the 2020 Durham Region Transit Business Plan and Budget.



- V) The 2020 Major Tangible Capital Asset Program for Durham Region Transit be approved in the gross amount of \$14,942,000 and the Capital Forecast for the period 2021 to 2029, totalling \$347,522,000 as summarized below be received for information purposes only and subject to future approvals.

**DURHAM REGION TRANSIT**  
Tangible Capital Asset Requirements (\$000's)

	2020		Forecast											
	Recommended		2021		2022		2023		2024		2025-2029		Forecast Total	
	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)
<b>Major Capital</b>														
<b>Growth Related</b>														
Vehicles	1	40	7	5,262	8	4,770	9	5,401	10	6,032	57	40,708	91	62,173
Vehicle Outfitting	-	-	21	369	24	391	27	440	30	490	171	3,028	273	4,718
New Indoor Bus Storage/Service Facility		3,750		250		-		80,000		-		37,300		117,550
New Facility in Seaton Phase 1		-		-		-		-		-		25,000		25,000
Maintenance Garage: Crossbeams for Articulated Buses		18		-		-		-		-		-		-
Subtotal	<b>1</b>	<b>3,808</b>	<b>28</b>	<b>5,881</b>	<b>32</b>	<b>5,161</b>	<b>36</b>	<b>85,841</b>	<b>40</b>	<b>6,522</b>	<b>228</b>	<b>106,036</b>		<b>209,441</b>
<b>Replacement</b>														
Vehicle Replacement and Refurbishment	11	9,280	7	4,841	18	10,229	21	11,536	22	11,969	117	62,022	185	100,597
Replacement Vehicle Outfitting	6	500	6	78	14	211	16	208	16	208	84	1,226	136	1,931
Facilities Rehabilitation		148		962		-		11		25		-		998
Subtotal		<b>9,928</b>		<b>5,881</b>		<b>10,440</b>		<b>11,755</b>		<b>12,202</b>		<b>63,248</b>		<b>103,525</b>
<b>Other</b>														
Passenger Amenities		-		1,620		5,660		5,360		360		2,050		15,050
System Improvements Capital		1,206		2,560		8,500		1,184		4,461		2,800		19,505
Subtotal		<b>1,206</b>		<b>4,180</b>		<b>14,160</b>		<b>6,544</b>		<b>4,821</b>		<b>4,850</b>		<b>34,555</b>
<b>Total Major Capital</b>		<b>14,942</b>		<b>15,942</b>		<b>29,761</b>		<b>104,140</b>		<b>23,544</b>		<b>174,134</b>		<b>347,522</b>

- W) Financing for the 2020 Major Capital Asset Program for Durham Region Transit in the gross amount of \$14,942,000 be approved as follows:

	2020 Recommended (\$000's)
<b>Major Capital Financing Sources</b>	
Property Taxes	1,033
Development Charges	2,589
Debentures	1,200
Federal Gas Tax	10,100
Federal Grant	20
<b>Total Financing</b>	<b>14,942</b>

**Financial Management and Accountability**

- X) The Listing of 2020 Regional Fees and Charges, as set forth in the 2020 Regional Business Plans and Budgets be approved and made available to the public and all applicable By-laws be amended accordingly.

- Y) That the funding previously approved and set aside for the Healthcare Institution capital investments be consolidated in the Durham Region Healthcare Institution Reserve Fund.
- Z) Based upon the 2020 Regional Business Plans and Budgets as recommended herein, the Commissioner of Finance be authorized to set 2020 Regional Property Tax Rates for General Purposes, Solid Waste Management and Durham Region Transit and approval be granted for the requisite By-laws.
- AA) Capital project approval be granted for expenditures and financing per the 2020 Capital Project Detail pages within the 2020 Regional Business Plans and Budgets where contract awards are consistent with the Regional Budget Management Policy.
- BB) For any Regional program change or capital expenditure included within the 2020 Regional Business Plans and Budgets which is proposed to be financed in whole, or in part, from Provincial/Federal subsidies 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 or related revenues (Finance and Administration Committee and Regional Council will be advised accordingly, consistent with the Regional Budget Management Policy).
- CC) Funding totalling up to \$59,850 be approved for the Pickering Auxiliary Rescue Association with the funding to be provided from within the 2020 Risk Management program of the Finance Department's 2020 Business Plan and Budget to be administered by the Finance Department in consultation with the Durham Regional Police Service based upon services rendered.
- DD) Staff continue to work with COMRA to finalize their 2020 funding submission and that the approval and financing of COMRA's 2020 request be at the discretion of the Commissioner of Finance; and be administered by the Finance Department in consultation with the Durham Regional Police Service.
- EE) 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 2020 BUSINESS PLANS AND BUDGETS (000'S)**

	<u>2019</u>		<u>2020</u>		
	<u>Total</u>	<u>Property Tax</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
	\$		\$	\$	\$
<b><u>PSAS Additions to Budget</u></b>					
Tangible Capital Asset Amortization	142,386	89,152	24,673	30,659	144,484
Post-Employment Benefit Expense	11,274	12,278	623	716	13,617
Landfill Closure Costs - (Decrease)/Increase in Liability	(612)	4,701	-	-	4,701
Transfers from Reserves and Reserve Funds	72,753	110,254	6,221	11,383	127,858
Proceeds of Debit issued for Regional Purposes	-	-	-	-	-
Total PSAB Additions	<u>225,801</u>	<u>216,385</u>	<u>31,517</u>	<u>42,758</u>	<u>290,660</u>
<b><u>PSAS Reductions to Budget</u></b>					
Gross Tangible Capital Assets Acquisitions	(364,719)	(327,029)	(82,032)	(77,293)	(486,354)
Less: Tangible Capital Asset Recoveries	24,971	52,417	962	18,343	71,722
Net Tangible Capital Asset Acquisitions	(339,748)	(274,612)	(81,070)	(58,950)	(414,632)
Debt Principal Payments	(22,076)	(11,003)	-	(5,971)	(16,974)
Transfers to Reserves and Reserve Funds	(103,252)	(99,849)	(8,956)	(26,022)	(134,827)
Contributed Tangible Capital Assets	(16,269)	(1,259)	(6,843)	(7,231)	(15,333)
Total PSAB Reductions	<u>(481,345)</u>	<u>(386,723)</u>	<u>(96,869)</u>	<u>(98,174)</u>	<u>(581,766)</u>
<b>Net Impact - (Increase) to Accumulated Surplus</b>	<u>(255,544)</u>	<u>(170,338)</u>	<u>(65,352)</u>	<u>(55,416)</u>	<u>(291,106)</u>

**Report:****1. 2020 Business Plans and Budget Overview**

- 1.1 This report provides key recommendations regarding the 2020 Regional Property Tax Supported Business Plans and Budgets for General Purposes, Solid Waste Management and Durham Region Transit. The 2020 Business Plans and Budgets and the recommendations herein represent the culmination of a significant effort by Regional staff to develop a budget focused on front line programs and services for Durham Region residents and businesses which ensures service levels are maintained – in response to reductions in provincial funding – while making responsible and strategic investments in key priority areas. The 2020 Business Plans and Budgets represent a net property tax budgetary increase of 2.2 per cent, lower than the overall 2.5 per cent guideline approved by Regional Council through Finance Report # 2019-F-44.
- 1.2 The recommended 2020 Business Plans and Budgets represent total gross expenditures of \$1,441.1 million (\$1,124 million operating and \$317.0 million capital), requiring a 2020 tax levy of \$696.8 million (\$530.2 million for operating and \$166.6 million for capital).
- 1.3 The recommended 2020 property tax increase of 2.2 per cent achieves an affordable, responsible tax increase for business and residential property owners and gives consideration to continued reassessment increases being phased-in. The proposed 2020 Business Plans and Budgets maintains core service levels while responding to significant reductions in provincial funding, meets service needs for a growing Region and provides for strategic investments to support the following key priority areas, namely:
- Respond to Growth and Affordability Pressures and Support the Vulnerable Sector
  - Innovate and Modernize Operations and Administration
  - Accommodate Ongoing Legislative and Regulatory Changes
  - Invest in Infrastructure Renewal
- 1.4 Many of the strategic investments in the proposed 2020 Business Plans and Budgets are focused on enhancing front line services to residents including:
- Enhancing emergency coverage along the 401 corridor with 12 new paramedics and a new 24 hour ambulance;
  - Continuation of paramedic Incident Response Unit (IRU) through evening hours enhancing opportunities for ACP response to critical calls;
  - Supporting seniors through the implementation of the Ontario Seniors Dental program;
  - Addressing poverty and social infrastructure of Durham communities through increased investments to reduce and eliminate homelessness;
  - Developing a Master Housing Strategy and completing a Portfolio Review of the DRLHC housing stock, including investing additional funds to meaningfully advance the outcomes from these reviews and achieve Council's affordable housing targets;

- Additional front line staff at the Region's long-term care homes including personal support workers, a nurse practitioner, a registered practical nurse and a recreational programmer
  - Prioritizing investments in climate change, innovation and diversity initiatives
  - Investing in transit service enhancements across the network; and
  - Improving road safety through the implementation of various Vision Zero initiatives.
- 1.5 The following table provides a high-level overview of the 2020 recommended budget which represents a net property tax impact of 2.2 per cent or approximately \$59 for the Region-wide average residential home after assessment growth.
- 1.6 In 2020, provincial funding has been reduced in a number of program and service areas. Regional Council, through the setting of the 2020 budget guideline, provided for increased Regional tax levy, where possible, to ensure program and service levels were maintained. The provincial funding reductions for 2020 total \$3.6 million and have been offset by an increase in property tax funding of approximately 0.53 per cent.

**Recommended  
2020 Budget**

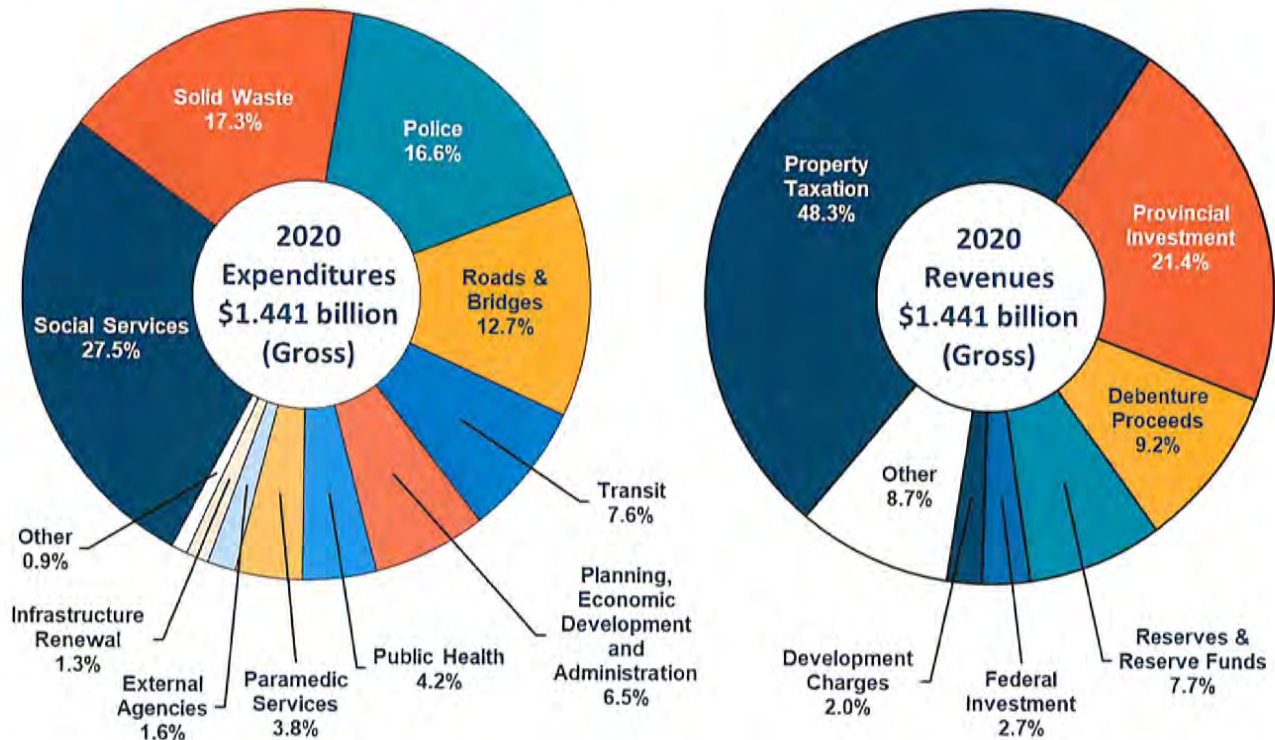
	<b>2020 Increase (\$ millions)</b>	<b>Tax Impact (%)</b>
Police Service	6,612	0.99
Durham Region Transit	2,552	0.38
Conservation Authorities	174	0.03
Solid Waste Management	(741)	(0.11)
Regional Operations and Other	18,035	2.69
Special Contributions	2	0.00
	26,634	3.98
Net Assessment Growth – Budgetary		(1.78)
Property Taxpayer Impact		2.20
Tax Impact of Mitigating Provincial Funding Reductions		(0.53)
Property Tax Impact (Excluding Provincial Funding Reductions)		1.67

- 1.7 The following table summarizes the Region of Durham's 2020 gross and net property tax budget. A more detailed schedule outlining the 2020 gross and net property tax and user rate budgets with prior year comparators is provided in Attachment #1 to this report.

### Recommended 2020 Budget

	Gross Expenditures (\$,000s)	Net Property Tax (\$,000s)
<b>Police Services</b>	<b>239,919</b>	<b>213,225</b>
<b>Durham Region Transit</b>	<b>109,266</b>	<b>60,702</b>
Roads and Bridges	182,830	90,257
Solid Waste Management	248,403	47,736
<b>Public Works</b>	<b>431,233</b>	<b>137,993</b>
Public Health	60,887	19,546
Paramedic Services	55,005	30,068
Long-Term Care	115,731	47,678
Social Housing	68,675	46,477
Social Assistance	121,954	18,718
Children's Services	82,101	10,913
Family Services	6,757	5,294
<b>Health &amp; Social Services</b>	<b>511,110</b>	<b>178,694</b>
Governance & Administration	76,876	37,025
Planning & Economic Development	10,464	9,449
Emergency Management & 9-1-1	7,819	5,380
<b>Other Regional Services</b>	<b>95,159</b>	<b>51,854</b>
Outside Agencies	22,365	22,365
Other	32,014	32,016
<b>Outside Agencies and Other</b>	<b>54,379</b>	<b>54,381</b>
<b>Property Tax Supported Services Total</b>	<b>1,441,066</b>	<b>696,849</b>

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



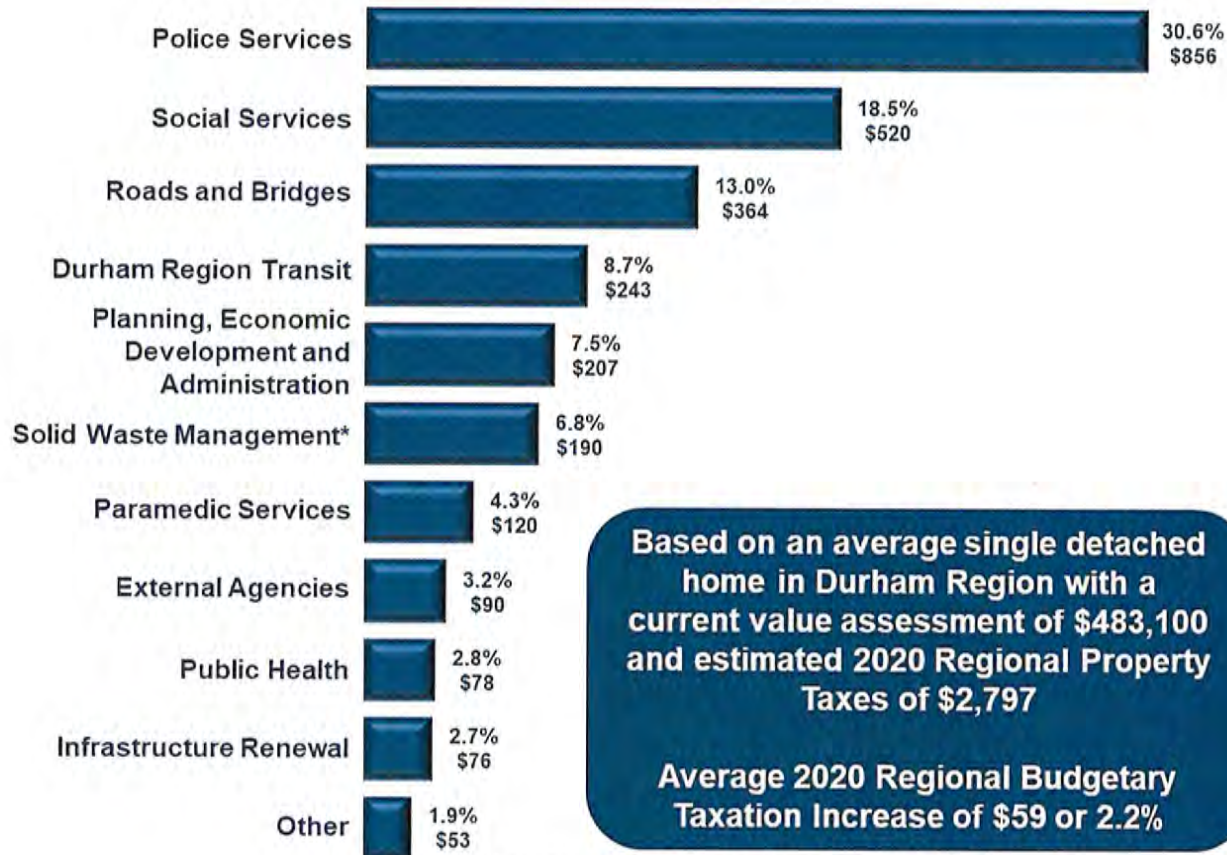
1.9 The gross 2020 property tax supported budget totals \$1.4 billion. The largest gross expenditure areas includes:

- Social Services 27.5 per cent
- Waste Management 17.3 per cent (largely driven by its capital program)
- Durham Regional Police 16.6 per cent
- Roads and Bridges 12.7 per cent
- Regional Transit 7.6 per cent

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

- Property Taxes 48.3 per cent
- Provincial Investment 21.4 per cent – Section 4, provides additional details on the impacts of changes in provincial funding.
- Reserve and Reserve Funds 7.7 per cent

1.11 The following graphic provides a breakdown of the Regional portion of the 2020 property bill based on the recommended 2020 budget where the average single detached homeowner in Durham will pay approximately \$233 per month, or \$2,797 annually for Regional property tax supported services based on a 2020 current value assessment of \$483,100.



**Based on an average single detached home in Durham Region with a current value assessment of \$483,100 and estimated 2020 Regional Property Taxes of \$2,797**

**Average 2020 Regional Budgetary Taxation Increase of \$59 or 2.2%**

\* Solid Waste Management varies by local municipality.

## 2. Line-By-Line Savings Review

2.1 As part of the development of the proposed 2020 property tax supported Business Plans and Budgets, departments completed a line-by-line review. Departments, under the guidance of the CAO and the Commissioner of Finance, reviewed three years of historical actuals to identify 2020 base budget reductions that do not impact service levels that could offset financial pressures.



- 2.2 The following base budget savings totaling \$4.1 million (representing a reduction of approximately 0.6 per cent of the tax levy) have been identified and are reflected in the proposed 2020 property tax supported Business Plans and Budgets.

Department/Division	Line-by-Line Review Savings (000's)
Works – Roads and Bridges and Waste	\$986
Durham Region Transit	312
Planning and Economic Development	452
Public Health	671
Paramedic Services	190
Social Services	420
Finance Services	217
Corporate Services	22
CAO's Office and DEMO	60
Non-Departmental	743
<b>Total</b>	<b>\$4,073</b>

### 3. Use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds in the 2020 Business Plans and Budgets

- 3.1 Staff have identified and have included the sustainable use of reserves and reserve funds, development charges and provincial and federal gas tax to fund one-time expenditures in the 2020 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 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 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 2020 budget.

Department/Division	Description	DC, Reserve/ Reserve Fund, Gas Tax	Amount \$
DRLHC	Energy Efficiency Retrofits	Federal Gas Tax	5,400,000
Emergency 9-1-1	Computer Telephony Integration System	Capital Project Reserve	285,000
Emergency 9-1-1	Voice Recorder System	Capital Project Reserve	240,000
Emergency 9-1-1	Private Branch Exchange	Capital Project Reserve	461,400
Emergency 9-1-1	Servers/SANS	Capital Project Reserve	264,000
Finance	Insurance – Claims Reserve	Insurance Reserve Fund	265,677
Finance	Claims Management Software	Insurance Reserve Fund	140,000
Finance	Courier Van Replacement	Equipment Reserve	40,000
Headquarters	Customer Relationship Management Software (CRM)	Innovation and Modernization Initiatives Reserve Fund	400,000
Headquarters	Voice Over IP (VoIP)	Capital Project Reserve	120,000

Department/ Division	Description	DC, Reserve/ Reserve Fund, Gas Tax	Amount \$
Headquarters	Core Public Switched Telephone Network (PSTN) Infrastructure	Capital Project Reserve	180,000
Headquarters/POA	RHQ Optimization	Capital Project Reserve	7,790,291
Health	101 Consumers Drive Modernization	Capital Impact Stabilization Reserve Fund	2,000,000
Health	New Ambulance	Development Charges	198,792
Health	Paramedic Master Plan	Development Charges	118,800
Non-Departmental	Official Plan Review – Growth Management Plan	Development Charges	120,000
Non-Departmental	Modernization and Enhancement of Corporate Systems	Capital Project Reserve	500,000
Non-Departmental	Farm 9-1-1 Initiative	Operating Impact Stabilization Reserve Fund	300,000
Police	Police Education and Innovation Centre – Transition Space	Capital Project Reserve	8,200,000
Police	Helicopter Maintenance Costs	Capital Project Reserve	239,065
Transit	Transit Capital Program	Development Charges	2,589,440
Transit	Transit Capital Program	Federal Gas Tax	10,100,000
Transit	Operations (base)	Provincial Gas Tax	1,611,000
Transit	Major Engines and Repairs	Provincial Gas Tax	1,491,105
Transit	Simcoe Rapid Transit Study	Provincial Gas Tax	60,000
Transit	Artic Training (one-time)	Provincial Gas Tax	150,682
Transit	Retiree Benefits	Sick Leave Reserve	420,000
Works	Energy from Waste – Interim Financing	Federal Gas Tax	9,069,777
Works	Phase in impacts of loss of market for paper processing	Waste Management Reserve Fund	992,300
Works	Litter Management – Blue Box Supplies (one-time)	Waste Management Reserve Fund	1,000,000
Works	Anaerobic Digestion Facility complemented by Mixed Waste Pre-Sort (subject to further approvals by Council)	Waste Management Reserve Fund	32,700,000
Works	Fleet Replacement	Equipment Replacement Reserve	7,467,100
Works	Operations	Durham Regional Forest Reserve Fund	9,784
Works	Roads Capital Program	Development Charges	25,761,060
Works	Roads Capital Program	Federal Gas Tax	10,100,000
Works	Roads Capital Program	Vision Zero Initiatives Reserve Fund	1,150,000
Works	Roads Capital Program	Regional Roads Reserve	9,813,940
Works	Roads Capital Program	Roads Rehabilitation Reserve Fund	27,250,000
Works	Roads Capital Program	Bridge Rehabilitation Reserve Fund	8,025,000
<b>Total</b>			<b>177,024,213</b>

- 3.3 In October 2019, Regional Council endorsed the Durham Region Community Investment Grant Policy (Report # 2019-F-34) that included the criteria for Community Investment Grants for capital infrastructure investments in healthcare institutions, at the discretion of Regional Council and subject to approval during the annual Business Planning and Budget process. As a matter of housekeeping, the Special Contribution funding previously approved by Regional Council and set aside for disbursement to healthcare institutions in accordance with the process should be consolidated in the newly renamed Durham Region Healthcare Institution Reserve Fund.
- 3.4 Finance Staff will ensure the reserves and reserve funds are being appropriately used in the program areas for which they were created.

#### **4. Provincial Funding Impacts**

- 4.1 The Region currently receives approximately 21.4 per cent of its annual revenues through provincial investments and grants. Provincial funding has been reduced in many key program and service areas. Regional Council, through the setting of the 2020 budget guideline, opted to provide for increased Regional tax levy, where possible, to ensure program and service levels were maintained.
- 4.2 In addition to provincial funding reductions, the Province is changing funding models and is advancing the downloading of select services to the Region including the prosecution of POA – Part III offences and GO Transit bus service in North and East Durham. This follows after a time when the Region benefited from the uploading of Ontario Works benefit costs between 2010 and 2018.
- 4.3 It is only within the last few months that the Region has received confirmation on many of the 2019 funding levels. The proposed 2020 Business Plans and Budgets have been prepared based on the information currently available from the province. In the absence of funding confirmations for 2020, the Region has assumed that provincial funding will remain at the 2019 levels. The Region, though its long-term financial planning is positioned to be able to temporarily respond to any in-year reductions in provincial investment, allowing program areas the time needed to adjust programs and services to the new provincial investment levels and/or consider increasing Regional funding.
- 4.4 While the province has announced increased funding in 2019 and 2020 in key targeted program areas, this increased funding requires additional Regional program expenses and as a result cannot be used to mitigate the impacts of the provincial funding reductions in other program areas.
- 4.5 The following table summarizes the provincial funding reductions impacting the Region's 2020 Business Plans and Budgets. These reductions total \$3.6 million and have been offset by an increase in property tax funding of approximately 0.53 per cent to ensure that program and service levels are maintained.

Program Area	2020 Impact – Provincial Funding Reduction (000's)
Children's Services – Childcare Expansion Program	\$2,182
Children's Services – Fee Stabilization Administration	264
Social Assistance – Ontario Works Program Delivery	609
Paramedic Services	370
Public Health	46
Planning – Smart Commute Program	90
<b>Total</b>	<b>\$3,561</b>

4.6 The following sections provided additional details on each of the provincial funding reductions impacting the 2020 Business Plans and Budgets.

- Children's Services – Childcare Expansion Program – On January 1, 2020 municipalities are required to cost-share Expansion Plan operating funding at a rate of 80 per cent provincial and 20 per cent municipal (previously 100 per cent provincial funding). The impact of this change on the 2020 budget is \$2.2 million. Further changes in the funding formulas for administration costs will be implemented on January 1, 2021 and January 1, 2022 which will place further pressure on the Region's 2021 and 2022 budgets.
- Children's Services – Fee Stabilization Administration – The provincial government has reduced the amount of funding available for core administration of the Region's Children's Services program. This has resulted in an impact of \$0.3 million for the 2020 budget.
- Social Assistance – The 2019 – 2020 Ontario Works provincial funding was \$0.6 million less than what was planned for in the 2019 budget. While the 2020 funding has not yet been confirmed it is anticipated to be in-line with the final 2019 provincial funding. The Province has announced further modernization efforts impacting the Region's Social Assistance programs in 2021 and beyond. It is not clear what additional impacts these changes will have on provincial funding, cost sharing formulas and service delivery.
- Paramedic Services – While confirmation of 2020 funding has not been provided it is anticipated that the 2020 funding will be similar to the 2019 funding resulting in a \$0.4 million shortfall for the Region's 2020 budget. Unlike in previous years the Provincial government has not provided the full 50 per cent matching funding for the expansion of the Region's paramedic services.
- Public Health – The Province announced changes to the cost sharing arrangement with municipalities. For 2020, the provincial funding of mandatory programs is declining from 75 per cent to 70 per cent while the funding of 100 per cent provincial funding programs is dropping to 70 per cent provincially funded (with the exception of the Senior's Low Income Dental Program, which the province has indicated they will fund at 100 per cent). Further changes to the funding formula for 2021 and beyond are being contemplated by the Province. Based on the Region's current base funding level the impact of the change in the provincial funding formula for 2020 is \$46k.

- Smart Commute Program – In 2019, the Province announced that Metrolinx was terminating the service delivery agreement for the Smart Commute Program. The impact on the 2020 budget is \$90k to ensure that this program continues in the absence of provincial funding.
- 4.7 In addition to the implications outlined above, changes in the Housing Services Act will have implications on the Regional funded Rent Geared to Income (RGI) subsidy. Additional details are required to model the increased cost to the Region resulting from these changes.

## **5. Police Services Board Request for Additional Staff**

- 5.1 Durham Regional Police Services Board submitted a letter to Finance and Administration Committee for the November 12, 2019 meeting requesting \$1.5 million in additional funding above the Board's 2020 guideline of 3.2 per cent for the hiring of 20 additional officers for Durham Regional Police Services.
- 5.2 On November 27, 2019 Regional Council approved the 2.5 per cent target and Regional Council referred the Durham Regional Police Services Board additional funding request, above the 2.5 per cent guideline, to the 2020 budget process.
- 5.3 The additional funding request in the amount of \$1.5 million in 2020 (\$2.3 million annualized) for 20 new officers is not included in the 2.2 per cent proposed budget. Should Finance and Administration Committee opt to proceed approval of this request would result in an additional increase to the 2020 property tax levy of 0.22 per cent.

## **6. Investments in Climate Change Adaption and Mitigation**

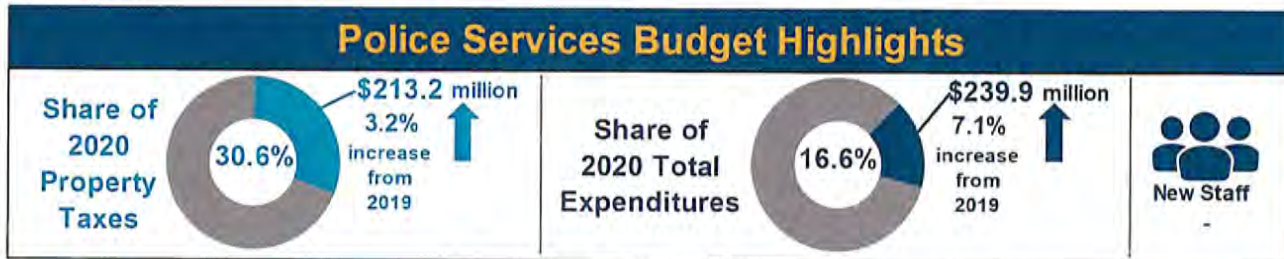
- 6.1 Durham is a leader in environmental sustainability. The Durham Community Climate Change Adaptation Plan has received national recognition, winning the 2018 Sustainable Communities Award from the Federation of Canadian Municipalities. In 2019 Regional Council endorsed the Durham Community Energy Plan. Developed in partnership with all eight area municipalities and four local energy utilities, it is designed to improve energy efficiency, reduce GHG emissions and create high quality local jobs in the green energy sector.
- 6.2 Through the 2019 budget, the Region made substantial increases in funding for climate change programs. With Council's declaration of a climate emergency in January 2020, the creation of a \$5 million Climate Change Mitigation and Environment Reserve Fund and identification of environmental sustainability as a key priority in the upcoming 2020-2024 Regional Strategic Plan, the Region will continue to work with partners and stakeholders to advance climate mitigation and adaptation initiatives across the region. With a focus on relentless program implementation, the Region will align corporate and community efforts, establish GHG emission reduction targets, and identify climate action priorities with resource implications. Working together with the federal and provincial governments as well as local partners, the Region will focus on improving affordability for residents by reducing costs and ensuring the Region's communities and infrastructure are resilient to the realities of a changing climate.

- 6.3 More specifically Regional Departments continue to demonstrate commitment to reducing energy use and greenhouse gas emissions in ongoing operations and infrastructure design, process optimization and retrofits. The cost savings from actions and initiatives implemented to date are incorporated into operating budgets, which include:
- Two full time staff reside within the Works Department, dedicated to energy management and achieving annual energy savings targets as part of the IESO's Embedded Energy Manager Program.
  - The Region currently utilizes anaerobic digestion processes at several of its water pollution control plants to produce biogas which is then used for facility heating, resulting in reduced natural gas consumption.
  - Studies have been completed assessing the feasibility of utilizing compressed natural gas and renewable natural gas for heavy fleet vehicles in its maintenance operations, along with opportunities for electrification of light fleet vehicles. Included in these studies were preliminary infrastructure requirements necessary to support conversion of the fleet to alternate fuel sources.
  - Construction of roundabouts, where appropriate, which keep traffic moving and reduce vehicle idling.
  - Culverts are oversized during construction and rehabilitation projects to mitigate potential climate change impacts.
  - Since 2014, the Region has documented total emissions avoidance of over 23,000 tonnes of carbon dioxide due to energy use reduction/avoidance projects within various facilities, resulting in avoided electricity utilization of almost 37 million kWh and avoided natural gas usage of almost 12 million m<sup>3</sup>.
  - Removal of 4,800 tonnes of waste materials from the Blackstock Landfill.
- 6.4 Through the 2020 Business Plans and Budgets, efforts to reduce energy consumption and GHG emissions continue through the following activities:
- Acquisition of Durham Region Transit's first battery electric buses and charging infrastructure.
  - Studies related to Integrated Resource Recovery (IRR) will continue for the Duffin Creek and Courtice Water Pollution Control Plants, focused on identifying opportunities to conserve and recover energy, water, nutrients and other materials from the treatment process.
  - 32 electric vehicle charging stations will be installed at various Regional facilities, supported by grant funding from the Zero Emission Vehicle Infrastructure Program.
  - Retrofitting the lighting system in Regional Headquarters to LED, along with improvements to the current lighting control systems is being reviewed.
  - The operations of heating and cooling systems will be evaluated to identify opportunities to further reduce energy consumption.

- A Durham Building Standard is under development, with an objective of selecting the best practices and standards in the industry (LEED, WELL, Green Building) to be incorporated into new Regional facility designs and renovation projects.
- Evaluation of optimal Regional sites for solar installations continues, including Regional Headquarters and Fairview Lodge, to complement the four existing locations currently generating solar power.
- A comprehensive building recladding project will commence in 2020 at the Durham Region Local Housing Corporation building located at 155 King Street in Oshawa. This project includes window and door replacements along with enclosure of balconies to improve the efficiency of the building.
- Planning work for landfill reclamation at the Scott Landfill in Uxbridge will commence.
- The design and solicitation of proposals for an anaerobic digestion facility complemented by mixed waste pre-sort to increase organics diversion will be undertaken.
- Window replacements and Building Automation System installations at the Durham Region Local Housing Corporation building located at 315 Colborne Street in Whitby.
- Initiating a road building pilot project with Regional waste material such as single use plastics and other Blue Box materials on a portion of Regional Road 18 in Clarington.
- The project to optimize and modernize space at Regional Headquarters will continue, preventing an increase in carbon footprint by eliminating the need to build and operate a new facility.

## 7. 2020 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 2020 and the forecast period.



### Operating:

- Annualization of the 32 positions, including 20 front line constables, approved in the 2019 Budget (\$2.1 million)
- Reduction in debt servicing costs based on capital forecast (-\$0.5 million)
- Increase in the Helicopter Reserve Fund contribution to ensure sufficient funding is available to maintain the helicopter (\$0.1 million)

### Staffing:

- The Police Services Board has requested Regional Council consider an additional budget provision above the 2020 guideline of 3.2 per cent to enable the hiring of an additional 20 frontline officers (\$1.5 million in 2020; \$2.3 million annual cost). Section 5 of this Report provides additional details on this request

### Capital:

- The Police Services capital program totals \$13.1 million and includes funding for vehicles, equipment purchases and facility maintenance and renewal. Significant capital investments proposed include:
  - Education and Innovation Centre – Transition Space (\$8.2 million)
  - Data Storage device to support the E-Crimes server expansion project (\$0.3 million)
  - Voice Recording System shared with Emergency 9-1-1 and NextGen (total cost \$0.4 million – DRPS share \$0.1 million)

### Risks and Uncertainties:

- Respond to growing incidents of violence
- Leverage partnerships to help those living in need or in high-risk neighbourhoods
- Recruitment efforts including diversifying workforce
- Responding to changing legislation, including the *Cannabis Statute Law Amendment Act, 2018*



## Transit Budget Highlights



### Operating:

- Transit service improvements of up to 550,338 revenue hours of services (a net increase of 13,195 hours over 2019 base service hours). This includes annualization of 2019 service enhancements and 2020 services enhancements and efficiencies. The 2020 service plan includes 12.064 service hours to be phased in over 2020 and 2021. The total annual net cost of the 2020 services enhancements is projected at \$0.5 million with \$0.4 million provided for in the 2020 budget
- Major repair costs for vehicles approaching end of life and mid-life engine and transmission replacements and refurbishments (\$2.0 million)
- Increase in the PRESTO transaction fee as specified in the Metrolinx-905 transit agency operating agreement (\$0.2 million)
- Increase in route maintenance costs for snow and ice clearing (\$0.2 million)
- Initiate long term planning activities including DRT Strategic Plan (\$0.1 million) and Simcoe Street Rapid Transit Visioning Study (\$0.1 million)
- Soil contamination monitoring at Oshawa depot (\$0.1 million)
- Continue 2019 ridership incentive initiatives including Kids Ride Free, Y10 youth ten-month loyalty pass, and the Transit Assistance Program (TAP) pilot (\$0.3 million)
- Net increase in fare revenue as a result of ridership growth, shifts in fare media used, and approved fare increase (-\$0.5 million)
- Increase in U-Pass revenue as a result of increased enrollment, annualization of 2019 rate increase and 2020 rate increase effective September 1, 2020 (-\$0.4 million)

### Staffing:

- Seven new full time operator positions to support proposed increase in service hours
- Four new full time maintenance positions, two mechanics and two service persons, to meet the increase in service hours and growth in the fleet (\$0.2 million in 2020; \$0.4 million annual cost)
- One new full time Safety Coordinator to support workplace health and safety needs (\$0.1 million in 2020; \$0.1 million annual cost)

**Capital:**

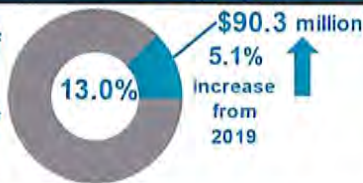
- Durham Region Transit capital program totals \$15.3 million and includes funding for vehicles, equipment purchases and facility maintenance and renewal. Significant capital investments proposed include
  - Acquisition of eight battery electric buses (\$9.2 million) and associated charging infrastructure (\$0.9 million)
  - Land acquisition for new indoor bus storage/servicing facility (\$3.8 million)
  - Various technology enhancements to enhance service (\$0.3 million)
- Regional funding totaling \$20.2 million (total cost of \$60.1 million) in 2020 for 14 Investing in Canada Infrastructure (ICIP) projects are not included in the 2020 Business Plans and Budget. Projects include dedicated bus lane installations, fleet acquisition, safety and accessibility improvements, and modernization initiatives as detailed in Report #2019-DRT-20. Upon project approval by the federal and provincial governments, staff will report to Council for approval of the final financing strategy and execution of the contribution agreement(s)

**Risks and Uncertainties:**

- Maintaining existing services and improving service levels in communities experiencing rapid population growth and development
- Timely repair and replacement of aging fleet to mitigate major repair costs
- Volatility of fuel price and weather related impacts
- Uncertainty of timing for project approvals under the Investing in Canada Infrastructure Program
- The province is reviewing the provincial gas tax program and there is uncertainty as to the outcomes of this review and any pending impact on the Region’s receipt of funding under this program
- Ridership impacts of broader economic performance and unemployment trends

**Roads and Bridges Budget Highlights**

Share of 2020 Property Taxes



Share of 2020 Total Expenditures



New Staff 11

**Operating:**

- Implementation of Durham Vision Zero countermeasures, including implementation of red light camera technology (\$0.7 million) and automated speed enforcement measures (\$0.6 million)
- Increase in road maintenance costs in response to growth and historical service demands (\$1.6 million)

**Staffing:**

A total of 11.344 new full time equivalent employees (FTEs) are proposed as follows:

- New permanent resources to support the delivery of capital projects and operating activities. The cost of these positions is allocated at varying levels to capital projects or maintenance activities:
  - Two SWAT Labourers in Construction Management (\$35.0k for 0.716 FTE) to aid with watermain disinfection, sampling and pressure testing for all subdivisions and regional capital construction (Annualized cost \$69.2k)
  - Project Manager in Transportation Design (\$80.0k for 1.000 FTE) to provide technical oversight and leadership on internal and external roads projects (Annualized cost \$159.6k)
  - Works Technician 5 in Transportation Design (\$62.0k for 1.000 FTE) to undertake senior level road design, reducing reliance on external consulting, and to provide support for the Project Manager (Annualized cost \$124.7k)
  - Senior Project Coordinator in Facilities Design, Construction and Asset Management (\$17.0k for 0.288 FTE) to provide support in the delivery of facility capital projects driven by growth and asset management requirements (Annualized cost \$34.0k)
  - Vehicle and Equipment Trainer in Maintenance Operations (\$21.0k for 0.340 FTE) to support the expanded role in providing training to vehicle and equipment operators in all Regional departments and divisions (Annualized cost \$42.0k)
- New permanent positions to support Visions Zero:
  - GIS Specialist (\$40.0k for 1.000 FTE) to assist in assessing collisions and preparing metrics to enable staff to easily report on collision trends (Annualized cost \$79.8k)
  - Project Engineer (\$73.0k for 1.000 FTE) to provide necessary professional engineering and project management services through the planning, approval and managing of traffic control signal and intersection design projects (Annualized cost \$145.7k)
  - Project Engineer (\$73.0k for 1.000 FTE) to oversee the Region's Strategic Road Safety Action Plan and Durham Vision Zero (Annualized cost \$145.7k)
  - Works Technician 2 (\$51.0k for 1.000 FTE) to complete countermeasures such as installing ladder crosswalk markings, crosswalks, stop bars, chevron signs, etc. at high risk locations (Annualized cost \$102.2k)
- New permanent positions to support the implementation of the Enterprise Maintenance Management System:
  - Works Technician 5 (\$62.0k for 1.000 FTE) to manage detailed data requirement and preventative maintenance programming (Annualized cost \$124.7k)
  - Technical Assistant (\$44.0k for 1.000 FTE) to determine the scope of work orders and assign to appropriate crews for action (Annualized cost \$87.1k)
  - Technical Assistant (\$44.0k for 1.000 FTE) to utilize GIS to identify need for locates based on calls from ON1 Call (Annualized cost \$87.1k)
  - Works Technician 2 (\$52.0k for 1.000 FTE) to assist in coordinating/quality control of contractors, organizing the Annual Count Program Contracts, help to expand the Count Program to include cycling and pedestrian counts, and growing and maintaining the Region's speed radar devices (Annualized cost \$102.2k)

**Capital:**

- Total roads and bridge construction program of \$88.3 million. The 2020 program includes:
  - Road rehabilitation projects totaling \$38.7 million
  - Bridge rehabilitation and replacement projects totaling \$8.5 million
  - Growth related road infrastructure projects totaling \$29.9 million
  - Traffic control projects totaling \$7.4 million including specific Durham Vision Zero projects totaling \$1.5 million
- Continued investment in cycling, including approximately 19 kilometres of new multi-use paths and paved shoulders.
- Total fleet and equipment acquisition projects totaling \$8.3 million
- Installation of standby power at the Oshawa/Whitby and Sunderland Maintenance Operations Depots (\$0.3 million)

**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
- Inflation and commodity price fluctuations may increase pressure on operating programs, particularly those delivered with contracted services
- Changes in local market demands for engineering and construction services can impact industry capacity for infrastructure projects

## Solid Waste Management Budget Highlights



### Operating:

- Implementation of litter mitigation initiatives related to the Blue Box Program (\$1.0 million)
- Incremental investment in promotional and educational efforts (\$0.2 million) including the introduction of new messaging across multiple platforms targeting improved waste diversion. Messaging will focus on managing food as a resource, addressing misconceptions surrounding the green bin program and tips to reduce green bin issues including fruit fly prevention and bag breakage
- Phase-in of the remaining 2019 commodity price decrease of \$2.5 million (\$1.25 million in 2020)
- Additional pressure on commodity revenues, including a shift from revenue to cost for paper processing with an estimated 2020 budget impact of approximately \$1.0 million. It is proposed that this impact be phased-in through a one-time draft from reserves funds

### Staffing:

A total of 1.055 new full time equivalent employees (FTEs) are proposed as follows:

- New permanent resources to support the delivery of capital projects and operating activities. The cost of these positions is allocated at varying levels to capital projects or maintenance activities:
  - Senior Project Coordinator in Facilities Design, Construction and Asset Management (\$3.0k for 0.055 FTE) to provide support in the delivery of facility capital projects driven by growth and asset management requirements (Annualized cost \$6.0k)
  - Manager, Policy and Transitioned Programs, in Waste Administration (\$96.0k for 1.000 FTE) to provide support to navigating a complex planning process to optimize the efficiencies and effectiveness of extended responsibility program (Annualized cost \$192.5k)

### Capital:

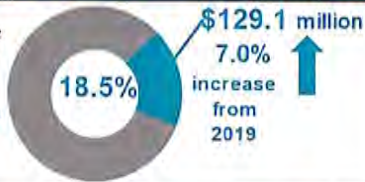
- Preliminary design work for landfill reclamation at the Scott Landfill, in the Township of Uxbridge (\$0.1 million)
- Design and Request for Prequalification (RFPQ)/Request for Proposal (RFP) issuance for an anaerobic digestion facility complemented by mixed waste pre-sort to increase organics diversion (\$163.5 million)

### Risks and Uncertainties:

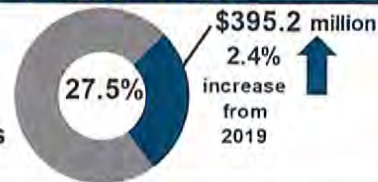
- Risks related to legislative changes, regulations and provincial reviews including:
  - Completion of the streamlined EA and ECA amendment to increase the DYEC's annual permitted processing capacity
  - Transition to extended producer responsibility regime including the timing and content of regulations 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

Share of 2020 Property Taxes



Share of 2020 Total Expenditures



New Staff  
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### Operating:

- Continued investment in social programs across the department with no anticipated reduction in the level of services to our clients despite significant reductions in provincial funding subsidies
- Undertake a comprehensive Master Housing Strategy (\$0.3 million) to operationalize and support the goals of At Home in Durham, including a fulsome review of the current housing system and revitalization of the Regionally owned Durham Regional Local Housing Corporation (DRLHC) portfolio (\$0.1 million)
- Provision to advance the recommendations resulting from the Master Housing Strategy to achieve Council's affordable housing targets (\$1.0 million)
- Continued support for the reduction and elimination of homelessness with significant investments from both Federal and Provincial levels of government (\$9.5 million)
- Evaluation of the On-Point pilot, a used needle collection program which also provides employment and support opportunities to participants with lived experience of homelessness
- Continue the work started in 2019 of the Human Trafficking Response Team (\$0.2 million)
- Complete a Fee Subsidy waitlist modernization project to support a smooth and efficient intake process for children and families
- Opening a 26 bed Behavioural Specialized Unit at Fairview Lodge. This unit is the first of its kind in Durham Region and the surrounding area. It brings an enhanced level of care for individuals experiencing responsive behaviours in conjunction with dementia

**Staffing:**

A total of 11 new positions are proposed as follows:

- Program Assistant in Housing Services (\$44k) to administer the Reaching Home program (Annualized cost \$88k), funded through federal Investments
- Training Specialist in Children's Services (\$51k) to deliver Indigenous-led programming that supports Early Learning and Child Care community (Annualized cost \$103k) funded through provincial investments
- Personal Support Worker at Hillside Estates (\$37k) to support residents and create stability within the current staffing model (Annualized cost \$74)
- Nurse Practitioner at Hillside Estates (\$80k) to expand current nursing and medical services (Annualized cost \$160)
- Registered Practical Nurse at Hillside Estates (\$44k) to support residents with dementia through the provision of expertise in the area of responsive behaviours management and to improve the overall quality of care and enhance safety in the Home (Annualized cost \$88k)
- Coordinator of Administrative Services at Hillside Terraces (\$56k) to oversee a variety of non-clinical nursing functions currently being managed by nursing managers (Annualized cost \$112k)
- Personal Support Worker (\$37k) for the Behaviour Supports Ontario team to address resident care and complexity (Annualized cost \$73k)
- Recreation Programmer at Hillside Terraces (\$37k) to allow for increased individualized resident programming to enhance quality of life, engage residents in a meaningful way and reduce boredom (Annualized cost \$73k)
- Personal Support Worker (\$37k) at Fairview Lodge to address resident safety on night shifts. Due to increasing resident frailty and/or responsive behaviours, most residents require 2-person care. The addition of a PSW will allow staff to more quickly respond to care needs (Annualized costs \$74k)
- Two Personal Support Workers (\$74K) at Lakeview Manor to improve capacity for managing increased behaviours and level of care, and to allow for consistent staffing levels across all Resident Home Areas (Annualized cost \$147k)

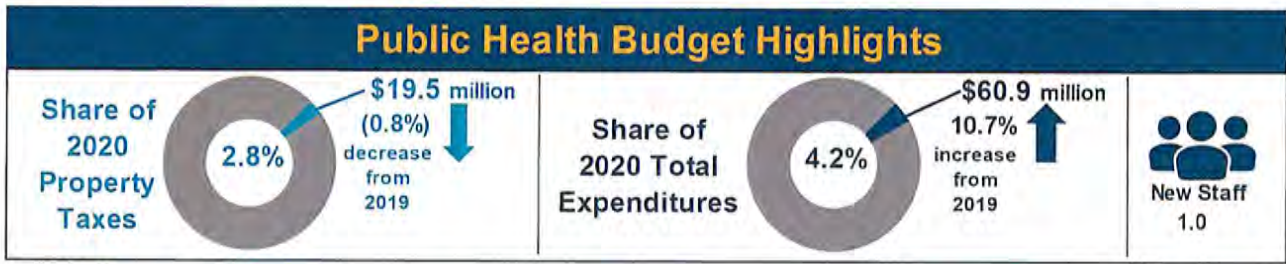
**Capital:**

- Over \$2.4 million in replacement of equipment, repairs and renovations to directly enhance and maintain resident care at the Region's Long-Term Care facilities

**Risks and Uncertainties:**

- Uncertainty of provincial investment. The 2020 budget submission includes provincial funding based on the levels currently known. Uncertainty affects the Region's ability to plan and deliver services benefitting the Durham community. Reductions in provincial investment have a significant impact on the Region's own resources and its ability to address community needs such as poverty reduction
- Uncertainty of provincial program changes. The provincial government has announced planned changes to the delivery of employment services, however the scope and design of these changes are unknown
- It is unclear what the impact will be of the Ontario Health Teams (OHT) on the funding and operations of Long-Term Care, its Adult Day Programs and mental health and addiction services. It is important that the Region continue its participation on the steering committees of OHTs in the Region's catchment areas as they continue to develop
- Provincial funding and implementation decisions regarding the roll-out of the Ontario Structured Psychotherapy program has the potential to impact the Family Services Division
- Expansion of the Primary Care Outreach Program (PCOP) services to areas of Durham outside Oshawa will require careful monitoring of social work staff resources
- Within the Social Housing program, End of Operating Agreement/End of Mortgage may make it difficult to meet the legislated service level standard of 4,446 Rent Geared to Income (RGI) units and the new provincial RGI calculation methodology may increase Durham's rent subsidy costs
- Continue to address waitlists in several social service program areas including Child Care Fee Subsidy, individual, couple or family counselling services, behaviour management and affordable housing





- Operating:**
- Small reduction in provincial subsidy for Public Health due to the Public Health Modernization changes is anticipated (\$46k)
  - Pandemic supplies to ensure stock is on hand in the event of an outbreak

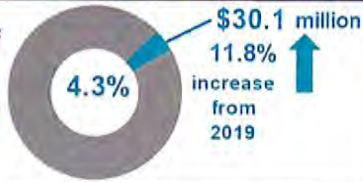
- Staffing:**
- Tobacco Enforcement Officer (\$54k) due to increased enforcement activities related to cannabis use and the Regional Smoking and Vaping By-law (Annualized cost \$108k)

- Capital:**
- Capital costs for major dental equipment, instruments and office equipment (\$409k) to support implementation of the new Ontario Seniors Dental Care Program (OSDCP). It is anticipated that capital costs related to OSDCP implementation will be funded through provincial subsidy
  - Capital costs for renovation of the new Oral Health Clinic space (\$2.0 million). It is anticipated that costs will be funded through provincial subsidy as has been reflected in the budget submission
  - Replacement of four large vaccine fridges (\$80k) contingent on one-time 100% provincial funding
  - Public Health portion of the space optimization program at 101 Consumers (\$2.0 million)

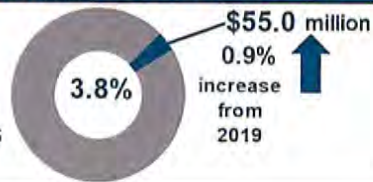
- Risks and Uncertainties:**
- Public Health Modernization, which may impact public health funding, governance and organizational structures across the province
  - Growing population leading to an increased need for public health program and services
  - Changing population needs in Durham Region which would impact the way programs and services are delivered
  - Changes to provincial legislation that would impact programs and services

## Paramedic Services Budget Highlights

Share of  
2020  
Property  
Taxes



Share of  
2020 Total  
Expenditures



  
New Staff  
13

### Operating:

- Increased investment in the Incident Response Unit (IRU) to provide services through the evening hours enhancing opportunities for ACP response to critical calls (\$240k)
- Investments in mental health support and training for staff and the peer support team (\$100k)
- Anticipated reduction in provincial subsidy for Paramedic Services (\$358k)

### Staffing:

- Superintendent position (\$80k) to improve and support for frontline staff (Annualized cost \$150k)
- Six new Primary Care Paramedics (PCPs) and six new Advanced Care paramedics (ACPs) (\$815k) to enhance emergency coverage along the 401 corridor with a new 24-hour ambulance (Annualized cost \$1.6 million)

### Capital:

- One new ambulance and associated equipment to be deployed along the Lakeshore corridor (\$269k)
- Paramedic Master Plan (\$200k)
- Replacement of 10 ambulances that have reached the end of their useful life (\$1.6 million)
- Replacement of a command vehicle that has reached the end of its useful life (\$76k)
- Ongoing funding for the new Clarington Paramedic Response Station (\$1.8 million)

### Risks and Uncertainties:

- Emergency Health Services Modernization, which may impact emergency services funding, scope of emergency services and organizational structures across the province
- Increasing call volumes impacting capacity
- Increasing offload delays resulting in less paramedics available to respond to emergency calls

## Corporate Administration, Planning and Economic Development Highlights



### Operating:

- Develop initial policy directions for a new Regional Official Plan as part of Envision Durham (\$210k)
- Initiate work and consultation on the design and development of a Regional Community Improvement Plan (\$125k)
- Implement the Region's new Development Tracking System which will track land development applications through their entire life cycle, streamline the application process and improve efficiency (\$620k)
- Update the Region's Cycling Master Plan
- Develop a new Tourism Strategy and refresh the Economic Development Strategy and Action Plan (\$45k)
- Advance the servicing of employment lands to increase Regional investment readiness
- Develop and implement a new Marketing Strategy and Advertising plan including delivering marketing campaigns through innovative digital channels to grow awareness of the Region, support the growth of the energy, environment, and engineering (EN3) cluster and the Region's innovative technology cluster
- Advance the deployment of broadband infrastructure to underserved areas (\$121k)
- Implement the Corporate Customer Service Strategy and Citizen Experience Transformation Project as set out in the recommendations provided by Pricewaterhouse Coopers (\$0.3 million)
- Implement, monitor, and promote the Region's new Strategic Plan (\$96k)
- Develop new partnerships, conduct outreach and undertake research to support various government relations initiatives (\$150k)
- Undertake and begin to implement a Regional Smart Cities framework to use technology to improve services (\$200k)
- Drive implementation of the Region's climate change adaptation and mitigation plans, including the Durham Community Climate Change Adaptation Plan and Durham Community Energy Plan (\$275k)
- Projected POA revenue increase from red light camera and automatic speed enforcement initiatives (\$1.9 million)

**Staffing:**

- Prosecutor (\$125k) to support the increase in charges resulting from Automatic Speed Enforcement and Red Light Camera initiative. These new programs have the potential to double the number of cases that the current POA environment processes each year. Projected incremental fine revenue will offset these costs (Annualized cost \$125k)
- Prosecution Assistant (\$95k) to provide support to prosecutors due to Automatic Speed Enforcement and Red Light Camera initiatives. These new programs have the potential to double the number of cases that the current POA environment processes each year. Projected incremental fine revenue will offset these costs (Annualized cost \$95k)
- Prosecutor (\$63k) to support matters relating to local tier prosecutions. A portion of the incremental cost for this position is projected to be recovered from local municipalities (Annualized cost \$125k)
- Prosecution Assistant (\$47k) to provide support to prosecutors due to growth and increased workload from the processing of Body Worn Camera charges and increased volume of charges from local tier prosecutions. A portion of the incremental cost for this position is projected to be recovered from local municipalities (Annualized cost \$95k).
- Information Management Technician (\$48k) to support information management initiatives and ensure that the Regional staff adhere to legal requirements under the Records Retention By-Law (Annualized cost \$96k)
- Senior Technology Analyst (\$63k) to manage all aspects of information technology infrastructure projects from initiation to closure, provide technical guidance and leadership for enterprise projects and future technologies (Annualized cost \$126k)
- E-Learning Specialist (\$61k) to provide skilled resources for the development and implementation of e-Learning training modules for various corporate programs and become more efficient in the delivery of such services (Annualized cost \$122k)
- Disability Management Analyst (\$111k) to support increasing workload for the disability case management program and provide necessary resources to comply with legislative requirements (Annualized cost \$111k)
- Diversity Program Manager (\$61k) to support the Corporate Diversity and Inclusion Strategy as approved by Regional Council and the various initiatives resulting from growing awareness of diversity and inclusion within the organization and commitments associated within the strategy (Annualized cost \$122k)
- Videographer (\$51k) to provide Communications with videography support by developing videos to enhance the corporation's internal and external profile while informing staff and the community of regional programs, initiatives and events through digital media marketing (Annualized cost \$102k)
- Director, Transit Oriented Development (\$105k) to lead and provide strategic direction in planning and implementing Transit Oriented Development (Annualized cost \$210k)
- Administrative Assistant (\$47k) to support the planning and implementing of Transit Oriented Development (Annualized cost \$93k)
- Investment Portfolio Manager (\$96k) to facilitate the Region's shift from passive portfolio management to more active portfolio management. The incremental cost of this position is expected to be more than offset by increased interest revenue (Annualized cost \$192k)

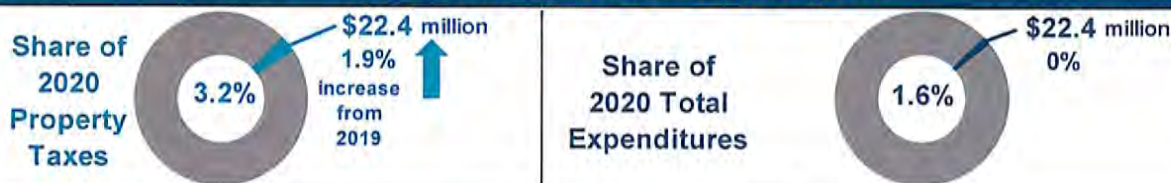
**Staffing:**

- Senior Financial Analyst 2 (\$63k) to facilitate the Region’s shift from passive portfolio management to more active portfolio management. The incremental cost of this position is expected to be more than offset by increased interest revenue (Annual cost \$126k)
- Procurement Analyst (\$59k) to support the implementation and expansion of the P-card program (Annual cost \$118k)
- Clerk 1 (\$35k) to support on-line procurement software utilization (Annualized cost \$70k)
- Senior Accounting Clerk (\$44k) to address priority projects and maintain payment service levels (Annual cost \$88k)

**Capital:**

- Acquisition of Computer Telephone Integration System, Voice Recorder System and supporting technology infrastructure to support and enhance Emergency 9-1-1 services (\$1.3 million)
- Acquisition/upgrade to various software systems including Records Management System (\$80k); Health and Safety Management System Software (\$50k), Crestron System (\$200k) and Customer Relationship Management System (CRM) (\$400k)

**External Agencies Highlights**



**Conservation Authorities:**

- The 2020 budget for Conservation Authorities includes \$6,115,288 for operations, \$1,693,446 for special benefitting projects and \$200,000 for land management for the Region’s five Conservation Authorities
- The 2020 funding for the York/Peel/Durham/Toronto Groundwater Management Initiative 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. Each of these four projects is a continuation of a multi-year initiative that was approved as part of the 2019 Business Plans and Budgets

### Conservation Authorities:

- **Central Lake Ontario Conservation Authority – Restoration Program \$150,000 (Year Two 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
- **Kawartha Conservation Authority – Watershed Planning Update \$30,000 (Year Two of Two)** – 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 \$7,080 (Year Two of Two)** – under this project Kawartha's Conservation Authority's website will be updated and improved for on-line application submissions, on-line payments and improved information dissemination
- **Kawartha Conservation Authority – Digitization of Corporate Records \$5,310 (Year Two of Five)** – this project is integral to expediting applications and improving customer service along with meeting the requirements under the Information and Privacy Act
- **Central Lake Ontario Conservation Authority, as part of their 2020 budget submission, requested that the Region of Durham provide supplemental 2020 funding in the amount of \$60,388.47 to cover the reduction in funding from the Province for Natural Hazard Management Programming. The Province has cut funding to all conservation authorities for Natural Hazard Management Programming. It should be noted that the budget submitted by the Central Lake Ontario Conservation Authority was balanced without this incremental funding from the Region.**

### 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 2020 Business Plans and Budgets provides for the second 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 – Durham College has requested a \$2 million community investment grant allocated over three years, to support the capital expansion of the College's Whitby campus. The total cost of the project is estimated at \$35 million. This project involves the construction of a new 60,300 square foot building which will allow the College to expand its capacity in the millwright, elevator and electrical skill trades programs as well as provide for necessary student space. With this new addition, the College will be able to increase its intake at the Whitby campus by 700 to 750 students over three to five years. Durham College's application adheres to all the conditions of the funding formula for post-secondary institutions, including capping the Regional request to 5.7 per cent of total project costs. Durham College also received provincial approval to take on a \$20 million project loan, which demonstrates provincial support for the project**

### Special Funding Requests:

- It is recommended that the request for funding from Durham College for up to a maximum of \$2.0 million over three years (\$666,667 per year) for the construction of a new 60,300 square foot building be approved, with the required financing to be provided for annually from the Durham Region Community Investment Grant envelope; and further that funds be released at the discretion of the Commissioner of Finance subject to an executed funding agreement and accountability of capital costs
- **Oak Ridges Hospice** – In 2017, Oak Ridges Hospice of Durham received provincial approval for the construction of a 12,500 square foot five -bed residential hospice in Port Perry. During the 2018 budget deliberations, Regional Council approved a funding allocation of \$350,000 for the Port Perry hospice facility. This amount represented 7.5 per cent of the total capital project costs in accordance with the healthcare institution funding guideline.
- On November 8, 2019, the Provincial Government announced \$600,000 in additional funding to expand the Port Perry hospice facility from five to eight beds. The newly planned expansion of the Port Perry hospice facility has led to an increased capital project cost estimate of approximately \$9.46 million, which will only be partially offset by increased provincial funding commitments. The Provincial Government provides a maximum capital funding contribution of \$200,000 per bed for hospice facilities.
- It is recommended that an additional Regional funding allocation of up to \$359,650 be provided to Oak Ridges Hospice of Durham for the planned expansion of the Port Perry hospice. The additional allocation is based on the revised capital budget submission provided by Oak Ridges Hospice Durham and represents 7.5 per cent of the total capital budget costs, less the original \$350,000 funding amount, in accordance with the Durham Region Community Investment Grant Policy
- **Durham Region Hospice** – In 2017, Durham Region Hospice received provincial approval for the construction of a 7,600 square foot five-bed residential hospice. This amount represented 7.5 per cent of total capital project costs in accordance with the healthcare institution funding guidelines.
- The Provincial Government has recently committed an additional \$800,000 to expand the Clarington hospice facility from five to nine beds. The newly planned expansion of the Clarington hospice facility has led to an increased capital project cost estimate of approximately \$6.73 million which will only be partially offset by increased provincial funding commitments. The provincial government provides a maximum capital funding contribution of \$200,000 per bed for hospice facilities.
- It is recommended that an additional Regional funding allocation of up to \$359,650 be provided to Oak Ridges Hospice of Durham for the planned expansion of the Clarington hospice. The additional allocation is based on the revised capital budget submission provided by Durham Region Hospice and represents 7.5 per cent of the total capital budget costs, less the original \$265,650 funding amount, in accordance with the Durham Region Community Investment Grant Policy.

## 8. Multi-Year Commitments: Impact on Future Budgets

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

- Staff annualization costs for the 69.4 positions proposed in the 2020 budget (\$8.0 million gross in 2021 an increase of \$3.6 million over 2020)

- 2020 Transit Service Plan enhancements (\$0.1 million net in 2021)
- Road rehabilitation needs, growth related road expansion projects and bridge and structure rehabilitation and replacement needs have been identified over the forecast period (2021 – 2029) of approximately \$1.2 billion.
- Advancing the servicing of employment lands
- Facility expansions over the 2021 – 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.
- Potential future revenue loss related to marketed recycling commodities and removal of stabilization funding provided in 2020 (\$1.0 million)
- 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 escalating levels of care required for its residents.
- 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.
- Outstanding assessment appeals at the Assessment Review Board (ARB) involve a total of \$20.0 billion in Region of Durham unweighted assessment. Of these assessment appeals, it is estimated, under a medium risk scenario, that the Region has the potential to lose \$24.9 million in Regional taxes.

## **9. Risks and Uncertainties**

- 9.1 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 7 outlines the program specific risks and uncertainties for each of the major service areas.
- 9.2 The most significant risk facing the Region is a further reduction in provincial investment. The proposed 2020 Business Plans and Budgets have been prepared based on the information currently available from the province. In the absence of funding confirmations for 2020, the Region has assumed that provincial funding will remain at the 2019 level. Further reductions in provincial funding will have a significant impact on the Region's ability to continue to deliver the same level of programs and services into the future. The Region, though its long-term financial planning is positioned to be able to temporarily respond to any in-year reductions in provincial investment, allowing program areas the time needed to adjust programs and services to the new provincial investment levels. Staff will continue to closely monitor all provincial announcements and will report back to Regional Council as needed.
- 9.3 Regional staff are continuing to work with Durham Live and the City of Pickering on the impact this significant development will have on the Region's core programs and services. Staff will report back to Regional Council in-year on any 2020 services level impacts and associating financing.



9.4 The Region of Durham has submitted funding applications under the Investing in Canada Infrastructure Program – Public Transit Stream (ICIP). Through ICIP, the Region is anticipated to qualify for \$174 million in senior level funding with the Region's share estimated at \$103 million. Aligned with the funding applications, the Region is projecting Regional funding of \$20.2 million (total cost of \$60.1 million) in 2020 for 14 Investing in Canada Infrastructure (ICIP) projects. Projects include dedicated bus lane installations, fleet acquisition, safety and accessibility improvements, and modernization initiatives as detailed in Report #2019-DRT-20. Upon project approval by the federal and provincial governments, staff will report to Council for approval of the final financing strategy and execution of the contribution agreement(s).

## **10. Public Engagement on the 2020 Business Plans and Budget**

- 10.1 Building on feedback from prior years public engagement on the 2020 Regional Business Plans and Budgets was expanded to include the addition of a second event in North Durham and a new drop-in portion for the public to complement the formal presentation and question and answer portion of the Open House.
- 10.2 Public engagement activities for the 2020 Regional Business Plans and Budgets included:
- hosting two budget open houses, one at Regional Headquarters in Whitby on November 12, 2019 and one at the Scugog Community Recreation Centre in the Township of Scugog on November 13, 2019;
  - inviting members of the public to a drop-in session to interact with Regional employees on the programs and services provided in the community and provide input on priorities for the 2020 Business Plans and Budgets; and
  - providing increased opportunities for residents to participate in-person or online through live-streamed presentations, surveys, question and answer sessions and an enhanced budget website.
- 10.3 Both Budget Open Houses were live streamed on Facebook and on the Region's website. An archived copy of both events is available on the Region's website. The events included a presentation on 2019 accomplishments, financial overview, and the 2020 budget guideline and priorities. Following the presentation, there was a question and answer period.
- 10.4 The objective of the Open Houses was to provide community members an opportunity to:
- Learn about the Region's property tax supported business plans and budgets, including the process for reviewing the 2020 budget;
  - Gain an increased understanding of Regional programs and services; and
  - Provide input on priorities for the 2020 and future budgets.
- 10.5 The events were well received with the live-stream on Facebook reaching over 1,000 people and receiving over 35 likes, comments and shares.

- 10.6 The Budget Open House and other engagement opportunities support the Region's initiative to promote greater public awareness of Regional services and participation by its residents in the business planning process. These types of events increase both the accountability and transparency of the Region's planning and budgeting processes.
- 10.7 Staff will continue to build on the initial steps taken as part of the 2020 Budget process to expand and enhance public engagement and education in advance of the 2021 budget.

## **11. Fees and Charges**

- 11.1 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. The following highlights the changes made to General Purpose Fees and Charges in the 2020 Business Plans and Budgets.
- 11.2 Development Charges
- Development Charges are indexed annually on July 1<sup>st</sup> based on the by-laws passed by Regional Council.
- 11.3 Services for Seniors
- Adjustment to Cable TV rates based on amended agreement with provider.
- 11.4 Health and Paramedic Services
- Increase in fees for services provided by Health Protection for Ontario Building Code (building permit for sewerage system) and Regional activities based on By-laws 16-2019 and 17-2019 and effective April 1, 2020.
- 11.5 Works
- Increase in site license fees for telecommunication equipment installed on Regional sites, infrastructure and facilities.
  - Increase in Municipal Consent Processing Fee to \$600.
- 11.6 Durham Region Transit
- Fare increases effective May 1, 2020 as approved through Report 2020-F-01.
  - Universal Transit Pass (U-Pass) rate increase to \$141.75 per student per semester for the period September 1, 2020 to August 31, 2021.
- 11.7 Durham Regional Police Services
- Fees for Pay Duties and Officer Interviews have been amended to reflect the current Collective Bargaining Agreement wage rates and current costs.
  - The fee for Scale Diagram has been removed as it is no longer applicable.

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

- 12.1 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 were to establish standards for the accounting treatment of tangible capital assets acquired by local governments.
- 12.2 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.
- 12.3 Since the Region's 2020 Business Plans and Budgets exclude provisions for all or a portion of the expenses relating to amortization of Tangible Capital Assets, post-employment benefits and solid waste landfill closure and post closure, this report is provided as required by the Regulation.

**ESTIMATED IMPACT OF EXCLUDED EXPENSES  
ON ACCUMULATED SURPLUS  
FOR THE 2020 BUSINESS PLANS AND BUDGETS (000'S)**

	<u>2019</u>		<u>2020</u>		
	<u>Total</u>	<u>Property Tax</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
	\$	\$	\$	\$	\$
<b><u>PSAS Additions to Budget</u></b>					
Tangible Capital Asset Amortization	142,386	89,152	24,673	30,659	144,484
Post-Employment Benefit Expense	11,274	12,278	623	716	13,617
Landfill Closure Costs - (Decrease)/Increase in Liability	(612)	4,701	-	-	4,701
Transfers from Reserves and Reserve Funds	72,753	110,254	6,221	11,383	127,858
Proceeds of Debit issued for Regional Purposes	-	-	-	-	-
Total PSAB Additions	<u>225,801</u>	<u>216,385</u>	<u>31,517</u>	<u>42,758</u>	<u>290,660</u>
<b><u>PSAS Reductions to Budget</u></b>					
Gross Tangible Capital Assets Acquisitions	(364,719)	(327,029)	(82,032)	(77,293)	(486,354)
Less: Tangible Capital Asset Recoveries	24,971	52,417	962	18,343	71,722
Net Tangible Capital Asset Acquisitions	(339,748)	(274,612)	(81,070)	(58,950)	(414,632)
Debt Principal Payments	(22,076)	(11,003)	-	(5,971)	(16,974)
Transfers to Reserves and Reserve Funds	(103,252)	(99,849)	(8,956)	(26,022)	(134,827)
Contributed Tangible Capital Assets	(16,269)	(1,259)	(6,843)	(7,231)	(15,333)
Total PSAB Reductions	<u>(481,345)</u>	<u>(386,723)</u>	<u>(96,869)</u>	<u>(98,174)</u>	<u>(581,766)</u>
<b>Net Impact - (Increase) to Accumulated Surplus</b>	<u>(255,544)</u>	<u>(170,338)</u>	<u>(65,352)</u>	<u>(55,416)</u>	<u>(291,106)</u>

### 13. Conclusion

- 13.1 The 2020 Business Plans and Budgets recommendations for property tax supported programs are lower than the overall 2.5 per cent guideline adopted by Regional Council through Finance Reports # 2019-F-38 and 2019-F-44 and represents a net property tax budgetary increase of 2.2 per cent or approximately \$59 for the Region-wide average residential home after assessment growth.
- 13.2 The recommended 2020 Business Plans and Budgets provides for an affordable tax increase for business and residential property owners, gives consideration to continued reassessment increases being phased-in, includes a number of base pressures and non-discretionary items that are required to continue to deliver the Region's existing programs and services, responds to reductions in provincial funding to ensure service levels are maintained, and meets service and program needs for a growing Region. In addition, the 2020 Business Plans and Budgets includes continued investment in the Region's strategic priorities including enhancements to front line programs and services and support for the following key priority areas:
- Respond to growth and affordability pressures and support the vulnerable sector
  - Innovate and modernize operations and administration
  - Accommodate ongoing legislative and regulatory changes
  - Invest in infrastructure renewal

### 14. Attachments

- 14.1 Attachment #1: The Regional Municipality of Durham Summary of Estimated Gross and Net Budget Expenditures
- 14.2 Detailed 2020 Regional Business Plans and Budgets for Property Tax Purposes are available on-line through the links provided on the February 11 and 12, 2020 Finance and Administration Committee Agenda or in hard copy by contacting the Finance Department at (905) 668-7711 ext. 2304.

Respectfully submitted,

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Nancy Taylor, BBA, CPA, CA  
Commissioner of Finance

Recommended for Presentation to Committee

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Elaine C. Baxter-Trahair  
Chief Administrative Officer

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



	2019 Approved Budget		2020 Proposed Budget		Annual Change			
	Gross Expenditures (\$,000s)	Net Tax or User Rate (\$,000s)	Gross Expenditures (\$,000s)	Net Tax or User Rate (\$,000s)	Gross Expenditures (\$,000s)	%	Net Tax or User Rate (\$,000s)	%
<b>PROPERTY TAX SUPPORTED</b>								
Police Service	224,147	206,613	239,919	213,225	15,772	7.04%	6,612	3.20%
Durham Region Transit	101,061	58,150	109,266	60,702	8,205	8.12%	2,552	4.39%
Roads and Bridges	186,585	85,869	182,830	90,257	(3,755)	(2.01%)	4,388	5.11%
Solid Waste Management	82,221	48,477	248,403	47,736	166,182	202.12%	(741)	(1.53%)
<b>Public Works</b>	<b>268,806</b>	<b>134,346</b>	<b>431,233</b>	<b>137,993</b>	<b>162,427</b>	<b>60.43%</b>	<b>3,647</b>	<b>2.71%</b>
Public Health	55,044	19,707	60,887	19,546	5,843	10.62%	(161)	(0.82%)
Paramedic Services	54,484	26,884	55,005	30,068	521	0.96%	3,184	11.84%
Long-Term Care	111,839	45,315	115,731	47,678	3,892	3.48%	2,363	5.21%
Social Housing	63,241	41,060	68,675	46,477	5,434	8.59%	5,417	13.19%
Social Assistance	122,732	18,974	121,954	18,718	(778)	(0.63%)	(256)	(1.35%)
Children's Services	81,212	9,048	82,101	10,913	889	1.09%	1,865	20.61%
Family Services	6,905	5,319	6,757	5,294	(148)	(2.14%)	(25)	(0.47%)
<b>Health &amp; Social Services</b>	<b>495,457</b>	<b>166,307</b>	<b>511,110</b>	<b>178,694</b>	<b>15,653</b>	<b>3.16%</b>	<b>12,387</b>	<b>7.45%</b>
Governance & Administration	64,753	35,860	76,876	37,025	12,123	18.72%	1,165	3.25%
Planning & Economic Development	10,182	9,095	10,464	9,449	282	2.77%	354	3.89%
Emergency Management & 9-1-1	6,748	4,995	7,819	5,380	1,071	15.87%	385	7.71%
<b>Other Regional Services</b>	<b>81,683</b>	<b>49,950</b>	<b>95,159</b>	<b>51,854</b>	<b>13,476</b>	<b>16.50%</b>	<b>1,904</b>	<b>3.81%</b>
External Agencies	22,372	21,938	22,365	22,365	(7)	(0.03%)	427	1.95%
Other	31,774	31,774	32,014	32,016	240	0.76%	242	0.76%
<b>Outside Agencies and Other</b>	<b>54,146</b>	<b>53,712</b>	<b>54,379</b>	<b>54,381</b>	<b>233</b>	<b>0.43%</b>	<b>669</b>	<b>1.25%</b>
<b>Property Tax Supported Total</b>	<b>1,225,300</b>	<b>669,078</b>	<b>1,441,066</b>	<b>696,849</b>	<b>215,766</b>	<b>17.61%</b>	<b>27,771</b>	<b>4.15%</b>

Less Assessment Base Growth (1.95%)

**Net Property Tax Rate Impact 2.20%**

<b>USER RATE SUPPORTED</b>								
Water Services	182,212	107,932	152,578	111,752	(29,634)	(16.26%)	3,820	3.54%
Sanitary Sewerage	235,097	102,119	205,465	107,712	(29,632)	(12.60%)	5,593	5.48%
<b>User Rate Supported Total</b>	<b>417,309</b>	<b>210,051</b>	<b>358,043</b>	<b>219,464</b>	<b>(59,266)</b>	<b>(14.20%)</b>	<b>9,413</b>	<b>4.48%</b>

<b>All Regional Services Total</b>	<b>1,642,609</b>	<b>879,129</b>	<b>1,799,109</b>	<b>916,313</b>	<b>156,500</b>	<b>9.53%</b>	<b>37,184</b>	<b>4.23%</b>
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Totals may not add due to rounding.

The Regional Municipality of Durham  
**SUMMARY OF 2020 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS**  
 (\$,000's)

SUMMARY



**SUMMARY**

2019	2020 Recommendations		
Restated Budget (\$,000's)	Recommended Budget (\$,000's)	Increase (Decrease) Over 2019 (\$,000's)	Tax Impact %

<b>A</b>	<b>POLICE SERVICE</b>	Page 1	206,613	213,225	6,612	3.2%	0.99%
<b>B</b>	<b>DURHAM REGION TRANSIT</b>	Page 1	58,150	60,702	2,552	4.4%	0.38%
<b>C</b>	<b>CONSERVATION AUTHORITIES</b>	Page 1	8,202	8,376	174	2.1%	0.03%
<b>D</b>	<b>SOLID WASTE MANAGEMENT</b>	Page 2	48,477	47,736	(741)	(1.5%)	(0.11%)
<b>E</b>	<b>REGIONAL OPERATIONS AND OTHER</b>	Pages 2-4	339,165	357,200	18,035	5.3%	2.69%
<b>F</b>	<b>SPECIAL CONTRIBUTIONS</b>	Page 4	4,975	4,977	2	0.0%	0.00%
	<b>ADJUSTMENT TO ASSESSMENT BASE</b> Outstanding non-residential property tax appeals		1,457	1,457	-	0.0%	0.00%
	<b>2019 DEFERRAL FOR SEATON GROWTH</b>		2,039	2,039	-	0.0%	0.00%
	<b>TOTAL REGIONAL PROPERTY TAX SUPPORTED BUDGETS</b> (before growth)		<b>669,078</b>	<b>695,712</b>	<b>26,634</b>	<b>3.98%</b>	<b>3.98%</b>

2020 Assessment Growth	1.95%
2020 Deferral for Seaton Growth	-0.17%
<b>Less Net Growth for 2020 Budgetary Purposes</b>	<b>(1.78%)</b>

**2020 Property Tax Budgetary Impact** **2.20%**

**Average Region-Wide Home Budgetary Impact**

**Net 2020 Average Region-Wide Home Budgetary Increase** **\$59**  
 (does not include reassessment impacts)

**The Regional Municipality of Durham**  
**SUMMARY OF 2020 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS**  
 (\$,000's)



2019	2020 Recommendations		
Restated Budget (\$,000's)	Recommended Budget (\$,000's)	Increase (Decrease) Over 2019 (\$,000's) %	Tax Impact %

**POLICE SERVICE**

1	Operations	224,148	239,919			
2	Less: Provincial Grants	(7,597)	(8,104)			
3	Recoveries Other	(8,430)	(8,439)			
4	Recoveries from Reserves	(495)	(9,689)			
5	Other Revenues	(1,013)	(462)			
<b>A Police Service Total</b>		<b>206,613</b>	<b>213,225</b>	<b>6,612</b>	<b>3.2%</b>	<b>0.99%</b>

**DURHAM REGION TRANSIT**

6	Operating	89,529	94,018			
7	Capital	1,437	1,340			
8	Revenues	(32,816)	(34,656)			
<b>B Durham Region Transit Total</b>		<b>58,150</b>	<b>60,702</b>	<b>2,552</b>	<b>4.4%</b>	<b>0.38%</b>

**CONSERVATION AUTHORITIES**

<b>Operating Expenditures</b>						
9	Central Lake Ontario	3,969	4,068			
10	Kawartha	622	642			
11	Ganaraska Region	469	494			
12	Toronto and Region	642	657			
13	Lake Simcoe Region	257	255			
14	<b>Operating Expenditures Subtotal</b>	<b>5,959</b>	<b>6,116</b>			
<b>Special Projects</b>						
15	Kawartha	143	145			
16	Ganaraska Region	232	235			
17	Toronto and Region	825	838			
18	Lake Simcoe Region	474	475			
19	<b>Special Projects Subtotal</b>	<b>1,674</b>	<b>1,693</b>			
<b>One-Time Special Project Funding</b>						
20	Central Lake Ontario - Watershed Plan Update	100	-			
21	Central Lake Ontario - Restoration Program	150	150			
22	Recovery from Land Conservation and Protection Fund	(150)	-			
23	Potential Contribution to the Ontario Watermain	84	-			
24	Recovery from Land Conservation and Protection Fund	(84)	-			
25	Kawartha - Watershed Planning Update - Water Resources	40	30			
26	Kawartha - Website Design and Implementation	9	7			
27	Kawartha - Digitization of Corporate Records	10	5			
28	Ganaraska - Enterprise Data Management Platform	35	-			
29	Toronto and Region - Emerald Ash Borer	200	-			
30	Recovery from Land Conservation and Protection Fund	(200)	-			
31	<b>One-Time Special Project Funding Subtotal</b>	<b>194</b>	<b>192</b>			
<b>Land Management Funding</b>						
32	Central Lake Ontario	85	85			
33	Kawartha	15	15			
34	Ganaraska Region	37	37			
35	Toronto and Region	41	41			
36	Lake Simcoe Region	22	22			
37	<b>Land Management Funding Subtotal</b>	<b>200</b>	<b>200</b>			
38	York/Peel/Durham/Toronto Groundwater Management	175	175			
<b>C Conservation Authorities Total</b>		<b>8,202</b>	<b>8,376</b>	<b>174</b>	<b>2.1%</b>	<b>0.03%</b>

**The Regional Municipality of Durham**  
**SUMMARY OF 2020 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS**  
 (\$,000's)



2019	2020 Recommendations		
	Recommended Budget (\$,000's)	Increase (Decrease) Over 2019 (\$,000's)	Tax Impact %

**SOLID WASTE MANAGEMENT**

39	Waste Management Facilities	8,104	8,796			
40	Collection Services	21,135	20,814			
41	Disposal and Processing Services	13,652	13,758			
42	Common Service Costs	12,447	12,763			
40	Capital	2,950	163,881			
43	Debentures, Reserve and Other Funding for Major Capital		(163,511)			
44	Blue Box Revenues & Subsidies	(9,811)	(8,765)			
<b>D</b>	<b>Solid Waste Management Total</b>	<b>48,477</b>	<b>47,736</b>	<b>(741)</b>	<b>(1.5%)</b>	<b>(0.11%)</b>

**E REGIONAL OPERATIONS AND OTHER**

**WORKS**

<b>Operations and Facilities</b>						
45	Operations and Capital	32,262	35,291			
46	Facilities Management and Capital	3,283	4,642			
47	<b>Operations and Facilities Subtotal</b>	<b>35,545</b>	<b>39,933</b>	<b>4,388</b>	<b>12.3%</b>	<b>0.66%</b>
<b>Roads Capital</b>						
48	Construction of Municipal Services	87,005	78,200			
49	Additional Road Rehabilitation Capital	7,500	10,100			
50	<b>Roads Capital Subtotal</b>	<b>94,505</b>	<b>88,300</b>			
51	Less: Regional Rehabilitation Reserve Fund	(26,050)	(27,250)			
52	Regional Road Reserve Fund	(12,600)	(9,814)			
53	Regional Bridge Rehabilitation Fund	(5,525)	(8,025)			
54	Development Charges	(35,080)	(25,761)			
55	Federal Gas Tax	(7,500)	(10,100)			
56	Vision Zero Reserve Fund	-	(1,150)			
57	Other Revenues	(1,550)	-			
58	<b>Roads Capital Net Subtotal</b>	<b>6,200</b>	<b>6,200</b>	<b>-</b>	<b>0.0%</b>	<b>0.00%</b>
59	<b>Works Total</b>	<b>41,745</b>	<b>46,133</b>	<b>4,388</b>	<b>10.5%</b>	<b>0.66%</b>

**ROADS AND BRIDGES**

60	Regional Roads Reserve - Growth	12,549	12,549			
61	Regional Roads Rehabilitation Reserve Fund	26,050	26,050			
62	Regional Bridges Rehabilitation Reserve Fund	5,525	5,525			
63	<b>Roads and Bridge Reserves Total</b>	<b>44,124</b>	<b>44,124</b>	<b>-</b>	<b>0.0%</b>	<b>0.00%</b>



**The Regional Municipality of Durham**  
**SUMMARY OF 2020 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS**  
 (\$,000's)



2019	2020 Recommendations		
Restated Budget (\$,000's)	Recommended Budget (\$,000's)	Increase (Decrease) Over 2019 (\$,000's)	Tax Impact %

**HEALTH & SOCIAL SERVICES**

<b>Public Health</b>			
64	Health Operations	50,020	
65	Less: Provincial Investment	(30,313)	
66	<b>Public Health Net Subtotal</b>	<b>19,707</b>	
<b>Paramedic Services</b>			
67	Paramedic Services Operations	50,092	
68	Less: Contribution from Province & Recoveries	(24,209)	
69	<b>Paramedic Services Net Subtotal</b>	<b>25,883</b>	
<b>Social Services</b>			
70	Emergency and Program Support Services	1,383	
71	Social Assistance	17,240	
72	Children's Services	9,048	
73	Family Services	5,319	
74	Housing Services	1,821	
75	Long Term Care & Services for Seniors	45,315	
76	<b>Social Services Subtotal</b>	<b>80,126</b>	
77	<b>Health &amp; Social Services Total</b>	<b>125,716</b>	

	49,813		
	(30,267)		
	19,546	(161)	(0.8%)
			(0.02%)
	52,136		
	(23,851)		
	28,285	2,402	9.3%
			0.36%
	555		
	17,813		
	10,913		
	5,294		
	2,193		
	47,678		
	84,446	4,320	5.4%
			0.64%
	132,277	6,561	5.2%
			0.98%

**PLANNING & ECONOMIC DEVELOPMENT**

78	Planning	5,753	
79	Economic Development & Tourism	3,342	
80	<b>Planning &amp; Economic Development Total</b>	<b>9,095</b>	

	5,979	226	3.9%
	3,470	128	3.8%
	9,449	354	3.9%
			0.05%

**FINANCE & ADMINISTRATION**

81	Regional Council	2,568	
82	Regional Chair's Office	645	
83	Chief Administrative Officer	4,390	
84	Corporate Services		
85	Legal Services	2,455	
86	Human Resources	6,600	
87	Information Technology	15,093	
88	Legislative Services	3,237	
89	Durham Emergency Management Office (DEMO)	745	
90	Emergency 9-1-1 Telephone System	3,750	
91	Finance	13,733	
92	<b>Finance &amp; Administration Total</b>	<b>53,216</b>	

	2,585		
	659		
	6,152		
	2,426		
	7,030		
	15,619		
	3,581		
	698		
	4,182		
	14,328		
	57,260	4,044	7.6%
			0.60%

**The Regional Municipality of Durham**  
**SUMMARY OF 2020 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS**  
 (\$,000's)



2019	2020 Recommendations		
	Restated Budget (\$,000's)	Recommended Budget (\$,000's)	Increase (Decrease) Over 2019 (\$,000's) %

**NON-DEPARTMENTAL**

<b>Corporate Requirements</b>					
93	Non-Departmental	12,729	11,868		
94	Regional Revitalization Reserve Fund	1,860	1,860		
95	Equipment Reserve	750	750		
96	Paramedic Station	1,000	1,783		
97	Regional Headquarters Reserve Fund	1,950	1,250		
98	Post Retirement Benefit Unfunded Liabilities	1,957	1,957		
99	Social Housing Provision	-	960		
100	9-1-1 Emergency Telephone System Backup Equipment	500	500		
101	Infrastructure Renewal Fund	16,986	16,986		
102	Property Tax Appeals	1,195	1,000		
103	DRT Passes for ODSP Recipients	350	350		
104	<b>Corporate Requirements Subtotal</b>	<b>39,277</b>	<b>39,264</b>		
<b>Revenues</b>					
105	Provincial Offences Act - Net Revenue	(60)	(657)		
106	Payment-in-Lieu	(11,305)	(12,052)		
107	Unallocated Revenues & Expenditures	(1,882)	(1,922)		
108	<b>Revenues Subtotal</b>	<b>(13,247)</b>	<b>(14,631)</b>		
109	<b>Non-Departmental Total</b>	<b>26,030</b>	<b>24,633</b>	<b>(1,397)</b>	<b>(5.4%) (0.21%)</b>

**Social Housing - Corporate**

110	Durham Regional Local Housing Corporation	6,879	9,895		
111	Provider Payments - Other	27,941	28,583		
112	Housing Supplementary Rent Program	2,863	3,290		
113	Technical Audits	106	106		
114	Capital Provisions	1,450	1,450		
115	<b>Social Housing - Corporate Total</b>	<b>39,239</b>	<b>43,324</b>	<b>4,085</b>	<b>10.4% 0.61%</b>

<b>E</b>	<b>Regional Operations and Other Total</b>	<b>339,165</b>	<b>357,200</b>	<b>18,035</b>	<b>5.3% 2.69%</b>
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**SPECIAL CONTRIBUTIONS**

116	Land Conservation and Protection Reserve Fund *	565	567		
117	Durham College - Oshawa	300	-		
118	Durham College - Whitby	-	667		
119	Trent University - Durham	-	474		
120	Oak Ridges Hospice of Durham	-	360		
121	Durham Region Hospice (Clarington)	-	239		
122	Durham Region Community Investment Grant	4,110	2,670		
<b>F</b>	<b>Special Contributions Total</b>	<b>4,975</b>	<b>4,977</b>	<b>2</b>	<b>0.0% 0.00%</b>

\* 2020 Land Conservation and Protection Reserve Fund contribution has been adjusted to reflect the reversal of 2019 and recognition of 2020 one-time special project funding requests from the Conservation Authorities and the Land Management Funding provided by the Region.

**REGIONAL MUNICIPALITY OF DURHAM  
DEPARTMENTAL NEW POSITIONS  
2020 PROPERTY TAX SUPPORTED BUSINESS PLANS & BUDGETS**



Position	Start Date	Full Time Equivalent	2020			2021		Notes	
			Gross Payroll (1) \$,'000's	Other Costs (2) \$,'000's	Total Cost (3) \$,'000's	Additional Cost (4) \$,'000's	Annualized Cost (5)=(1)+(4) \$,'000's		
<b>WORKS</b>									
<b>General Tax</b>	SWAT Labourer	1-Jul	0.358	18	-	18	17	35	Construction Management Services - Shared with Water 0.385 and Sewer 0.257
	SWAT Labourer	1-Jul	0.358	18	-	18	17	35	Construction Management Services - Shared with Water 0.385 and Sewer 0.257
	Works Technician 5	1-Jul	1.000	62	-	62	63	125	Transportation Design
	Project Manager	1-Jul	1.000	80	-	80	80	160	Transportation Design
	Senior Project Coordinator	1-Jul	0.288	17	-	17	17	34	Facilities - Maintenance & Operations - Shared with Water 0.271, Sewer 0.386, and Solid Waste 0.055
	Vehicle Equipment Trainer	1-Jul	0.340	21	-	21	21	42	Depot Maintenance Administration - Shared with Water 0.330 and Sewer 0.330
	GIS Specialist	1-Jul	1.000	40	-	40	40	80	Traffic Payroll Clearing - Vision Zero
	Project Engineer	1-Jul	1.000	73	-	73	73	146	Traffic Payroll Clearing - Vision Zero
	Project Engineer	1-Jul	1.000	73	-	73	73	146	Traffic Payroll Clearing - Vision Zero
	Works Technician 2	1-Jul	1.000	51	-	51	51	102	Traffic Payroll Clearing - Vision Zero
	Works Technician 5	1-Jul	1.000	62	-	62	63	125	Traffic Payroll Clearing - Enterprise Maintenance Management System
	Technical Assistant	1-Jul	1.000	43	-	43	44	87	Traffic Payroll Clearing - Enterprise Maintenance Management System
	Technical Assistant	1-Jul	1.000	43	-	43	44	87	Traffic Payroll Clearing - Enterprise Maintenance Management System
	Works Technician 2	1-Jul	1.000	51	-	51	51	102	Traffic Payroll Clearing - Data/Asset Management
	Subtotal		<b>11.344</b>	<b>652</b>	<b>-</b>	<b>652</b>	<b>654</b>	<b>1,306</b>	
<b>Solid Waste Management</b>	Manager	1-Jul	1.000	96	-	96	97	193	Waste Administration - Policy & Transitioned Programs
	Senior Project Coordinator	1-Jul	0.055	3	-	3	3	6	Facilities - Maintenance & Operations - Shared with Works-General Tax 0.288, Water 0.271, and Sewer 0.386
	Subtotal		<b>1.055</b>	<b>99</b>	<b>-</b>	<b>99</b>	<b>100</b>	<b>199</b>	
<b>PUBLIC HEALTH</b>									
<b>Health</b>	Tobacco Enforcement Officer	1-Jul	1	54	-	54	54	108	Healthy Living
	Subtotal		<b>1.000</b>	<b>54</b>	<b>-</b>	<b>54</b>	<b>54</b>	<b>108</b>	

**REGIONAL MUNICIPALITY OF DURHAM  
DEPARTMENTAL NEW POSITIONS  
2020 PROPERTY TAX SUPPORTED BUSINESS PLANS & BUDGETS**



	Position	Start Date	Full Time Equivalent	2020			2021		Notes
				Gross Payroll (1) \$,000's	Other Costs (2) \$,000's	Total Cost (3) \$,000's	Additional Cost (4) \$,000's	Annualized Cost (5)=(1)+(4) \$,000's	
<b>Paramedic Services</b>	Superintendent	1-Jul	1	80		80	80	160	Administration
	Primary Care Paramedic	1-Jul	6	396		396	396	792	Operations
	Advanced Care Paramedic	1-Jul	6	420		420	420	840	Operations
	<b>Subtotal</b>		<b>13.000</b>	<b>896</b>	<b>-</b>	<b>896</b>	<b>896</b>	<b>1,792</b>	
<b>SOCIAL SERVICES</b>									
<b>Children's Services</b>	Training Specialist	1-Jul	1	51		51	51	102	Child and Family Supports
	<b>Subtotal</b>		<b>1.000</b>	<b>51</b>	<b>-</b>	<b>51</b>	<b>51</b>	<b>102</b>	
<b>Housing Services</b>	Program Assistant	1-Jul	1	44		44	44	88	Social Housing Administration
	<b>Subtotal</b>		<b>1.000</b>	<b>44</b>	<b>-</b>	<b>44</b>	<b>44</b>	<b>88</b>	
<b>Social Service - Long Term Care</b>	Fairview Lodge - Personal Support Worker	1-Jul	1	37		37	37	74	Nursing and Personal Care - offset by the conversion of Part Time Registered Nurse (RN) hours
	Hillsdale Estates - Personal Support Worker	1-Jul	1	37		37	37	74	Nursing and Personal Care
	Hillsdale Estates - Registered Practical Nurse	1-Jul	1	44		44	44	88	Nursing and Personal Care
	Hillsdale Estates - Nurse Practitioner	1-Jul	1	80		80	80	160	Nursing and Personal Care
	Hillsdale Terraces - Coordinator	1-Jul	1	56		56	56	112	Nursing and Personal Care
	Hillsdale Terraces - Personal Support Worker	1-Jul	1	37		37	37	74	Nursing and Personal Care
	Hillsdale Terraces - Recreation Programmer	1-Jul	1	37		37	37	74	Resident Care Program Support
	Lakeview Manor - Personal Support Worker	1-Jul	2	74		74	74	148	Nursing and Personal Care

**REGIONAL MUNICIPALITY OF DURHAM  
DEPARTMENTAL NEW POSITIONS  
2020 PROPERTY TAX SUPPORTED BUSINESS PLANS & BUDGETS**



Position	Start Date	Full Time Equivalent	2020			2021		Notes	
			Gross Payroll (1) \$,'000's	Other Costs (2) \$,'000's	Total Cost (3) \$,'000's	Additional Cost (4) \$,'000's	Annualized Cost (5)=(1)+(4) \$,'000's		
Subtotal		9.000	402	-	402	402	804		
<b>CORPORATE SERVICES</b>									
<b>Provincial Offences Act</b>	Prosecutor	1-Jan	1	125		125	-	125	Prosecution - Automatic Speed Enforcement / Red-Light Cameras <hr/> Prosecution - Automatic Speed Enforcement / Red-Light Cameras <hr/> Prosecution <hr/> Prosecution
	Prosecutor Assistant	1-Jan	1	95		95	-	95	
	Prosecutor	1-Jul	1	63		63	62	125	
	Prosecutor Assistant	1-Jul	1	47		47	48	95	
	Subtotal		4.000	330	-	330	110	440	
<b>Human Resources</b>	E-Learning Specialist	1-Jul	1	61	2	63	61	122	Human Resource Services <hr/> Human Resource Services <hr/> Human Resource Services <hr/> Diversity and Inclusion
	Labour Relations Advisor	1-Jan	1	146	2	148	-	146	
	Disability Management Analyst	1-Jan	1	111	2	113	-	111	
	Diversity Program Manager	1-Jul	1	61	2	63	61	122	
	Subtotal		4.000	379	8	387	122	501	
<b>Information Technology</b>	Senior Technology Analyst	1-Jul	1	63	9	72	63	126	Security <hr/>
	Subtotal		1.000	63	9	72	63	126	
<b>Legislative Services</b>	Information Management Technician	1-Jul	1	48	2	50	48	96	Records and Information Management <hr/>
	Subtotal		1.000	48	2	50	48	96	

**REGIONAL MUNICIPALITY OF DURHAM  
DEPARTMENTAL NEW POSITIONS  
2020 PROPERTY TAX SUPPORTED BUSINESS PLANS & BUDGETS**



Position	Start Date	Full Time Equivalent	2020			2021		Notes	
			Gross Payroll (1) \$,\$000's	Other Costs (2) \$,\$000's	Total Cost (3) \$,\$000's	Additional Cost (4) \$,\$000's	Annualized Cost (5)=(1)+(4) \$,\$000's		
<b>FINANCE &amp; ADMINISTRATION</b>									
<b>Chief Administrative Officer</b>	Videographer	1-Jul	1	51	19	70	51	102	Corporate Communications Strategic Initiatives (converted from part-time)
	Policy Advisor	1-Jan	2	291		291	-	291	
	Subtotal		<b>3.000</b>	<b>342</b>	<b>19</b>	<b>361</b>	<b>51</b>	<b>393</b>	
<b>Finance</b>	Investment Portfolio Manager	1-Jul	1	96	7	103	96	192	Business Planning, Budgets and Risk Management Business Planning, Budgets and Risk Management Financial Planning and Purchasing and Supply and Services Financial Planning and Purchasing and Supply and Services Financial Services
	Senior Financial Analyst 2	1-Jul	1	63	7	70	63	126	
	Procurement Analyst	1-Jul	1	59	7	66	59	118	
	Clerk 1	1-Jul	1	35	7	42	35	70	
	Senior Accounting Clerk	1-Jul	1	44	7	51	44	88	
Subtotal		<b>5.000</b>	<b>297</b>	<b>35</b>	<b>332</b>	<b>297</b>	<b>594</b>		
<b>Non-Departmental</b>	Director	1-Jul	1	105		105	105	210	Transit Oriented Development Transit Oriented Development
	Administrative Assistant	1-Jul	1	47		47	46	93	
	Subtotal		<b>2.000</b>	<b>152</b>	<b>-</b>	<b>152</b>	<b>151</b>	<b>303</b>	

**REGIONAL MUNICIPALITY OF DURHAM  
DEPARTMENTAL NEW POSITIONS  
2020 PROPERTY TAX SUPPORTED BUSINESS PLANS & BUDGETS**



Position	Start Date	Full Time Equivalent	2020			2021		Notes	
			Gross Payroll (1) \$,'000's	Other Costs (2) \$,'000's	Total Cost (3) \$,'000's	Additional Cost (4) \$,'000's	Annualized Cost (5)=(1)+(4) \$,'000's		
<b>TRANSIT</b>									
<b>Durham Region Transit</b>	Safety & Training Coordinator	1-Jul	1	56	7	63	56	112	Administration
	Conventional Operator	1-Jul	7	335		335	335	670	Operations
	Mechanic	1-Jul	2	117		117	117	234	Maintenance - Equipment
	Service Person	1-Jul	2	88		88	88	176	Maintenance - Equipment
	<b>Subtotal</b>		<b>12.000</b>	<b>596</b>	<b>7</b>	<b>603</b>	<b>596</b>	<b>1,192</b>	
<b>Total Property Tax Supported Regional Departments (including Police)</b>			<b>69.399</b>	<b>4,405</b>	<b>80</b>	<b>4,485</b>	<b>3,639</b>	<b>8,044</b>	

2020 Capital Budget and 2021-2029 Forecast

Property Tax Supported Services  
Tangible Capital Asset Summary



	2019	2020	Forecast					Forecast Total
	Approved (\$000's)	Recommended (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Major Capital</b>								
Durham Regional Police Service	515	8,715	81,500	1,500	1,500	4,815	141,015	230,330
Durham Region Transit	11,280	14,942	15,942	29,761	104,140	23,545	174,134	347,522
Works - General Tax	94,505	88,300	107,750	149,378	140,656	127,905	738,866	1,264,555
Works - Solid Waste Management	1,803	163,560	16,385	6,158	1,860	1,320	217,502	243,225
Public Health	-	4,048	-	-	-	-	-	-
Health - Paramedic Services	3,500	1,783	3,300	-	-	5,700	-	9,000
Social Services - Part 1	-	-	1,250	-	8,300	-	20,000	29,550
Social Services - LTC & Services for Seniors	-	-	-	-	-	-	82,485	82,485
Planning & Economic Development	-	-	-	-	-	-	-	-
Corporate Services	-	1,073	-	-	-	-	-	-
Administration	-	-	-	-	-	-	-	-
Headquarters	340	7,004	2,700	2,700	2,570	-	10,000	17,970
<b>Major Capital Subtotal</b>	<b>111,943</b>	<b>289,425</b>	<b>228,827</b>	<b>189,497</b>	<b>259,026</b>	<b>163,285</b>	<b>1,384,002</b>	<b>2,224,637</b>
<b>Minor Capital - New</b>								
Durham Regional Police Service	104	477	777	460	160	160	0	1,557
Durham Region Transit	39	111	82	79	79	79	395	714
Works - General Tax	370	1,039	825	358	157	57	483	1,880
Works - Solid Waste Management	-	151	571	1,150	1,720	450	1,000	4,891
Public Health	67	476	41	75	34	27	5	182
Health - Paramedic Services	459	520	-	242	-	242	484	968
Social Services - Part 1	162	21	-	22	83	214	-	319
Social Services - LTC & Services for Seniors	158	795	-	92	-	533	-	625
Planning & Economic Development	30	-	-	-	-	-	-	-
Corporate Services	216	191	3,865	572	10	1	5	4,453
Administration	2,823	2,571	5	-	-	-	180	185
Headquarters	51	145	-	-	566	-	-	566
<b>Minor Capital - New Subtotal</b>	<b>4,479</b>	<b>6,497</b>	<b>6,166</b>	<b>3,050</b>	<b>2,809</b>	<b>1,763</b>	<b>2,552</b>	<b>16,340</b>
<b>Minor Capital - Replacement</b>								
Durham Regional Police Service	3,415	3,966	2,456	2,530	2,271	2,145	15,329	24,731
Durham Region Transit	214	196	70	71	72	73	380	666
Works - General Tax	9,230	8,113	12,303	11,249	10,976	10,854	54,704	100,086
Works - Solid Waste Management	1,147	170	868	1,134	464	564	1,728	4,758
Public Health	412	513	35	26	8	40	80	189
Health - Paramedic Services	1,679	1,747	2,466	2,025	4,310	1,910	14,857	25,568
Social Services - Part 1	331	291	212	148	199	117	1,222	1,898
Social Services - LTC & Services for Seniors	1,407	1,483	1,605	4,858	2,425	559	13,726	23,173
Planning & Economic Development	47	51	54	75	52	65	300	546
Corporate Services	1,363	1,085	267	311	2,499	1,024	3,152	7,253
Administration	635	1,754	1,648	1,608	678	918	3,542	8,394
Headquarters	311	1,671	1,353	980	378	790	2,327	5,828
<b>Minor Capital - Replace Subtotal</b>	<b>20,191</b>	<b>21,040</b>	<b>23,337</b>	<b>25,015</b>	<b>24,332</b>	<b>19,059</b>	<b>111,347</b>	<b>203,090</b>
<b>Total Capital</b>	<b>136,613</b>	<b>316,962</b>	<b>258,330</b>	<b>217,562</b>	<b>286,167</b>	<b>184,107</b>	<b>1,497,901</b>	<b>2,444,067</b>



## 2020 Capital Budget and 2021-2029 Forecast

## Durham Regional Police Service



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Major Capital</b>								
Clarington Police Complex Phase 2-Regional Support Centre and Centre for Investigative Excellence			80,000					80,000
Police Education and Innovation Centre Transition Space		8,200						
Operations Training Centre - Phase 2							31,020	31,020
Central West Division Parking Garage West Division						3,315	29,830	33,145
North Division Expansion							4,100	4,100
Central East Division							58,565	58,565
Facility Repairs and Renovations	515	515	1,500	1,500	1,500	1,500	7,500	13,500
<b>Major Capital Subtotal</b>	<b>515</b>	<b>8,715</b>	<b>81,500</b>	<b>1,500</b>	<b>1,500</b>	<b>4,815</b>	<b>141,015</b>	<b>230,330</b>
<b>Minor Capital - New</b>								
Information Technology	17	477	317					317
Machinery & Equipment	87		460	460	160	160		1,240
<b>Minor Capital - New Subtotal</b>	<b>104</b>	<b>477</b>	<b>777</b>	<b>460</b>	<b>160</b>	<b>160</b>		<b>1,557</b>
<b>Minor Capital - Replacement</b>								
Building & Structures								
Information Technology	1,115	1,457	482	642	374	247	4,305	6,050
Furniture & Fixtures	120	122					15	15
Machinery & Equipment	688	775					1,471	1,471
Vehicles	1,492	1,612	1,974	1,888	1,897	1,898	9,538	17,195
<b>Minor Capital - Replacement Subtotal</b>	<b>3,415</b>	<b>3,966</b>	<b>2,456</b>	<b>2,530</b>	<b>2,271</b>	<b>2,145</b>	<b>15,329</b>	<b>24,731</b>
<b>Total Capital</b>	<b>4,034</b>	<b>13,158</b>	<b>84,733</b>	<b>4,490</b>	<b>3,931</b>	<b>7,120</b>	<b>156,344</b>	<b>256,618</b>

## 2020 Capital Budget and 2021-2029 Forecast

## Durham Region Transit



	2019 Approved		2020 Recommended		Forecast											
	#	(\$000's)	#	(\$000's)	2021		2022		2023		2024		2025-2029		Forecast Total	
					#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)
<b>Major Capital</b>																
<b>Growth Related</b>																
Vehicles	13	8,371	1	40	7	5,262	8	4,770	9	5,401	10	6,032	57	40,708	91	62,173
Vehicle Outfitting		784		-	21	369	24	391	27	440	30	490	171	3,028	273	4,718
New Indoor Bus Storage/Service Facility		-		3,750		250		-		80,000		-		37,300	-	117,550
New Facility in Seaton Phase 1		-		-		-		-		-		-	25,000	-	25,000	
Maintenance Garage: Crossbeams for Articulated Buses		-		18		-		-		-		-	-	-	-	-
<b>Subtotal</b>	<b>13</b>	<b>9,155</b>		<b>3,808</b>		<b>5,881</b>		<b>5,161</b>		<b>85,841</b>		<b>6,522</b>		<b>106,036</b>		<b>209,441</b>
<b>Replacement</b>																
Vehicle Replacement and Refurbishment		560	11	9,280	7	4,841	18	10,229	21	11,536	22	11,969	117	62,022	185	100,597
Replacement Vehicle Outfitting		229	6	500	6	78	14	211	16	208	16	208	84	1,226	136	1,931
Facilities Rehabilitation		203		148		962		-		11		25		-		998
<b>Subtotal</b>		<b>992</b>		<b>9,928</b>		<b>5,881</b>		<b>10,440</b>		<b>11,755</b>		<b>12,202</b>		<b>63,248</b>		<b>103,526</b>
<b>Other</b>																
Passenger Amenities		-		-		1,620		5,660		5,360		360		2,050		15,050
System Improvement Capital		1,133		1,206		2,560		8,500		1,184		4,461		2,800		19,505
<b>Subtotal</b>		<b>1,133</b>		<b>1,206</b>		<b>4,180</b>		<b>14,160</b>		<b>6,544</b>		<b>4,821</b>		<b>4,850</b>		<b>34,555</b>
<b>Major Capital Subtotal</b>		<b>11,280</b>		<b>14,942</b>		<b>15,942</b>		<b>29,761</b>		<b>104,140</b>		<b>23,545</b>		<b>174,134</b>		<b>347,522</b>
<b>Minor Capital - New</b>																
Information Technology		14		28		30		27		27		27		135		246
Furniture & Fixtures		17		21		37		37		37		37		185		333
Machinery & Equipment		8		62		15		15		15		15		75		135
<b>New Capital Subtotal</b>		<b>39</b>		<b>111</b>		<b>82</b>		<b>79</b>		<b>79</b>		<b>79</b>		<b>395</b>		<b>714</b>
<b>Minor Capital - Replacement</b>																
Building & Structures		54		-		-		-		-		-		-		-
Information Technology		62		44		23		24		25		26		145		243
Furniture & Fixtures		4		2		2		2		2		2		10		18
Machinery & Equipment		94		150		45		45		45		45		225		405
Vehicles		-		-		-		-		-		-		-		-
<b>Minor Capital - Replacement Subtotal</b>		<b>214</b>		<b>196</b>		<b>70</b>		<b>71</b>		<b>72</b>		<b>73</b>		<b>380</b>		<b>666</b>
<b>Total Capital</b>		<b>11,533</b>		<b>15,249</b>		<b>16,094</b>		<b>29,911</b>		<b>104,291</b>		<b>23,697</b>		<b>174,909</b>		<b>348,902</b>

Note: Does not include ICIP projects which are subject to Senior Government and Regional Council Approval

## 2020 Capital Budget and 2021-2029 Forecast

## Works - General Tax



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Major Capital</b>								
Roads Program	94,505	88,300	107,750	142,860	132,015	126,705	731,510	1,240,840
Depots				6,518	8,641	1,200	7,356	23,715
<b>Major Capital Subtotal</b>	<b>94,505</b>	<b>88,300</b>	<b>107,750</b>	<b>149,378</b>	<b>140,656</b>	<b>127,905</b>	<b>738,866</b>	<b>1,264,555</b>
<b>Minor Capital - New</b>								
Building & Structures			355					355
Land & Improvements		105						
Information Technology	14	71	23	269	12	1	14	319
Furniture & Fixtures		30	53	14	23	14	81	185
Machinery & Equipment	73	541	264	25	55	25	205	574
Vehicles	283	292	130	50	67	17	183	447
<b>Minor Capital - New Subtotal</b>	<b>370</b>	<b>1,039</b>	<b>825</b>	<b>358</b>	<b>157</b>	<b>57</b>	<b>483</b>	<b>1,880</b>
<b>Minor Capital - Replacement</b>								
Building & Structures	851	160	1,119	327				1,446
Information Technology	60	234	358	167	206	101	924	1,756
Furniture & Fixtures	1		25	4	4	2	11	46
Machinery & Equipment	11	746	60	10	10	10	64	154
Vehicles	8,307	6,973	10,741	10,741	10,756	10,741	53,705	96,684
<b>Minor Capital - Replacement Subtotal</b>	<b>9,230</b>	<b>8,113</b>	<b>12,303</b>	<b>11,249</b>	<b>10,976</b>	<b>10,854</b>	<b>54,704</b>	<b>100,086</b>
<b>Total Capital</b>	<b>104,105</b>	<b>97,452</b>	<b>120,878</b>	<b>160,985</b>	<b>151,789</b>	<b>138,816</b>	<b>794,053</b>	<b>1,366,521</b>

## 2020 Capital Budget and 2021-2029 Forecast

## Works - Solid Waste Management



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Major Capital</b>								
<b>Closed Landfills</b>								
<b>Oshawa landfill</b>								
Remediation - Erosion and Leachate Control				1,345	420	220	1,000	<b>2,985</b>
Rehabilitation - Site Repurposing (Greenspace)							3,350	<b>3,350</b>
<b>Blackstock landfill (Port Perry)</b>								
Rehabilitation of Mined Landfill - Landscaping	253							
<b>Scugog landfill</b>								
Remediation - Purchase Contaminant Attenuation Zone			60	500				<b>560</b>
Rehabilitation - Site Repurposing (Greenspace)					940			<b>940</b>
<b>Scott landfill (Uxbridge)</b>								
Landfill Reclamation (Mining)		60	4,165					<b>4,165</b>
Subtotal	<b>253</b>	<b>60</b>	<b>4,225</b>	<b>1,845</b>	<b>1,360</b>	<b>220</b>	<b>4,350</b>	<b>12,000</b>
<b>New Clarington MHSW Facility - Construction/Call Centre Staff Relocation</b>	160							
<b>Long-term Organics Management Plan</b>		163,500						
<b>Durham/York Energy Centre</b>								
Expansion EA Process and Consulting	60						210,000	<b>210,000</b>
Consultant Investigation - Additional Waste Heat Utilization / Project Construction			100	900				<b>1,000</b>
Subtotal	<b>220</b>	<b>163,500</b>	<b>100</b>	<b>900</b>			<b>210,000</b>	<b>211,000</b>
<b>Modifications and/or New Waste Management Facilities (WMFs)</b>								
Future Optimizations or New Sites			2,600	3,153	500	1,100	3,152	<b>10,505</b>
New Seaton Facility			8,500					<b>8,500</b>
Subtotal			<b>11,100</b>	<b>3,153</b>	<b>500</b>	<b>1,100</b>	<b>3,152</b>	<b>19,005</b>
<b>Upgrades of Equipment at Material Recovery Facility (MRF)</b>	1,130		660	260				<b>920</b>
<b>Long Term Waste Management Master Plan</b>	200		300					<b>300</b>
<b>Major Capital Subtotal</b>	<b>1,803</b>	<b>163,560</b>	<b>16,385</b>	<b>6,158</b>	<b>1,860</b>	<b>1,320</b>	<b>217,502</b>	<b>243,225</b>

	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Minor Capital - New</b>								
Building & Structures		50		540	20	250		810
Land & Improvements			321	300	1,500			2,121
Information Technology		1		10				10
Furniture & Fixtures			50					50
Machinery & Equipment		100	200	300	200	200	1,000	1,900
Vehicles								
<b>Minor Capital - New Subtotal</b>		<b>151</b>	<b>571</b>	<b>1,150</b>	<b>1,720</b>	<b>450</b>	<b>1,000</b>	<b>4,891</b>
<b>Minor Capital - Replacement</b>								
Building & Structures			120	635			50	805
Land & Improvements			74	345	108	287	619	1,433
Information Technology	22	62	16	46	75	15	219	371
Furniture & Fixtures		1	1	1	1	1	5	9
Machinery & Equipment	900	107	657	107	280	261	835	2,140
Vehicles	225							
<b>Minor Capital - Replacement Subtotal</b>	<b>1,147</b>	<b>170</b>	<b>868</b>	<b>1,134</b>	<b>464</b>	<b>564</b>	<b>1,728</b>	<b>4,758</b>
<b>Total Capital</b>	<b>2,950</b>	<b>163,881</b>	<b>17,824</b>	<b>8,442</b>	<b>4,044</b>	<b>2,334</b>	<b>220,230</b>	<b>252,874</b>

- The \$1.4 million Blackstock landfill mining pilot was complete in 2019, with approximately \$1.1 million of eligible costs approved for a FCM, Green Municipal Fund grant of \$350,000, subject to pilot completion and proof of incurred costs.
  - The Scott Landfill reclamation project planned for 2020 will be informed and refined based on the completion of the Blackstock reclamation (mining) pilot project in 2019.
  - Regional Council approved the transfer, mixed waste pre-sort and anaerobic digestion organics processing as preferred technologies for the long-term organics management plan. The forecast assumes a DBOM service delivery. Should the long-term organics management plan not proceed, it is anticipated that Phase 2 DYEC expansion will be required as early as 2024 at up to \$200 million (Durham and York shares to be determined).
  - Durham's DYEC capacity is 110,000 tonnes compared to approx. 120,000 tonnes of post-diversion garbage residue disposed in 2019 (excess to contingency landfill). In 2019, \$60,000 was recommended for an EA terms of reference, given an EA process could take between 4 and 10 years. The EA process may be delayed beyond 2020 with expansion requirements also pushed beyond the forecast period, should the long-term organics management strategy proceed as planned.
  - A consultant study is proposed in 2021 to investigate options and potential uses of DYEC waste heat beyond current in-house usage and energy production maximization to grid.
  - Given significant potential to optimize old WMF sites and maximize the reuse potential of waste and growth which has decreased the safety and effectiveness of the Oshawa site, a 2019 waste optimization study for Oshawa WMF was recommended. (funded from operating)
- The currently estimated cost of optimization forecast for 2021 is \$2.6 million, although estimates will be refined based upon the 2019 study. Through 2021 to 2025 additional modifications and/or new facilities are contemplated (\$16.4 million).
- The MRF is now beyond a decade old and requires equipment replacements of \$2.1 million to effectively separate marketable materials and reduce residual contamination. Staff will pursue any available grant funding opportunities.
  - A new Solid Waste Master Plan was proposed to be developed through a consulting study to guide the Region through to 2040.
  - Final approval of the 2020 Long Term Organic Management Plan project and financing are subject to further reports to Council.

## 2020 Capital Budget and 2021-2029 Forecast

## Public Health



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Major Capital</b>								
Office Renovations/New Clinic space - Oral Health Clinic		2,048						
Space Optimization - 101 Consumers		2,000						
<b>Major Capital Subtotal</b>		<b>4,048</b>						
<b>Minor Capital - New</b>								
Information Technology	13	60	21	31	14	11	5	82
Furniture & Fixtures	54	210	20	44	20	16		100
Machinery & Equipment		206						
<b>Minor Capital - New Subtotal</b>	<b>67</b>	<b>476</b>	<b>41</b>	<b>75</b>	<b>34</b>	<b>27</b>	<b>5</b>	<b>182</b>
<b>Minor Capital - Replacement</b>								
Land & Improvements	20							
Information Technology	352	393	3	24	8			35
Furniture & Fixtures	40	40						
Machinery & Equipment		80	32	2		40	80	154
<b>Minor Capital - Replacement Subtotal</b>	<b>412</b>	<b>513</b>	<b>35</b>	<b>26</b>	<b>8</b>	<b>40</b>	<b>80</b>	<b>189</b>
<b>Total Capital</b>	<b>479</b>	<b>5,037</b>	<b>76</b>	<b>101</b>	<b>42</b>	<b>67</b>	<b>85</b>	<b>371</b>

**2020 Capital Budget and 2021-2029 Forecast**

**Health - Paramedic Services**



	2019		2020		Forecast											
	Approved		Recommended		2021		2022		2023		2024		2025-2029		Forecast Total	
	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)
<b>Major Capital</b>																
Clarington Paramedic Response Station				1,783		3,300										3,300
Seaton Paramedic Response Station		3,500										5,700				5,700
Uxbridge Paramedic Response Station																
<b>Major Capital Subtotal</b>		<b>3,500</b>		<b>1,783</b>		<b>3,300</b>						<b>5,700</b>				<b>9,000</b>
<b>Minor Capital - New</b>																
<b>Land &amp; Improvements</b>																
Master Plan				200												
<b>Information Technology</b>																
Computers for Vehicles			2	13		2	13		2	13		4	26		8	52
<b>Machinery &amp; Equipment</b>																
Defibrillators			1	35		1	35		1	35		2	70		4	140
Electric Vehicle Charging Stations			4	51												
Power Cots	3	75	1	25		1	25		1	25		2	50		4	100
Power Load Systems	2	58	1	28												
Scoop Stretchers	2	3	1	1		1	2		1	2		2	4		4	8
Stairchairs	2	3	1	4		1	4		1	4		2	8		4	16
<b>Vehicles</b>																
Ambulances	2	320	1	163		1	163		1	163		2	326		4	652
<b>Minor Capital - New Subtotal</b>		<b>459</b>		<b>520</b>			<b>242</b>			<b>242</b>			<b>484</b>			<b>968</b>
<b>Minor Capital - Replacement</b>																
<b>Information Technology</b>																
Computers for Vehicles						40	260					80	520		120	780
Station Computers	6	6	6	6	6	6	6	6	6	6	6	30	30		54	54
<b>Furniture &amp; Fixtures</b>		35		35		35		35		35			175			315
<b>Machinery &amp; Equipment</b>																
Bariatric Stretcher						1	35								1	35
Defibrillators								54	2,240			54	2,240		108	4,480
Main Stretchers												43	1,075		43	1,075
Portable Suction Units	60	45										60	45		60	45
Power Load Systems	5	144														
Scoop Stretchers						43	68	43	68			86	136		172	272
Stairchairs						49	196					49	193		98	389
<b>Vehicles</b>																
Ambulances	9	1,449	10	1,630	10	1,630	10	1,630	11	1,793	11	1,793	59	9,617	101	16,463
Bariatric Special Purpose Vehicle								1	210				1	210	2	420
Command Truck			1	76												
Emergency Response/Command Vehicle						1	76	1	76	1	76	6	456		10	760
ESU/Special Events Trailer						1	60		60			1	60		3	180
Logistics delivery Truck						1	100		100			1	100		3	300
<b>Minor Capital - Replacement Subtotal</b>		<b>1,679</b>		<b>1,747</b>		<b>2,466</b>		<b>2,025</b>		<b>4,310</b>		<b>1,910</b>		<b>14,857</b>		<b>25,568</b>
<b>Total Capital</b>		<b>5,638</b>		<b>4,050</b>		<b>5,766</b>		<b>2,267</b>		<b>4,310</b>		<b>7,852</b>		<b>15,341</b>		<b>35,536</b>

Financing will be sourced from a combination of property taxes, provincial subsidy, development charges and contribution from reserves.

## 2020 Capital Budget and 2021-2029 Forecast

## Social Services - Part 1



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	Forecast Total (\$000's)
<b>Major Capital</b>								
<b>Social Assistance</b>								
Land acquisition and build for new OW site							20,000	<b>20,000</b>
New Social Services Seaton Location (OW Delivery)					6,400			<b>6,400</b>
<b>Children's Services</b>								
Capital Construction - Sunderland ELCC			1,250					<b>1,250</b>
<b>Family Services</b>								
Seaton Program Delivery Site					1,900			<b>1,900</b>
<b>Major Capital Subtotal</b>			<b>1,250</b>		<b>8,300</b>		<b>20,000</b>	<b>29,550</b>
<b>Minor Capital - New</b>								
<b>Social Assistance</b>								
Information Technology							34	<b>34</b>
Furniture & Fixtures	15						180	<b>180</b>
<b>Children's Services</b>								
Information Technology	97			5				<b>5</b>
Furniture & Fixtures	9			17				<b>17</b>
<b>Family Services</b>								
Information Technology	9	14			13			<b>13</b>
Furniture & Fixtures	25				70			<b>70</b>
<b>Housing</b>								
Information Technology	2	2						
Furniture & Fixtures	5	5						
<b>Minor Capital - New Subtotal</b>	<b>162</b>	<b>21</b>		<b>22</b>	<b>83</b>	<b>214</b>		<b>319</b>



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Minor Capital - Replacement</b>								
<b>Emergency Management &amp; Program Support</b>								
Information Technology	5	10		5	5	3	23	36
<b>Social Assistance</b>								
Information Technology	92	92		29	89	19	226	363
<b>Children's Services</b>								
Building & Structures		34	145				341	486
Land & Improvements							57	57
Information Technology	11	49	43	62	46	24	257	432
Furniture & Fixtures	34	17					15	15
Machinery & Equipment	59					22	22	44
<b>Family Services</b>								
Information Technology	110	62	14	18	37	39	170	278
<b>Housing</b>								
Information Technology	20	27	10	34	22	10	111	187
<b>Minor Capital - Replacement Subtotal</b>	<b>331</b>	<b>291</b>	<b>212</b>	<b>148</b>	<b>199</b>	<b>117</b>	<b>1,222</b>	<b>1,893</b>
<b>Total Capital</b>	<b>493</b>	<b>312</b>	<b>1,462</b>	<b>170</b>	<b>8,582</b>	<b>331</b>	<b>21,222</b>	<b>31,767</b>

## 2020 Capital Budget and 2021-2029 Forecast

## Social Services - LTC & Services for Seniors



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast						
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	Forecast Total (\$000's)	
<b>Major Capital</b>									
New Long Term Care Home								82,485	<b>82,485</b>
<b>Major Capital Subtotal</b>								<b>82,485</b>	<b>82,485</b>
<b>Minor Capital - New</b>									
<b>Fairview</b>									
Building & Structures				72					<b>72</b>
Information Technology	36	9							
Furniture & Fixtures		14							
Machinery & Equipment		189							
<b>Hillsdale Estates</b>									
Building & Structures							40		<b>40</b>
Information Technology	62	11							
Machinery & Equipment		239							
<b>Hillsdale Terraces</b>									
Building & Structures							360		<b>360</b>
Information Technology	37	9							
Machinery & Equipment		166							
<b>Lakeview</b>									
Building & Structures							133		<b>133</b>
Information Technology	23	9							
Machinery & Equipment		149		20					<b>20</b>
<b>Minor Capital - New Subtotal</b>	<b>158</b>	<b>795</b>		<b>92</b>			<b>533</b>		<b>625</b>

	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Minor Capital - Replacement</b>								
<b>Administration</b>								
Information Technology	6	6	6	6	6	6	30	54
<b>Fairview</b>								
Building & Structures		14						
Information Technology	19	65	75	48	42	42	222	429
Furniture & Fixtures	56	50	45	45	45	45	245	425
Machinery & Equipment	193	48	106	50	45	50	416	667
<b>Hillsdale Estates</b>								
Building & Structures	270	670	150	1,437			1,595	3,182
Land & Improvements			18	1,275				1,293
Information Technology	39	64	96	40	40	40	200	416
Furniture & Fixtures	161	138	95	95	115	20	215	540
Machinery & Equipment	97	36	121	40	1,822	20	3,336	5,339
<b>Hillsdale Terraces</b>								
Building & Structures	147		134	1,178	32	32	3,365	4,741
Information Technology	28	58	211	23	27	23	119	403
Furniture & Fixtures	17	46	39	39	25	25	125	253
Machinery & Equipment	64	47	220	414	144	100	1,186	2,064
<b>Lakeview</b>								
Building & Structures			22	22	10	50	905	1,009
Land & Improvements							580	580
Information Technology	38	37	53	30	30	30	150	293
Furniture & Fixtures	192	159	30	30	30	30	150	270
Machinery & Equipment	80	45	184	86	12	46	887	1,215
<b>Minor Capital - Replacement Subtotal</b>	<b>1,407</b>	<b>1,483</b>	<b>1,605</b>	<b>4,858</b>	<b>2,425</b>	<b>559</b>	<b>13,726</b>	<b>23,173</b>
<b>Total Capital</b>	<b>1,565</b>	<b>2,278</b>	<b>1,605</b>	<b>4,950</b>	<b>2,425</b>	<b>1,092</b>	<b>96,211</b>	<b>106,283</b>

## 2020 Capital Budget and 2021-2029 Forecast

## Planning & Economic Development



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Minor Capital - New</b>								
<b>Planning</b>								
Furniture & Fixtures	30							
<b>Minor Capital - New Subtotal</b>	<b>30</b>							
<b>Minor Capital - Replacement</b>								
<b>Planning</b>								
Information Technology	40	41	40	65	40	55	250	<b>450</b>
<b>Economic Development</b>								
Information Technology	7	10	14	10	12	10	50	<b>96</b>
<b>Minor Capital - Replacement Subtotal</b>	<b>47</b>	<b>51</b>	<b>54</b>	<b>75</b>	<b>52</b>	<b>65</b>	<b>300</b>	<b>546</b>
<b>Total Capital</b>	<b>77</b>	<b>51</b>	<b>54</b>	<b>75</b>	<b>52</b>	<b>65</b>	<b>300</b>	<b>546</b>

## 2020 Capital Budget and 2021-2029 Forecast

## Corporate Services



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Major Capital</b>								
RHQ Space Optimization Project		1,073						
<b>Major Capital Subtotal</b>		<b>1,073</b>						
<b>Minor Capital - New</b>								
<b>Legal Services</b>								
Information Technology	1			3				3
Furniture & Fixtures	5			6				6
<b>Subtotal</b>	<b>6</b>			<b>9</b>				<b>9</b>
<b>Human Resources</b>								
Information Technology	19	137	7	3				10
Furniture & Fixtures			18					18
<b>Subtotal</b>	<b>19</b>	<b>137</b>	<b>25</b>	<b>3</b>				<b>28</b>
<b>Information Technology</b>								
Information Technology		3	104	4	1	1	5	115
Furniture & Fixtures		6	24	6				30
Machinery & Equipment			2,250					2,250
Vehicles			250					250
<b>Subtotal</b>		<b>9</b>	<b>2,628</b>	<b>10</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>2,645</b>
<b>Legislative Services</b>								
Building & Structures	75							
Information Technology	1	7	527	500	3			1,030
Furniture & Fixtures	5		60		6			66
Machinery & Equipment		3						
<b>Subtotal</b>	<b>81</b>	<b>10</b>	<b>587</b>	<b>500</b>	<b>9</b>			<b>1,096</b>
<b>Provincial Offenses</b>								
Building & Structures	110		125	50				175
Information Technology		11						
Furniture & Fixtures		24						
Machinery & Equipment			500					500
<b>Subtotal</b>	<b>110</b>	<b>35</b>	<b>625</b>	<b>50</b>				<b>675</b>
<b>Minor Capital - New Subtotal</b>	<b>216</b>	<b>191</b>	<b>3,865</b>	<b>572</b>	<b>10</b>	<b>1</b>	<b>5</b>	<b>4,453</b>

## 2020 Capital Budget and 2021-2029 Forecast

## Corporate Services



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
<b>Minor Capital - Replacement</b>								
<b>Legal Services</b>								
Information Technology	17	13						
Furniture & Fixtures	5		14	21	13	14	82	144
<b>Subtotal</b>	<b>22</b>	<b>13</b>	<b>14</b>	<b>21</b>	<b>13</b>	<b>14</b>	<b>82</b>	<b>144</b>
<b>Human Resources</b>								
Information Technology	42	47	37	46	48	34	209	374
Machinery & Equipment	10	10	20	25	25	10	97	177
<b>Subtotal</b>	<b>52</b>	<b>57</b>	<b>57</b>	<b>71</b>	<b>73</b>	<b>44</b>	<b>306</b>	<b>551</b>
<b>Information Technology</b>								
Information Technology	1,185	730		150	300	175	1,335	1,960
Furniture & Fixtures	9	15						
Machinery & Equipment			50	50	2,050	750	1,210	4,110
<b>Subtotal</b>	<b>1,194</b>	<b>745</b>	<b>50</b>	<b>200</b>	<b>2,350</b>	<b>925</b>	<b>2,545</b>	<b>6,070</b>
<b>Legislative Services</b>								
Information Technology	19	255	120	11	14	23	108	276
Furniture & Fixtures	25							
<b>Subtotal</b>	<b>44</b>	<b>255</b>	<b>120</b>	<b>11</b>	<b>14</b>	<b>23</b>	<b>108</b>	<b>276</b>
<b>Provincial Offenses</b>								
Information Technology	51	15	26	8	49	18	111	212
<b>Subtotal</b>	<b>51</b>	<b>15</b>	<b>26</b>	<b>8</b>	<b>49</b>	<b>18</b>	<b>111</b>	<b>212</b>
<b>Minor Capital - Replacement Subtotal</b>	<b>1,363</b>	<b>1,085</b>	<b>267</b>	<b>311</b>	<b>2,499</b>	<b>1,024</b>	<b>3,152</b>	<b>7,253</b>
<b>Total Capital</b>	<b>1,579</b>	<b>2,349</b>	<b>4,132</b>	<b>883</b>	<b>2,509</b>	<b>1,025</b>	<b>3,157</b>	<b>11,706</b>

## 2020 Capital Budget and 2021-2029 Forecast

## 9-1-1 Emergency, CAO, Finance & Administration



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	Forecast Total (\$000's)
<b>Minor Capital - New</b>								
<b>CAO Office</b>								
Building & Structures	50							
Information Technology	34	31	2					2
Furniture & Fixtures	35	5						
<b>Subtotal</b>	<b>119</b>	<b>36</b>	<b>2</b>					<b>2</b>
<b>9-1-1 Emergency</b>								
Information Technology	411	525					180	180
<b>Subtotal</b>	<b>411</b>	<b>525</b>					<b>180</b>	<b>180</b>
<b>Finance</b>								
Information Technology		50	3					3
Furniture & Fixtures	53							
<b>Subtotal</b>	<b>53</b>	<b>50</b>	<b>3</b>					<b>3</b>
<b>Non-Departmental</b>								
Information Technology	2,240	1,960						
<b>Subtotal</b>	<b>2,240</b>	<b>1,960</b>						
<b>Minor Capital - New Subtotal</b>	<b>2,823</b>	<b>2,571</b>	<b>5</b>				<b>180</b>	<b>185</b>
<b>Minor Capital - Replacement</b>								
<b>CAO Office</b>								
Information Technology	30	28			3		6	9
Furniture & Fixtures	10	6						
<b>Subtotal</b>	<b>40</b>	<b>34</b>			<b>3</b>		<b>6</b>	<b>9</b>
<b>Chair</b>								
Information Technology	2		2	2	2	2	2	10
Furniture & Fixtures	6	6	6	6	6	6	6	30
<b>Subtotal</b>	<b>8</b>	<b>6</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>40</b>
<b>9-1-1 Emergency</b>								
Information Technology		727					264	264
<b>Subtotal</b>		<b>727</b>					<b>264</b>	<b>264</b>
<b>Finance</b>								
Information Technology	87	387	110	110	125	110	565	1,020

## 2020 Capital Budget and 2021-2029 Forecast

## 9-1-1 Emergency, CAO, Finance & Administration



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	Forecast Total (\$000's)
Machinery & Equipment		60				300	70	370
Vehicles		40	40		42		129	211
<b>Subtotal</b>	<b>87</b>	<b>487</b>	<b>150</b>	<b>110</b>	<b>167</b>	<b>410</b>	<b>764</b>	<b>1,601</b>
<b>Non-Departmental</b>								
Information Technology	500	500	1,490	1,490	500	500	2,500	6,480
<b>Subtotal</b>	<b>500</b>	<b>500</b>	<b>1,490</b>	<b>1,490</b>	<b>500</b>	<b>500</b>	<b>2,500</b>	<b>6,480</b>
<b>Minor Capital - Replacement Subtotal</b>	<b>635</b>	<b>1,754</b>	<b>1,648</b>	<b>1,608</b>	<b>678</b>	<b>918</b>	<b>3,542</b>	<b>8,394</b>
<b>Total Capital</b>	<b>3,458</b>	<b>4,325</b>	<b>1,653</b>	<b>1,608</b>	<b>678</b>	<b>918</b>	<b>3,722</b>	<b>8,579</b>



## 2020 Capital Budget and 2021-2029 Forecast

## Headquarters



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast						
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	Forecast Total (\$000's)	
<b>Major Capital</b>									
Addition of 2 Levels to Parking Garage								10,000	10,000
RHQ Space Optimization Project	340	7,004	2,700	2,700	2,570				7,970
<b>Major Capital Subtotal</b>	<b>340</b>	<b>7,004</b>	<b>2,700</b>	<b>2,700</b>	<b>2,570</b>			<b>10,000</b>	<b>17,970</b>
<b>Minor Capital - New</b>									
Building & Structures		115							
Machinery & Equipment	51	30			566				566
<b>Minor Capital - New Subtotal</b>	<b>51</b>	<b>145</b>			<b>566</b>				<b>566</b>
<b>Minor Capital - Replacement</b>									
Building & Structures	100	301	415	482	113	240	415		1,665
Land & Improvements	60	364	928	438	55	370	1,425		3,216
Information Technology	50	711							
Furniture & Fixtures		25	10						10
Machinery & Equipment	101	270		60	210	180	487		937
<b>Minor Capital - Replacement Subtotal</b>	<b>311</b>	<b>1,671</b>	<b>1,353</b>	<b>980</b>	<b>378</b>	<b>790</b>	<b>2,327</b>		<b>5,828</b>
<b>Total Capital</b>	<b>702</b>	<b>8,820</b>	<b>4,053</b>	<b>3,680</b>	<b>3,514</b>	<b>790</b>	<b>12,327</b>		<b>24,364</b>



**2020 Business Plan**

**Works - General Tax**

**Major Services & Activities**

**Winter Control**

- ◆ Reduce the hazards of winter conditions to motorists and pedestrians by responding to winter events in a timely manner through anti-icing, ploughing, sanding and salting activities.

**Roadside Maintenance**

- ◆ Maintain the Regional Road System in an efficient and cost effective manner and to reduce or eliminate hazards to vehicular traffic through road surface repair, vegetation control and litter collection.

**Transportation Planning and Design**

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

**Traffic Systems**

- ◆ Design, manufacture, install and maintain the network of traffic control signals, warning devices, road signage, Intelligent Transportation Systems, closed circuit television and associated communication infrastructure to ensure the safe and efficient movement of vehicular and pedestrian traffic.
- ◆ Installation and maintenance of guardrail and cable rail devices to ensure positive guidance and roadside protection.
- ◆ Undertake site-specific road safety audits and vehicle accident investigations to determine the potential impacts of implementing additional safety measures.
- ◆ Advance the goals of Durham Vision Zero by implementing strategic countermeasures, including the launch of red light camera and automated speed enforcement programs, enhanced pedestrian crossing treatments, and targeted modifications to intersection designs and operations.
- ◆ Management of the transportation system and related assets in order to preserve system capacity and integrity from a strategic and asset management perspective.



**2020 Business Plan**

**Works - General Tax**

**Major Services & Activities (continued)**

**Linear Infrastructure**

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

**Facilities Management**

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

**Real Estate**

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

**Storm Sewers**

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

**Regional Forest**

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

**Regional Fleet Vehicles**

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



**2020 Business Plan**

**Works - General Tax**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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



**2020 Business Plan**

**Works - General Tax**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>A.1</b>	Propel the business and investment climate forward in Durham Region to enable more local employment.	
<b>A.5</b>	Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.	
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the region.	
<b>C.2</b>	Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of Regional programs and services.	
<b>D.3</b>	Improve communication and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY



### 2020 Business Plan

### Works - General Tax

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Winter Control	12,788	10,138	9,784	1,365	11,149
2 Roadside Maintenance	4,864	4,617	4,487	220	4,707
3 Storm Sewers	201	181	147	51	198
4 Traffic - Signals and Systems	2,147	1,998	1,854	154	2,008
5 Traffic - Signs, Markings and Roadside Protection	2,476	1,879	1,844	359	2,203
6 Traffic - Engineering and Central Control Systems	3,139	3,329	3,328	975	4,303
7 Engineering and Staff Support	4,195	4,523	4,683	(280)	4,403
8 Facilities Management	3,147	3,283	3,296	446	3,742
9 Regional Forest	-	-	-	-	-
10 Depot Operations	4,233	4,107	3,941	535	4,476
11 Fleet Operations	-	-	-	-	-
12 Fleet Clearing	-	-	-	-	-
13 Payroll Clearing	-	-	-	-	-
14 Administration	448	429	434	1	435
15 Headquarters Shared Cost	619	619	544	90	634
<b>Operating Subtotal</b>	<b>38,257</b>	<b>35,103</b>	<b>34,342</b>	<b>3,916</b>	<b>38,258</b>

## PROGRAM SUMMARY



### 2020 Business Plan

### Works - General Tax

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>16 Tangible Capital Assets:</b>					
1R Facilities Management - New	-	-	-	521	521
2R - Replacement	851	851	206	173	379
3R Fleet and Equipment - New	370	370	-	518	518
4R - Replacement	8,379	8,379	7,484	250	7,734
5R Construction of Municipal Services	6,200	6,200	6,200	-	6,200
<b>Tangible Capital Assets Subtotal</b>	<b>15,800</b>	<b>15,800</b>	<b>13,890</b>	<b>1,462</b>	<b>15,352</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
6R Facilities Management - Recovery from Reserve/ Reserve Fund	(851)	(851)	-	-	-
7R Fleet and Equipment - Recovery from Reserve/ Reserve Fund	(8,307)	(8,307)	(7,467)	-	(7,467)
8R Recovery from Garage Operations	-	-	-	-	-
9R Federal Grant	-	-	-	(10)	(10)
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>(9,158)</b>	<b>(9,158)</b>	<b>(7,467)</b>	<b>(10)</b>	<b>(7,477)</b>
<b>Net Tangible Capital Assets</b>	<b>6,642</b>	<b>6,642</b>	<b>6,423</b>	<b>1,452</b>	<b>7,875</b>
<b>Net Program Expenses</b>	<b>44,899</b>	<b>41,745</b>	<b>40,765</b>	<b>5,368</b>	<b>46,133</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$980)</b>	<b>-2.35%</b>	<b>\$4,388</b> <b>10.51%</b>

## PROGRAM SUMMARY



### 2020 Business Plan

### Works - General Tax

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	899	Economic increases
Salaries & Benefits	295	Annualization (5.292 positions)
Salaries & Benefits	145	2020 Position upgrades (5.810 positions)
Operating Expenses	17	Utility increases
Operating Expenses	(86)	Inflationary adjustments
Various	(970)	Line-by-Line Review
Fees & Service Charges	5	Inflationary adjustments
Minor Assets & Equipment	(3)	Remove one-time items (various)
Major Repairs & Renovations	(38)	Remove one-time items (various)
Tangible Capital Assets - New/Replacement	(1,911)	Remove one-time items (various)
Recovery from Reserve / Reserve Fund	1,691	Remove one-time items (various)
Net Increased Recoveries	(1,024)	From Capital Fund, Water and Sewer Fund and program activities
	(980)	



## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Works - General Tax

\$ 000's

#### Maintenance Operations

##### Winter Control

<ul style="list-style-type: none"> <li>◆ Increase in ploughing related to growth in lane kilometres from completed Regional road widening projects and new development, increased material requirements due to more frequent application of brine and salt to maintain safe roadways and projected storm response requirements resulting from changing weather patterns</li> </ul>	844
<ul style="list-style-type: none"> <li>◆ Increase in standby contract costs based on impacts of new service contracts beginning in November of 2018</li> </ul>	341
<ul style="list-style-type: none"> <li>◆ Increase in ploughing by lower-tier municipalities (\$29k) based on historical and forecasted actuals and increase in spring cleaning billing from lower-tier municipalities (\$29k) based on volume of machine sweeping required</li> </ul>	58
<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements in other winter control activities, including; drainage (\$24k), winter road patrol (\$21k), spring cleaning (\$17k), snow fencing (\$13k), and miscellaneous other activities (\$47k)</li> </ul>	122
	<b>1,365</b>

##### Roadside Maintenance

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements for activities, including; asphalt surface repair (\$21k), cutting brush and trees (\$98k), catchbasin cleaning and maintenance (-\$20k), shoulder grading (\$20k), spray patching (\$13k), culvert replacements (\$8k), ditching (\$15k), bridge maintenance (\$20k), litter pickup (\$1k), and various other roadside maintenance activities (\$44k)</li> </ul>	220
	<b>220</b>

##### Storm Sewers

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements for activities, including; storm sewer maintenance holes (\$28k), cleaning by hydrojet (\$4k), CCTV storm sewer inspection (\$7k), emergency cleaning (\$6k), and various other storm sewer activities (\$6k)</li> </ul>	51
	<b>51</b>

#### Traffic Operations

##### Signals and Systems

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements for activities, including; signal trouble calls (\$75k), regular signal maintenance (\$30k), signal maintenance locates (\$35k), crew overhead (\$28k), monitor testing (-\$27k) and various other traffic signals and systems activities (\$13k)</li> </ul>	154
	<b>154</b>

##### Signs, Markings and Roadside Protection

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements for activities, including; pavement lane line markings due to growth (\$126k), sign replacements and relocations (\$110k), plastic line markings as part of Vision Zero initiatives (\$62k), steel beam rail maintenance (\$47k) and various other signs, markings &amp; roadside protection activities (\$14k)</li> </ul>	359
	<b>359</b>

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Works - General Tax

\$ 000's

#### Engineering and Central Control Systems

♦ Increases related to the implementation of Vision Zero initiatives, including red light cameras (\$690k), automated speed enforcement (\$585k), partially offset by a decrease in the initial preparatory and planning activities (-\$210k)	1,065
♦ Adjustments to reflect actual costs and forecasted requirements for various other engineering and central control systems activities	(90)
	975

#### Engineering and Staff Support

♦ Proposed new positions representing 2.716 FTEs, to start July 1st, 2020:	
♦ Two (2) SWAT Labourers in Construction Management Services to aid with watermain disinfection, sampling and pressure testing for all subdivisions and regional capital construction. These positions will be shared with Water Supply and Sanitary Sewerage (Annualized impact is \$69.2k) (0.716 FTE)	35
♦ One (1) Works Technician 5 in Transportation Design to undertake senior level road design work, reducing reliance on external consulting, and to provide support for the Project Manager (Annualized impact is \$124.7k) (1.000 FTE)	62
♦ One (1) Project Manager in Transportation Design to provide technical oversight and leadership on internal and external roads projects (Annualized impact is \$159.6k) (1.000 FTE)	80
♦ Position upgrades in Construction to reflect changing work requirements	13
♦ Position upgrades in Transportation Infrastructure to reflect changing work requirements	113
♦ Decrease in temporary staffing related to conversions of temporary positions to permanent full-time positions, as listed above	(113)
♦ Increase in recoveries from capital projects and other funds due to proposed new positions and upgrades listed above	(132)
♦ Transfer of one (1) vacant position from Real Estate to Facilities Management (-0.600 FTE)	(70)
♦ Transfer of one (1) Technical Assistant and one (1) Clerk 3 to Payroll Clearing to better reflect the work completed by these positions (-2.000 FTE)	(166)
♦ Increase in full-time gapping to account for unplanned vacancies	(165)
♦ Increase in temporary staffing in Real Estate to support land acquisition for Bus Rapid Transit projects (\$25k) and in Energy Management for an embedded energy manager (\$30k)	55
♦ Annual groundwater monitoring of 1383 & 1402 Taunton Road as part of the Class Environmental Assessment for Townline Road in the Municipality of Clarington	15
♦ Increase in technical material and supplies (\$15k) and printing (\$12k) to reflect actual costs and forecasted requirements	27
♦ Increase in revenues for road permits (-\$45k) and save on energy rebate for embedded energy manager (-\$10k)	(55)
♦ Adjustments to reflect actual costs and forecasted requirements in various accounts	21
	(280)

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Works - General Tax

\$ 000's

#### Facilities Management

<ul style="list-style-type: none"> <li>◆ Proposed new position representing 0.288 FTEs, to start July 1st, 2020:                             <ul style="list-style-type: none"> <li>◆ One (1) Senior Project Coordinator to provide support in the delivery of facility capital projects driven by growth and asset management requirements. This position is shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized impact is \$34k) (0.288 FTEs)</li> </ul> </li> <li>◆ Transfer of one (1) vacant position from Engineering and Staff Support - Real Estate (0.600 FTE)</li> <li>◆ Increase to reflect re-distribution of resources across funds based on a review of activities undertaken by the Design, Construction and Asset Management section</li> <li>◆ Upgrades of various existing positions to reflect changing workforce requirements</li> <li>◆ Increase for temporary staff to support the Regional Headquarters optimization project</li> <li>◆ Increase in grounds maintenance costs at various locations based on historical actuals</li> <li>◆ Increase in snow removal costs at various locations based on base and historical actuals</li> <li>◆ Increase in hoist maintenance and repair costs based on historical actuals</li> <li>◆ Increase for major building renovations, including epoxy coating for the vehicle storage area at the Sunderland Depot (\$31k), removal of an underground oil storage tank (\$24k) and installation of a welding fume extractor (\$12k) at the Oshawa/Whitby Depot, man door repairs (\$4k) and automatic garage door openers (\$21k) at the Scugog Depot and carbon monoxide detectors at 101 Consumers Drive (\$15k)</li> <li>◆ Increase in recoveries based on historical capital work and charge outs to various departments</li> <li>◆ Adjustments to reflect actual costs and forecasted requirements in various accounts</li> </ul>	<p>17</p> <p>70</p> <p>152</p> <p>26</p> <p>78</p> <p>7</p> <p>32</p> <p>13</p> <p>107</p> <p>(84)</p> <p>28</p> <hr style="border: 1px solid black;"/> <p><b>446</b></p>
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#### Regional Forest

<ul style="list-style-type: none"> <li>◆ Forecasted increase in revenues generated by forest harvesting activities</li> <li>◆ Increased in professional services required to operate forest operations based on 2020 work plan</li> </ul>	<p>(11)</p> <p>11</p> <hr style="border: 1px solid black;"/> <p><b>0</b></p>
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#### Depot Operations

<ul style="list-style-type: none"> <li>◆ Proposed new positions representing 0.340 FTEs, to start July 1st, 2020:                             <ul style="list-style-type: none"> <li>◆ One (1) Vehicle and Equipment Trainer to support the expanded role in providing training to vehicle and equipment operators in all Regional departments and divisions. This position is shared with Water Supply and Sanitary Sewerage (Annualized impact is \$42k) (0.340 FTEs)</li> </ul> </li> <li>◆ Increase in temporary staffing to address peak workload demands</li> <li>◆ One-time increase for consulting related to Workforce Scheduling implementation</li> <li>◆ Increase in general office supervisory activities as a result of increasing field supervision</li> <li>◆ Increases in washout repairs (\$29k), road work related overhead (\$20k), and machine sweeping (\$10k)</li> <li>◆ Increases in summer road patrol based on review of historical actuals and forecasted requirements</li> <li>◆ Increase in telephone hardware (\$11k) and network upgrades (\$9k) related to the new Enterprise Maintenance Management System</li> <li>◆ Increase in technical training for Depot Operations due to requirements for specialized training and licensing maintenance</li> <li>◆ Adjustments to various other accounts in order to reflect actual costs and forecasted requirements</li> </ul>	<p>21</p> <p>55</p> <p>50</p> <p>90</p> <p>59</p> <p>32</p> <p>20</p> <p>192</p> <p>16</p> <hr style="border: 1px solid black;"/> <p><b>535</b></p>
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# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Works - General Tax

\$ 000's

### Fleet Operations

◆	Adjustments to various personnel accounts to reflect actual costs and forecasted requirements	17
◆	Increase in recoveries associated with the above adjustments	(17)
		<b>0</b>

### Fleet Clearing

◆	Adjustments based on actual costs and forecasted requirements in Parts, Oil, Lube, Filter and Tires (\$107k), Equipment Reserve Contribution (\$58k), Fuel (\$40k) and various other accounts (\$14k)	219
◆	Increase in recoveries associated with the above adjustments	(219)
		-

### Payroll Clearing

◆	Proposed new positions representing 4.000 FTEs, to start July 1st, 2020 in support of Vision Zero:	
◆	One (1) GIS Specialist to assist in assessing collisions and preparing metrics to enable staff to easily report on collision trends (Annualized impact is \$79.8k) (1.000 FTE)	40
◆	One (1) Project Engineer to provide necessary professional engineering and project management services through the planning, approval and managing of traffic control signal and intersection design projects (Annualized impact is \$145.7k) (1.000 FTE)	73
◆	One (1) Project Engineer to oversee the Region's Strategic Road Safety Action Plan and Durham Vision Zero (Annualized impact is \$145.7k) (1.000 FTE)	73
◆	One (1) Works Technician 2 to complete countermeasures such as installing ladder crosswalk markings, crosswalks, stop bars, chevron signs, etc. at high risk locations (Annualized impact is \$102.2k) (1.000 FTE)	51
◆	Proposed new position representing 4.000 FTE, to start July 1st, 2020:	
◆	One (1) Works Technician 5 for the implementation of the Enterprise Maintenance Management System to manage detailed data requirement and preventative maintenance programming (Annualized impact is \$124.7k) (1.000 FTE)	62
◆	One (1) Technical Assistant identified through the Enterprise Maintenance Management System implementation organizational impact study. This role will determine the scope of work orders and assign to appropriate crews for action (Annualized impact is \$87.1k) (1.000 FTE)	44
◆	One (1) Technical Assistant identified through the Enterprise Maintenance Management System implementation organizational impact study. This role will utilize GIS to identify need for locates based on calls from ON1 Call (Annualized impact is \$87.1k) (1.000 FTE)	44
◆	One (1) Works Technician 2 to support the Data/Asset Management group. This position will assist in coordinating/quality control of contractors, organizing the Annual Count Program Contracts, help to expand the Count Program to include cycling and pedestrian counts, and growing and maintaining the Region's speed radar devices (Annualized impact is \$102.2k) (1.000 FTE)	52

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Works - General Tax

\$ 000's

#### Payroll Clearing (continued)

♦ Transfer of one (1) Technical Assistant from Engineering and Staff Support - Traffic Operations to better reflect the activity based actions undertaken by this position (1.000 FTE)	86
♦ Transfer of one (1) Clerk 3 from Engineering and Staff Support - Traffic Operations to better reflect the activity based actions undertaken by this position (1.000 FTE)	80
♦ Regrading of existing vacant Project Manager position to Supervisor of Traffic Engineering based on changing workforce requirements	(15)
♦ Increase in full-time gapping for anticipated vacancies due to adjustments in staffing levels throughout the year	(170)
♦ Adjustments to temporary staffing and overtime based on review of historical actuals and to align payroll costs with associated activities in General Tax, Water Supply, and Sanitary Sewerage activities	325
♦ Increase in recoveries associated with new positions, position transfers and increased temporary and overtime costs through distribution throughout General Tax, Water Supply and Sanitary Sewerage activities	(745)
	0

#### Administration

♦ Adjustments to reflect actual costs and forecasted requirements in various accounts	1
	1

#### Headquarters Shared Cost

♦ Works - General Tax share of costs related to the operation and maintenance of Regional Headquarters	90
	90

#### Tangible Capital Assets

♦ Program changes include the acquisition of new assets and the replacement of assets related to depot operations, facilities management, fleet, equipment and construction projects, including the construction of municipal services. Refer to capital schedules for detailed information	1,462
♦ Federal grant towards purchase and installation of two electrical vehicle charging stations at the Traffic Depot	(10)
	1,452

<b>Total Program Changes</b>	<b>5,368</b>
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**2020 Business Plan**

**Works - Solid Waste Management**

**Major Services & Activities**

**Collection, Processing and Haulage**

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

**Waste Facilities Operations and Landfill Management**

- ◆ Call centre operations.
- ◆ Waste disposal weigh scale operations and fee handling systems.
- ◆ Extended Producer Responsibility (EPR) collection programs for blue box, tires, waste electronics and Municipal Hazardous or Special Waste (MHSW).
- ◆ Operate three waste transfer facilities.
- ◆ Durham/York Energy Centre disposal of residual waste, energy production and scrap metal recovery.
- ◆ Perpetual care, monitoring and remediation of landfill sites, including gas and surface waste monitoring and inspection programs.

**Administration, Promotion and Education**

- ◆ Educational, promotional and outreach programs, special events and displays, including radio, television and newspaper media presentations.
- ◆ Enforcement of Waste By-law 46-2011, governing the provision of Regional waste management services.
- ◆ Waste planning, policy, research, studies and compliance reporting.
- ◆ Waste contracts administration, inspection, monitoring and payments.
- ◆ Blue Box, Green Bin and backyard composter sales programs.

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Explore the feasibility of reclaiming landfill sites for passive recreation uses.



**2020 Business Plan**

**Works - Solid Waste Management**

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

**Strategic Goals**

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

## PROGRAM SUMMARY



### 2020 Business Plan

### Works - Solid Waste Management

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
Expense Programs	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
<b>WASTE MANAGEMENT FACILITIES:</b>					
1 Oshawa	(164)	(21)	7	33	40
2 Scugog	(36)	(110)	(51)	52	1
3 Brock	88	15	25	(21)	4
4 Pickering	36	8	8	1	9
5 Clarington Environmental Facility	27	117	120	-	120
6 Durham Material Recovery Facility	-	-	-	-	-
7 Durham York Energy Centre	8,118	8,095	8,373	249	8,622
Subtotal	<b>8,069</b>	<b>8,104</b>	<b>8,482</b>	<b>314</b>	<b>8,796</b>
<b>COLLECTION, PROCESSING, DISPOSAL:</b>					
<b>8 Collection Services</b>					
(a) Garbage	5,056	5,091	5,204	65	5,269
(b) Blue Box Curbside Recycle	12,363	12,495	11,609	179	11,788
(c) Composting	3,652	3,454	3,383	234	3,617
(d) Other Diversion	76	95	154	(14)	140
<b>Processing and Disposal</b>					
<b>8 Services</b>					
(e) Garbage	1,725	1,925	1,960	24	1,984
(f) Blue Box Curbside Recycle	4,344	4,463	4,895	(281)	4,614
(g) Composting	6,742	6,899	6,566	223	6,789
(h) Other Diversion	2	19	20	3	23
(i) Diversion Promotional Items	285	346	348	-	348
(j) Waste Composition Study	-	-	-	-	-
Subtotal	<b>34,245</b>	<b>34,787</b>	<b>34,139</b>	<b>433</b>	<b>34,572</b>
<b>COMMON SERVICES COSTS:</b>					
9 Waste Administration	4,044	4,257	4,292	134	4,426
10 Administration	432	432	436	2	438
11 Facilities Management	2,359	2,299	2,140	118	2,258
12 Headquarters Shared Cost	206	206	181	30	211
13 Regional Corporate Costs	3,681	3,681	3,686	-	3,686
14 Waste Management Centre	744	787	742	-	742
15 Community Outreach	408	408	408	217	625
16 Environmental Studies	374	377	377	-	377
Subtotal	<b>12,248</b>	<b>12,447</b>	<b>12,262</b>	<b>501</b>	<b>12,763</b>
<b>Total Operating Program Expenses</b>	<b>54,562</b>	<b>55,338</b>	<b>54,883</b>	<b>1,248</b>	<b>56,131</b>



## PROGRAM SUMMARY



### 2020 Business Plan

### Works - Solid Waste Management

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<b>17 Blue Box Recoveries &amp; Subsidies:</b>					
Industry Funding	(5,904)	(5,762)	(5,762)	7	(5,755)
Revenues - Diversion Materials	(3,172)	(2,799)	(2,799)	781	(2,018)
Contribution from Waste					
Management Reserve Fund	(1,250)	(1,250)	-	(992)	(992)
<b>Total Revenue &amp; Recoveries</b>	<b>(10,326)</b>	<b>(9,811)</b>	<b>(8,561)</b>	<b>(204)</b>	<b>(8,765)</b>
<b>Net Program Expenses</b>	<b>44,236</b>	<b>45,527</b>	<b>46,322</b>	<b>1,044</b>	<b>47,366</b>
<b>18 Tangible Capital Assets:</b>					
1 Operations - New	-	-	-	151	151
2 Operations - Replacement	1,147	1,147	111	59	170
3 Major Capital Projects	1,803	1,803	-	163,560	163,560
<b>Tangible Capital Assets Subtotal</b>	<b>2,950</b>	<b>2,950</b>	<b>111</b>	<b>163,770</b>	<b>163,881</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
Major Capital Projects - Debenture *	-	-	-	(130,800)	(130,800)
Major Capital Projects - Recovery From Reserve Fund *	-	-	-	(32,700)	(32,700)
Durham York Energy Centre TCA Revenue from York	-	-	-	(11)	(11)
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(163,511)</b>	<b>(163,511)</b>
<b>Net Tangible Capital Assets</b>	<b>2,950</b>	<b>2,950</b>	<b>111</b>	<b>259</b>	<b>370</b>
<b>Net Program Expenses</b>	<b>47,186</b>	<b>48,477</b>	<b>46,433</b>	<b>1,303</b>	<b>47,736</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$2,044)</b>	<b>-4.22%</b>	<b>(\$741)</b> <b>-1.53%</b>

\* Final approval of the 2020 Long Term Organic Management Plan project and financing are subject to further reports to Council.

## PROGRAM SUMMARY



### 2020 Business Plan

### Works - Solid Waste Management

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	63	Economic increases
Salaries & Benefits	87	Annualization (2.110 positions)
Salaries & Benefits	5	2020 Position Upgrade (0.330 position)
Operating Expenses	(52)	Property Tax and Utility decreases
Operating Expenses	(63)	Inflationary decreases (various)
Haulage and Disposal Contracts	(404)	Contract price decreases
Various	(16)	Line-by-Line Review
Contribution from Waste Management Reserve Fund	1,450	Reduced contribution
DYEC - Electrical Power Revenue	(50)	Price per Kilowatt Hour Increase
Minor Assets & Equipment	(50)	Remove one-time items (various)
Major Repairs & Renovations	(175)	Remove one-time items (various)
Tangible Capital Assets - New/Replacement	<u>(2,839)</u>	Remove one-time items (various)
	<u><u>(2,044)</u></u>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Works - Solid Waste Management

\$'000

#### Waste Management Facilities

##### Oshawa Waste Management Facility

♦ Increase in costs for disposal, processing and haulage of materials including garbage, wood, yard waste and Municipal Household and Special Waste (MHSW) based on forecasted tonnes	33
♦ Decreased in temporary staffing based on forecasted requirements	(30)
♦ Adjustments to revenues and industry subsidies resulting from:	
♦ Discontinued subsidy for processing and recycling of tires (Ontario Tire Stewardship)	8
♦ Net reduction in user fee revenues due to reduction in chargeable tonnes	22
	33

##### Scugog Waste Management Facility

♦ Decrease in costs for disposal, processing and haulage of materials including garbage, wood, yard waste and MHSW based on forecasted tonnes	(9)
♦ Adjustments to revenues and industry subsidies resulting from:	
♦ Discontinued subsidy for processing and recycling of tires (Ontario Tire Stewardship)	6
♦ Net reduction in user fee revenues due to reduction in chargeable tonnes	37
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	18
	52

##### Brock Waste Management Facility

♦ Decrease in costs for disposal, processing and haulage of materials including garbage, wood, yard waste and MHSW based on forecasted tonnes	(2)
♦ Adjustments to revenues and industry subsidies resulting from:	
♦ Discontinued subsidy for processing and recycling of tires (Ontario Tire Stewardship)	1
♦ Net increase in user fee revenues due to an increase in chargeable tonnes	(8)
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	(12)
	(21)

##### Pickering Waste Management Facility

♦ Net reduction in user fee revenues due to reduction in chargeable tonnes	1
	1

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Works - Solid Waste Management

\$'000

#### Durham Material Recovery Facility

♦ Increase in costs for the removal of residual waste from recyclable materials due to an increase in tonnes removed	13
♦ Decrease in costs for the haulage and processing of glass waste from recyclable materials	(76)
♦ Decrease in processing costs due to anticipated tonnage and processing changes	(170)
♦ Decrease in recoveries from recycling programs due to anticipated tonnage and processing changes	281
♦ Increase in recoveries resulting from improved quality of recyclable materials resulting from improvements to the removal of residual waste	(48)
	0

#### Durham York Energy Centre

♦ Increase in projected volume of by-pass waste above the current 110,000 metric tonnes permitted processing capacity for Durham Region	86
♦ Increase in costs to support public education of facility operations	10
♦ Decrease in consulting for ongoing operational and technical support as per contract obligations	(100)
♦ Increase in consulting costs to reflect environmental monitoring for the Council directed second stack test	200
♦ Increase in advertising budget, resulting from requirements for notification during the undertaking of drafting a terms of reference for an expansion of the DYEC to 250,000 tonnes per year	50
♦ Decrease in recovery from York Region as a result of changes to the ongoing operational and technical support costs	10
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	(7)
	249

#### Collection, Processing, Disposal

##### Collection Services

♦ Increase in collection costs resulting from forecasted increase in stops based on Regional growth estimates	464
	464

##### Processing & Disposal Services

♦ Adjustments in costs due to revised tonnage estimates for organics and yard waste (\$223k); blue box (-\$281k); garbage (\$24k) and other diversion (\$3k)	(31)
	(31)
	433

# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Works - Solid Waste Management

\$'000

### Common Services Costs

#### Waste Administration

♦ Proposed new position representing 1.000 FTE, to start July 1 <sup>st</sup> 2020:	
♦ One (1) Manager, Policy & Transitioned Programs to provide support to navigating a complex planning process to optimize the efficiencies and effectiveness of extended responsibility programs (Annualized impact is \$192.5k) (1.000 FTE)	96
♦ Increase in full-time gapping to account for unplanned vacancies	(160)
♦ Consulting resources to assist in the development of waste rationalization studies	196
♦ Adjustments to various accounts to reflect actual costs and forecasted	2
	134

#### Administration

♦ Adjustments to various accounts to reflect actual costs and forecasted	2
	2

#### Facilities Management

♦ Proposed new position representing 0.055 FTEs, effective July 1st, 2020:	
♦ One (1) Senior Project Coordinator to provide support in the delivery of Facility related capital projects driven by growth and asset management requirements. This position is shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized impact is \$6k) (0.055 FTEs)	3
♦ Increase in snow removal costs at various locations based on historical actuals	130
♦ Increase in major repairs and renovations for asphalt maintenance at the waste management facilities	418
♦ Re-distribution of resources across funds based on a review of activities undertaken by the Design, Construction and Asset Management section	(464)
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements, including; hoist maintenance and inspections (\$10k), janitorial costs (\$4k) and various other accounts (\$17k)	31
	118

#### Headquarters Shared Cost

♦ Solid Waste Management share of costs related to the operation and maintenance of the Regional Headquarters	30
	30

# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Works - Solid Waste Management

\$'000

### Waste Management Centre

♦ One-time increase in Blue Box supplies for litter mitigation	1,000
♦ Contribution from Solid Waste Management Reserve Fund to offset the one time increase in Blue Box supplies for litter mitigation	(1,000)
	<u>0</u>

### Community Outreach

♦ Increase costs for community outreach to enhance participation in programs, improving diversion and compliance with new waste legislation	217
	<u>217</u>

### Revenues

#### Revenues - Blue Box Recoveries and Subsidies

♦ Decrease in Resource Productivity and Recovery Authority funding	7
♦ Increase in revenues from marketed diversion materials based on revised tonnage estimates and market prices	(206)
♦ Change in costs associated with the diversion of recyclable materials based on revised tonnage	987
♦ Contribution from Solid Waste Management Reserve Fund to help phase the impacts to marketed revenues resulting from the China Sword policy	(992)
	<u>(204)</u>

### Tangible Capital Assets

♦ Program changes include the acquisition of new assets and the replacement of assets related to Solid Waste Management operations. Refer to capital schedules for detailed information	210
♦ Recovery from Region of York for new asset at the Durham York Energy Centre	(11)
	<u>199</u>

### Major Capital Projects

♦ Costs related to the development of the Organics Management Strategy (\$163.5M) and Landfill Remediation/Reclamation (\$60k)	163,560
♦ Preliminary financing. Final approval of the 2020 Long Term Organic Management Plan project and financing are subject to further reports to Council	(163,500)
	<u>60</u>
<b>Total Program Changes</b>	<b><u>1,303</u></b>



## 2020 Business Plan

## Public Health

### Major Services & Activities

#### Healthy Living

- ◆ Promote and enforce the *Smoke-Free Ontario Act, 2017*, including tobacco and e-cigarette vendor inspections; promote tobacco use prevention and cessation strategies.
- ◆ Improve adoption of healthy living behaviours to reduce the burden of preventable chronic diseases, substance use and reduce the burden of illness from preventable injuries.
- ◆ Reduce the health inequities related to chronic diseases, injuries and substance use such that everyone has equal opportunities for health.
- ◆ Implement education campaigns to promote healthy eating and physical activity.
- ◆ Promote and implement school and workplace wellness initiatives.
- ◆ Provide oral health clinical services including fluorides, sealants, cleaning and scaling for children and youth in need, and provide dental screening and oral health education for adults.

#### Healthy Families

- ◆ Provide services and resources to families with infants and young children with developmental concerns or special needs.
- ◆ Provide assessment, health information, counselling and referral services, through Durham Health Connection Line.
- ◆ Enable individuals and families to achieve optimal preconception, prenatal, maternal, newborn, child, youth, and family health; programs and activities address preconception and prenatal education, breastfeeding, positive parenting, family dynamics and growth and development milestones.

#### Infectious Diseases

- ◆ Administer vaccines for flu, hepatitis B, meningococcal C, and Human Papillomavirus (HPV), through community-based and school clinics; distribute vaccines to hospitals, clinics, physicians, etc.
- ◆ Monitor and enforce compliance with the *Immunization of School Pupils Act (ISPA)* and the immunization provisions of *Child Care and Early Years Act, 2014 (CCEYA)*.
- ◆ Investigate cases of infectious and communicable diseases; provide case and contact management.
- ◆ Investigate respiratory and enteric outbreaks in health care facilities and the community.
- ◆ Work with community partners to enhance infection prevention and control (IPAC) measures and improve public awareness regarding IPAC practices.
- ◆ Provide clinical services to prevent or reduce sexually transmitted infections.



2020 Business Plan

Public Health

Major Services & Activities (Continued)

Health Protection

- ◆ Conduct regular inspections of food premises, water facilities, personal services settings; inspect sewage systems.
- ◆ Investigate and conduct risk assessments of environmental health hazards, such as air quality.
- ◆ Enforce the *Health Protection and Promotion Act* and the *Healthy Menu Choices Act, 2015* through inspections, education and training; enforcement when necessary.
- ◆ Respond to public inquiries; provide information on health protection issues.
- ◆ Plan and prepare to respond and recover from public health issues during health emergencies.
- ◆ Collaborate with community partners regarding climate change, extreme cold weather conditions and the Heat Warning and Information System (HWIS); distribution of KI pills related to nuclear emergency preparedness.

Paramedic Services

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

Health Analytics and Administration

- ◆ Provide epidemiological, analytical, research and policy support to programs.
- ◆ Develop and create educational and health promotion materials and resources.
- ◆ Implement information privacy and security protocols for all personal health records.
- ◆ Provide administrative support services to programs.





**2020 Business Plan**

**Public Health**

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

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

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

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

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

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

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

# STRATEGIC PLANNING



## 2020 Business Plan

## Public Health

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

## PROGRAM SUMMARY

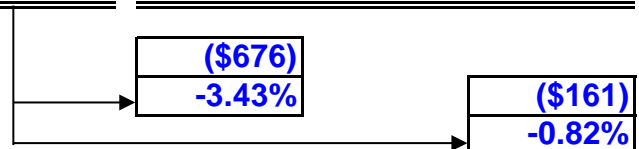


### 2020 Business Plan

### Public Health

By Program	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Healthy Living **	8,890	10,115	12,745	(100)	12,645
2 Healthy Families **	6,993	7,726	7,692	43	7,735
3 Infectious Diseases **	12,633	13,078	13,972	118	14,090
4 Health Protection **	5,482	5,581	5,782	(1)	5,781
5 Health Analytics and Administration	5,586	6,265	6,384	50	6,434
6 Facilities Management	578	594	568	5	573
7 Headquarters Shared Cost	2,040	2,040	1,793	298	2,091
<b>Operating Subtotal</b>	<b>42,202</b>	<b>45,399</b>	<b>48,936</b>	<b>413</b>	<b>49,349</b>
<b>Tangible Capital Assets*:</b>					
New	52	52	-	66	66
Replacement	387	387	408	2,080	2,488
Provincial Subsidy	(52)	(52)	-	(80)	(80)
Federal Grant	-	-	-	(10)	(10)
Recovery from Reserves	-	-	-	(2,000)	(2,000)
<b>Tangible Capital Assets Subtotal</b>	<b>387</b>	<b>387</b>	<b>408</b>	<b>56</b>	<b>464</b>
<b>Total Program Expenses</b>	<b>42,589</b>	<b>45,786</b>	<b>49,344</b>	<b>469</b>	<b>49,813</b>
<b>Revenue Programs</b>					
8 Contribution from Province - Mandatory Programs **	(26,079)	(26,079)	(30,313)	46	(30,267)
<b>Total Revenue Programs</b>	<b>(26,079)</b>	<b>(26,079)</b>	<b>(30,313)</b>	<b>46</b>	<b>(30,267)</b>
<b>Net Program Expenses</b>	<b>16,510</b>	<b>19,707</b>	<b>19,031</b>	<b>515</b>	<b>19,546</b>

### Summary of Increase (Decrease)



\* Excludes Tangible Capital Assets in 100% funded programs

\*\* In response to the change in the provincial funding model, Provincial Subsidy has been removed from the previously 100% funded programs (Expense Programs 1 - 4) and is now reflected in Contribution from Province - Mandatory Programs (Expense Program 8). This change is reflected in the Base Budget.

## PROGRAM SUMMARY



### 2020 Business Plan

### Public Health

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	529	Economic increases
Operating Expenses	(3)	Utility savings
Operating Expenses	(247)	Headquarter shared cost
Operating Expenses	95	Inflationary increases
Major Repairs & Renovations	(30)	Remove one-time items
Tangible Capital Assets - New	(67)	Reduced requirement
Tangible Capital Assets - Replacement	22	Increased requirement
Provincial Subsidy - Mandatory	(404)	Seniors Dental program funding
Provincial Subsidy - Other	102	Removal of one-time funding
Various	(671)	Line-by-Line review savings
	(676)	

# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Public Health

(\$,000's)

### Healthy Living

#### Chronic Disease Prevention

◆ Allocation of resources to Vision Screening (\$5K)	(5)
◆ Adjustments to reflect actual costs and forecasted requirements in Communications	(10)
Subtotal	<u>(15)</u>

#### School Health

◆ Allocation of resources to Vision Screening program	(455)
Subtotal	<u>(455)</u>

#### Injury Prevention

◆ Transfer of 1 Assistant Manager position to Immunization	(160)
Subtotal	<u>(160)</u>

#### Vision Screening

◆ Allocation of resources to deliver Vision Screening program from Chronic Disease Prevention (\$5k) and School Health (\$455k)	460
Subtotal	<u>460</u>

#### SFOA, Enforcement

◆ New Position: 1 Tobacco Enforcement Officer, effective July 1, 2020, related to cannabis use enforcement activities and the Regional Smoke-Free By-law (Annualized cost is \$108k)	54
◆ Adjustments to various accounts to align with historical actuals and forecasted requirements	16
Subtotal	<u>70</u>

#### Seniors Dental

◆ Tangible Capital Assets - New - Dental Instruments and Office Equipment including: automated washer (\$10k), autoclave (\$26k), other IPAC equipment (\$6k), dental chairs and units (\$210k), endo instruments (\$31k), restorative instruments (\$43k), surgical instruments (\$20k), digital sensors (\$21k), lab and dentures (\$10k), nitrous oxide system and parts (\$10k), smartboard (\$7k) and laptop for new staff (\$15k)	409
◆ Capital costs for new clinic space and renovations	2,048
◆ Anticipated 100% Provincial capital funding for new equipment and clinic space	(2,457)
Subtotal	<u>-</u>
	<u>(100)</u>

### Healthy Families

#### Prenatal and Newborn

◆ New Position: 1 part-time Clerk 1 to support Healthy Families Breastfeeding Clinic (0.6 FTE)	44
◆ Adjustments to various accounts to align with historical actuals and forecasted requirements	(1)
	<u>43</u>

# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Public Health

(\$,000's)

### Infectious Diseases

#### Immunization PHD

◆ 1 Assistant Manager transferred from Injury Prevention (\$160k) and reclassified to 1 Public Health Nurse (\$-40k)	120
Subtotal	<u>120</u>

#### Infectious Diseases PHD

◆ Adjustments to various accounts to align with historical actuals	12
Subtotal	<u>12</u>

#### Sexual Health PHD

◆ Decrease in car allowance (\$10K) and conferences (\$4K) based on program requirements	(14)
Subtotal	<u>(14)</u>
	<u>118</u>

### Health Protection

#### Sewage Systems Maintenance Inspections

◆ Summer students to perform inspections to meet the needs of the municipalities and obligations under contracts	20
◆ Recovery from participating municipalities	(20)
◆ Adjustments to various accounts to align with historical actuals	(1)
	<u>(1)</u>

### Health Analytics and Administration

#### Administration

◆ One-time cost for the purchase of pandemic supplies to maintain stock required to be on hand in the event of an outbreak	50
◆ Adjustments to various accounts to align with historical actuals and forecasted requirements	(10)
Subtotal	<u>40</u>

#### Health Analytics and Policy

◆ Increase in costs for conference (\$5k) and phones (\$5k) related to recent staff additions	10
Subtotal	<u>10</u>
	<u>50</u>

### Facilities Management

◆ Adjustments to various accounts to align with historical actuals	5
	<u>5</u>

# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Public Health

(\$,000's)

### Headquarters Shared Costs

♦ Public Health's share of costs related to the operations and maintenance of Regional Headquarters	298
	298

### Tangible Capital Assets

#### NEW

♦ Computer for part-time Clerk 1 to support Breastfeeding Clinic	2
♦ Computer for Durham Connection live chat line	2
♦ Smartboard	7
♦ New laptop for Tobacco Enforcement Officer	2
♦ Computers (\$22k) for expanded role of casual staff that requires client documentation and fax machine (\$2k) to meet requirements of the <i>Immunization of School Pupils Act</i>	24
♦ Purchase and install electrical vehicle charging stations	29
	Subtotal 66

#### REPLACEMENT

♦ One-time replacement of 4 large vaccine fridges contingent on Provincial funding.	80
♦ Space Optimization - 101 Consumers	2,000
	Subtotal 2,080

#### FINANCING

♦ Anticipated one-time 100% Provincial funding for vaccine fridges.	(80)
♦ Federal Grant towards the purchase and installation of electrical vehicle charging stations	(10)
♦ Recovery from Reserves	(2,000)
	Subtotal (2,090)
	56

### Revenues

♦ Anticipated reduction of Provincial Subsidy	46
	46

**Total Program Changes** **515**



# PARAMEDIC RESPONSE STATIONS

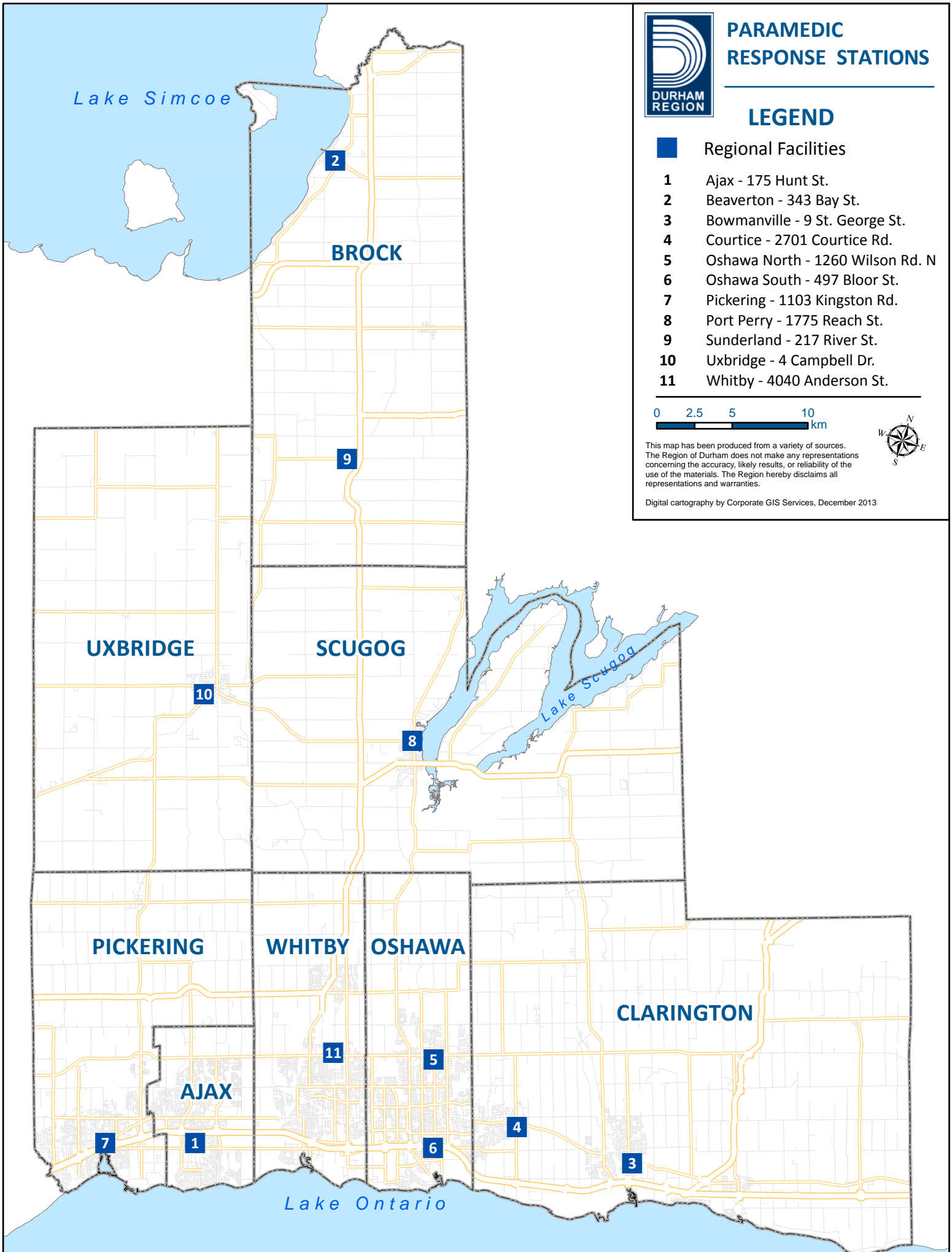
## LEGEND

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



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Digital cartography by Corporate GIS Services, December 2013





## PROGRAM SUMMARY

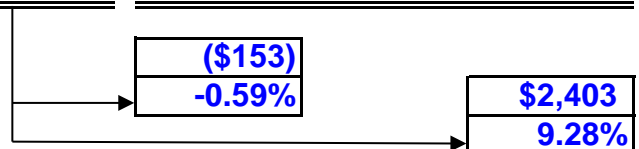


### 2020 Business Plan

### Health - Paramedic Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	3,709	3,858	3,794	79	3,873
2 Operations	36,867	36,767	37,974	1,415	39,389
3 Quality Development	916	860	867	-	867
4 Planning and Logistics	4,115	4,353	4,395	45	4,440
5 Facilities Management	1,895	1,930	1,067	237	1,304
6 Hospital Contract - Offload Delay					
Net Expenses	475	475	475	-	475
Provincial Subsidy	(475)	(475)	(475)	-	(475)
Subtotal	-	-	-	-	-
7 Primary Care Outreach Program	337	337	334	-	334
<b>Operating Subtotal</b>	<b>47,839</b>	<b>48,105</b>	<b>48,431</b>	<b>1,776</b>	<b>50,207</b>
<b>Tangible Capital Assets:</b>					
8 New	458	458	-	520	520
8 Replacement	1,645	1,678	1,508	239	1,747
8 Federal Grant	-	-	-	(20)	(20)
8 Contribution from Reserve/ Reserve Fund	(149)	(149)	-	(318)	(318)
<b>Tangible Capital Assets Subtotal</b>	<b>1,954</b>	<b>1,987</b>	<b>1,508</b>	<b>421</b>	<b>1,929</b>
<b>Total Program Expenses</b>	<b>49,793</b>	<b>50,092</b>	<b>49,939</b>	<b>2,197</b>	<b>52,136</b>
<b>Revenue Programs</b>					
9 Contribution from Province	(23,851)	(24,209)	(24,209)	358	(23,851)
<b>Total Revenue Programs</b>	<b>(23,851)</b>	<b>(24,209)</b>	<b>(24,209)</b>	<b>358</b>	<b>(23,851)</b>
<b>Net Program Expenses</b>	<b>25,942</b>	<b>25,883</b>	<b>25,730</b>	<b>2,555</b>	<b>28,285</b>

**Summary of Increase (Decrease)**



## PROGRAM SUMMARY



### 2020 Business Plan

### Health - Paramedic Services

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	713	Economic increases
Salaries & Benefits	613	Annualization - 10 positions
Operating Expenses	65	Inflationary increases
Operating Expenses	(17)	Utilities savings
Operating Expenses	(52)	Fuel savings
Operating Expenses	(783)	Debt Retirement
Major Repairs & Renovations	(23)	Decreased requirements
Tangible Capital Assets - New	(458)	Remove one-time items
Tangible Capital Assets - Replacement	(170)	Decreased requirements
Contribution From Reserve/Reserve Fund	149	Remove one-time contribution
Various	(190)	Line-by-Line Review savings
	(153)	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Health - Paramedic Services

(\$,000's)

#### Administration

♦ New Position: 1 full time Superintendent effective July 1, 2020, required to maintain and improve supervision and oversight in response to increased call volumes and new PTSD requirements which demands increased monitoring of staff well being. (Annualized cost \$150K)	80
♦ Increase in Ambulance Call Report fees	(1)
	79

#### Operations

♦ New Positions: 6 full-time Primary Care Paramedic Positions and 6 full-time Advanced Care Paramedic positions, effective July 1, 2020, to enhance emergency coverage along the 401 corridor with a new 24 hour ambulance (annualized cost \$1,617K)	815
♦ Continuation of Incident Response Unit (IRU) program through evening hours enhancing opportunities for ACP response to critical calls	240
♦ Increase to WSI due to continued rise from presumptive legislation and increased staff	200
♦ Increase in the provision for meal claims as required for in the Collective Agreement	15
♦ Additional resiliency training including PEER support and Before Operational Stress (BOS)	65
♦ Increase in uniform costs due to contract negotiation and additional staff	50
♦ Psychologist to provide clinical leadership and support to PEER support team	35
♦ Increase in special event fees as a result of proposed rate increases	(5)
	1,415

#### Planning and Logistics

♦ Rise in medication use	35
♦ Increase in cost for vehicle maintenance due to increase in fleet size	10
	45

#### Facilities Management

♦ Net increase in building and ground operations across all sites to better reflect historical costs and forecasted requirements	51
♦ Major Repairs and Renovations: One-time maintenance requirements for Paramedic Response Stations in 2020 including:	
- Interior painting - Bowmanville Paramedic Response Station	7
- Interior painting - Courtice Paramedic Response Station	8
- Asphalt/sidewalk repair - Pickering Paramedic Response Station	45
- Walkway repair - South Oshawa Paramedic Response Station	5
- Physical access security improvements and rekeying for all Paramedic Response Stations	40
- Carpet replacement on first and second level of Whitby RDPS Headquarters	38
♦ Adjustments to reflect actual costs and forecasted requirements in various accounts	43
	237

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Health - Paramedic Services

#### Tangible Capital Assets

##### NEW

♦ Purchase of one (1) new ambulance and associated equipment to be deployed along the Lakeshore Corridor	269
♦ Purchase and install four electrical vehicle charging stations at RDPS Headquarters	51
♦ Paramedic Master Plan	200
Subtotal	520

##### REPLACEMENT

♦ Purchase of one additional replacement ambulance due to increase in fleet size	163
♦ Purchase of one command vehicle to replace one that has reached the end of its useful life	76
Subtotal	239

##### FINANCING

♦ Federal Grant towards the purchase and installation of four electrical vehicle charging stations at RDPS Headquarters	(20)
♦ Development Charge financing for the eligible portion of the new 24 hour ambulance (-\$199k) and the Paramedic Master Plan (-\$119K)	(318)
Subtotal	(338)
	421

#### Revenue

♦ Anticipated reduction of Provincial Subsidy	358
	358
<b>Total Program Changes</b>	<b>2,555</b>



**2020 Business Plan**

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

**Major Services & Activities**

**Emergency Management**

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

**Program Support Services**

- ◆ Assist the Department and the Commissioner's Office to continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs, and to continue to coordinate the Department sustaining its high level of quality after retaining the Canada Order of Excellence from Excellence Canada in 2015. Further to this achievement, in 2018, the Department met new standards with Excellence Canada's Excellence, Innovation and Wellness (EIW) Standard and achieved the Gold Award. The Department will sustain this level of Excellence for continuous improvement throughout 2020 and prepare for a submission for Platinum level in the EIW Standard.

**Local Diversity and Immigration**

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

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Plans for the immigrant employment network completed.
- ◆ Identify and act upon opportunities to support economic development through the Local Diversity and Immigration Partnership Council (LDIPC).
- ◆ Support and promote newcomer-focused labour market partnerships.



**2020 Business Plan**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Continue to build on the existing LDIPC.

**Strategic Goals**

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

## PROGRAM SUMMARY

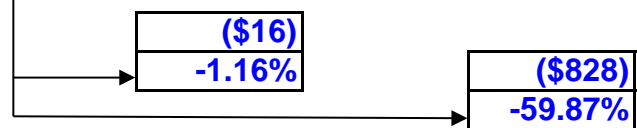


### 2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Emergency Management	140	172	135	-	135
2 Program Support Services	829	1,198	1,211	(815)	396
3 Local Diversity and Immigration					
Net Expenses	252	252	255	-	255
Federal Subsidy	(244)	(244)	(244)	3	(241)
Local Diversity and Immigration					
Subtotal	8	8	11	3	14
<b>Operating Subtotal</b>	<b>977</b>	<b>1,378</b>	<b>1,357</b>	<b>(812)</b>	<b>545</b>
<b>Tangible Capital Assets:</b>					
2 Replacement	5	5	10	-	10
<b>Tangible Capital Assets</b>					
Subtotal	5	5	10	-	10
<b>Net Program Expenses</b>	<b>982</b>	<b>1,383</b>	<b>1,367</b>	<b>(812)</b>	<b>555</b>

### Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	27	Economic increases
Tangible Capital Assets - Replacement	5	Increased requirement
Various	(48)	Line-by-Line Review savings
	<b>(16)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

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

(\$'000's)

#### Program Support Services

- ◆ Realignment of the Innovation and Research division of Social Services with the Corporate Policy and Strategic Initiatives division in the CAO's Office, effective January 1, 2020, to gain operational efficiencies, provide opportunities for staff and advancement of the Region's corporate innovation program.

(815)

(815)

#### Local Diversity and Immigration

- ◆ Decrease to Federal Subsidy.

3

3

**(812)**





2020 Business Plan

Social Services - Social Assistance

Major Services & Activities

Ontario Works Program Delivery

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

Ontario Works Client Benefits

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

Funerals and Burials

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

Employment Programs

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



**2020 Business Plan**

**Social Services - Social Assistance**

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

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ OW clients receive training which aligns with employer needs.</li> <li>◆ Continue to promote and support youth employment programs offered through provincial and federal governments, post-secondary institutions and local school boards, business and other stakeholders.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement a Youth Engagement Strategy. Social Service directors to become members of Durham's Children and Youth Planning Network (DCYPN).</li> <li>◆ Implement a Youth Employment Strategy in partnership with stakeholders and other levels of government.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement a Financial Empowerment Framework that engages marginalized low income populations to identify needs and ongoing engagement.</li> <li>◆ Implement an Ontario Works Enhancement Strategy to promote a comprehensive and systemic approach to unique health and social service issues.</li> <li>◆ Use Health Neighbourhood data to inform planning for all departments.</li> </ul>	

# STRATEGIC PLANNING



## 2020 Business Plan

## Social Services - Social Assistance

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

## PROGRAM SUMMARY



### 2020 Business Plan

### Social Services - Social Assistance

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 ONTARIO WORKS PROGRAM DELIVERY</b>					
Net Expenses	34,551	34,236	34,436	70	34,506
Tangible Capital Assets	106	106	92	-	92
Provincial Subsidy	(19,220)	(19,220)	(19,220)	609	(18,611)
Subtotal	15,437	15,122	15,308	679	15,987
<b>2 ONTARIO WORKS CLIENT BENEFITS</b>					
Net Expenses	80,789	80,789	80,789	943	81,732
Provincial Subsidy	(80,789)	(80,789)	(80,789)	(943)	(81,732)
Subtotal	-	-	-	-	-
<b>3 TRANSITION CHILD BENEFITS</b>					
Net Expenses	(1,048)	866	866	(866)	-
Provincial Subsidy	1,048	(866)	(866)	866	-
Subtotal	-	-	-	-	-
<b>4 FAMILY COUNSELLING SERVICES</b>	176	192	192	(192)	-
<b>5 PEDICULOSIS TREATMENT AND EDUCATION</b>	21	21	21	(21)	-
<b>6 FUNERALS &amp; BURIALS (100% REGIONAL)</b>	112	225	225	(51)	174
<b>7 SOCIAL INVESTMENT FUND</b>	988	1,044	984	-	984

## PROGRAM SUMMARY



### 2020 Business Plan

### Social Services - Social Assistance

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>8 HEADQUARTERS SHARED COST</b>					
Net Expenses	1,272	1,272	1,118	186	1,304
Provincial Subsidy	(636)	(636)	(636)	-	(636)
Subtotal	636	636	482	186	668
<b>Net Program Expenses</b>	<b>17,370</b>	<b>17,240</b>	<b>17,212</b>	<b>601</b>	<b>17,813</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$28)</b>	<b>-0.16%</b>	<b>\$573</b>
					<b>3.32%</b>

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	308	Economic increases
Operating Expenses	31	Inflationary increases
Operating Expenses	(60)	Remove one-time items
Operating Expenses	(154)	Headquarters shared cost
Tangible Capital Assets - New	(15)	Remove one-time items
Tangible Capital Assets - Replacement	1	Increased requirement
Various	(139)	Line-by-Line Review savings
	<b>(28)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Ontario Works Program Delivery

##### Financial Assistance Delivery

- ◆ Position Reclassifications: 1 Secretary and 1 Application Support Coordinator to 2 Caseworkers to further support the utilization of a risk-based approach to reviewing Ontario Works recipients' ongoing eligibility for financial assistance. There is a threshold requirement set by the Province, to review 3 per cent of all eligible cases that would be identified as files with a high likelihood that there has been a change in the recipient's financial eligibility.
45
  - ◆ Reduce Temporary Staffing within Social Services Administration (-\$45k) and Social Assistance Ontario Works Administration Services (-\$148k) to reflect actual program support.
(193)
  - ◆ Transfer Pediculosis Treatment & Education Program to Ontario Works Core Admin to better align program costs.
21
  - ◆ Transfer Family Counselling Services received from Family Services Program to Ontario Works Core Admin to better align program supports and costs.
192
- 65


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##### Facilities Management

- ◆ Adjustments to various operating accounts to better reflect actual costs.
5
- 5


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##### Provincial Subsidy

- ◆ Program Delivery Provincial funding decrease.
609
- 609


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Subtotal 679

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Ontario Works Client Benefits

##### Client Benefits

- ◆ Increase in various Discretionary Benefits Expenses based on increased demand and usage of benefits. 77
  - ◆ Transfer expenses received from Transition Child Benefits to Mandatory Benefits to better align program supports and costs. 866
- 
- 943

##### Provincial Subsidy

- ◆ Increase in various Discretionary Benefits Subsidy based on increased demand and usage of benefits. (77)
  - ◆ Transfer subsidy received from Transition Child Benefits to Mandatory Benefits to better align program supports and costs. (866)
- 
- Subtotal (943)

#### Transition Child Benefits

- ◆ Transfer Transition Child Benefits expenses to Ontario Works Client Benefits to better align program costs. 866
  - ◆ Transfer Transition Child Benefits subsidy to Ontario Works Client Benefits to better align program costs. (866)
- 
- 

#### Family Counselling Services

- ◆ Transfer Family Counselling Services received from Family Services Program to Core OW Admin to better align program supports and costs. (192)
- 
- (192)

#### Pediculosis Treatment & Education

- ◆ Transfer Pediculosis Treatment & Education amount to Ontario Works Core Admin to better align program costs. (21)
- 
- (21)

#### Funerals & Burials

- ◆ Decrease Client Benefit Expenses for Funerals & Burials 100% Regional funded to better reflect actuals. (39)
  - ◆ Increase Revenues & Recoveries Funerals & Burials 100% Regional funded to better reflect actuals. (12)
- 
- (51)







**2020 Business Plan**

**Social Services -  
Children's Services**

**Major Services & Activities**

**Directly  
Operated**

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

**Purchase of  
Services**

- ◆ Purchase services including: child care spaces, early learning inclusion staff and services to support children with special needs in licensed child care settings and private-home day care programs

**Behaviour  
Management**

- ◆ 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 behaviour

**General  
Operating**

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

**Administration**

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



## 2020 Business Plan

## Social Services - Children's Services

### 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
- ◆ Data Analysis Coordinator conducts the Early Development Instrument process and kindergarten parent survey. Data is used to inform service planning
- ◆ As the Consolidated Municipal Service Manager (CMSM), create and implement an annual service system plan for Durham and provide leadership for child care initiatives by: leading the Best Start Network, working in partnership with school boards, child care operators, support services and agencies to implement the Early Learning Framework and Provincial Modernization activities

### Child Care Expansion

- ◆ Provincial program to create 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

### Early Learning and Child Care

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



**2020 Business Plan**

**Social Services -  
Children's Services**

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

## PROGRAM SUMMARY



### 2020 Business Plan

### Social Services - Children's Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 PURCHASED FEE SUBSIDY SPACES</b>					
Operating Expenses	19,965	21,055	21,055	-	21,055
Provincial Subsidy	(19,004)	(19,004)	(19,004)	(472)	(19,476)
Subtotal	961	2,051	2,051	(472)	1,579
<b>2 DIRECTLY OPERATED SPACES</b>					
Operating Expenses	8,037	8,232	8,256	206	8,462
Tangible Capital Assets	93	97	51	-	51
Provincial Subsidy	(4,507)	(4,507)	(4,507)	-	(4,507)
Fees & Service Charges	(1,412)	(1,493)	(1,493)	-	(1,493)
Subtotal	2,211	2,329	2,307	206	2,513
<b>3 ONTARIO WORKS CHILD CARE</b>					
Operating Expenses	2,584	1,500	1,500	-	1,500
Provincial Subsidy	(1,264)	(1,227)	(1,227)	-	(1,227)
Subtotal	1,320	273	273	-	273
<b>4 SOCIAL INVESTMENT FUND</b>					
Operating Expenses	11	32	32	(32)	-
Subtotal	11	32	32	(32)	-
<b>5 SPECIAL NEED RESOURCING</b>					
Operating Expenses	3,486	3,486	3,486	-	3,486
Provincial Subsidy	(3,108)	(3,108)	(3,108)	-	(3,108)
Subtotal	378	378	378	-	378
<b>6 BEHAVIOUR MANAGEMENT SERVICES</b>					
Operating Expenses	2,025	1,999	2,009	28	2,037
Provincial Subsidy	(1,377)	(1,377)	(1,377)	(36)	(1,413)
Fees & Service Charges	(118)	(118)	(118)	-	(118)
Subtotal	530	504	514	(8)	506

## PROGRAM SUMMARY



### 2020 Business Plan

### Social Services - Children's Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>7 GENERAL OPERATING PROGRAM SUBSIDY</b>					
Operating Expenses	8,542	8,552	8,552	-	8,552
Provincial Subsidy	(7,466)	(7,476)	(7,476)	-	(7,476)
Subtotal	1,076	1,076	1,076	-	1,076
<b>8 CORE ADMINISTRATION</b>					
Operating Expenses	4,380	4,393	4,737	(86)	4,651
Tangible Capital Assets	11	11	-	-	-
Provincial Subsidy	(2,313)	(2,313)	(2,313)	-	(2,313)
Subtotal	2,078	2,091	2,424	(86)	2,338
<b>9 SPECIAL PURPOSE - PROJECTS</b>					
Operating Expenses	1,290	1,078	1,623	(481)	1,142
Provincial Subsidy	(1,290)	(1,078)	(1,623)	481	(1,142)
Subtotal	-	-	-	-	-
<b>10 WAGE ENHANCEMENT</b>					
Operating Expenses	12,455	12,455	11,802	(5)	11,797
Provincial Subsidy	(11,797)	(11,797)	(11,797)	-	(11,797)
Provincial Contribution-One-Time	(658)	(658)	-	-	-
Subtotal	-	-	5	(5)	-
<b>11 CHILD AND FAMILY SUPPORTS</b>					
Operating Expenses	4,623	4,623	4,628	126	4,754
Tangible Capital Assets	262	-	-	-	-
Provincial Subsidy	(4,885)	(4,623)	(4,623)	(131)	(4,754)
Subtotal	-	-	5	(5)	-

## PROGRAM SUMMARY

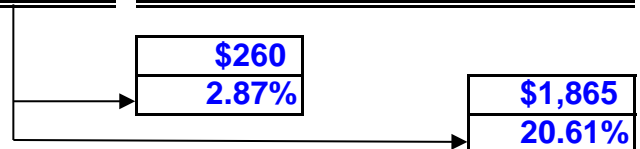


### 2020 Business Plan

### Social Services - Children's Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>12 CHILD CARE EXPANSION PLAN</b>					
Operating Expenses	10,666	11,408	10,662	(258)	10,404
Tangible Capital Assets	102	102	49	-	49
Provincial Subsidy	(10,668)	(11,410)	(10,715)	2,182	(8,533)
Provincial Contribution-One-Time	(100)	(100)	-	-	-
Subtotal	-	-	(4)	1,924	1,920
<b>13 CANADA-ONTARIO EARLY LEARNING AND CHILD CARE</b>					
Operating Expenses	3,913	3,913	3,560	(3)	3,557
Provincial Subsidy	(3,557)	(3,557)	(3,557)	-	(3,557)
Provincial Contribution-One-Time	(356)	(356)	-	-	-
Subtotal	-	-	3	(3)	-
<b>14 HEADQUARTERS SHARED COST</b>					
Operating Expenses	587	587	516	86	602
Provincial Subsidy	(273)	(273)	(272)	-	(272)
Subtotal	314	314	244	86	330
<b>Net Program Expenses</b>	<b>8,879</b>	<b>9,048</b>	<b>9,308</b>	<b>1,605</b>	<b>10,913</b>

Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2020 Business Plan

### Social Services - Children's Services

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	120	Economic increases
Operating Expenses	(752)	Provincial funding reduction - Contracted Services
Operating Expenses	(4)	Utility savings
Operating Expenses	11	Inflationary increases
Operating Expenses	(55)	Contracted Services
Operating Expenses	(71)	Headquarter shared cost
Inter-department Recovery	(1)	Payroll recovery
Tangible Capital Assets - New	(107)	Remove one-time items
Tangible Capital Assets - Replacement	(4)	Reduced requirements
Provincial Subsidy Reduction	1,123	Provincial funding formula
	260	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Purchased Fee Subsidy Spaces

♦ Increase in Provincial Subsidy.	<u>(472)</u>
	<u>(472)</u>

#### Directly Operated Spaces

♦ Increase in food costs partially offset by a reduction in Materials & Services to better reflect where expenses are being charged.	152
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(25)
♦ Major Repairs & Renovations to address Health & Safety and Accessibility; including Ajax: Fixed Access Ladder & Railing Install (\$32k); Pickering: Playground Drainage Improvements (\$31k).	63
♦ Adjustments to various Facilities operating expenses to reflect anticipated expenses at Edna Thomson ELCC.	16
	<u>206</u>

#### Social Investment Fund

♦ Decrease in Contracted Services to reflect discontinuation of program.	<u>(32)</u>
	<u>(32)</u>

#### Behaviour Management Services

##### Behaviour Management Services

♦ Increase in Personnel Related expenses and Supplies to better reflect actual expenses and forecasted requirements.	28
♦ Increase in Provincial Subsidy to account for reallocated expenses noted above.	<u>(8)</u>
Subtotal	<u>-</u>

##### Behaviour Management Development Disability

♦ Increase in Provincial Subsidy.	<u>(8)</u>
Subtotal	<u>(8)</u>
	<u>(8)</u>

#### Core Administration

♦ Position Transfer: 0.25 Manager to Child and Family Supports to maintain service levels and needs.	(42)
♦ Position Transfer: 0.50 Secretary to Child and Family Supports to maintain service levels and needs.	(44)
	<u>(86)</u>



## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Special Purpose - Projects

♦ Decreased costs to reflect forecasted requirements.	(481)
♦ Decrease in Provincial Subsidy.	481
	-

#### Wage Enhancement

♦ Position Transfer: 0.50 Manager to Child Care Expansion to maintain service levels and needs.	(80)
♦ Increase to Contracted Services to better reflect service needs.	80
♦ Adjustments in various operating expenses to better reflect actual expenditures and forecasted requirements.	(5)
	(5)

#### Child and Family Supports

##### **Ontario EarlyON**

♦ Position Transfer: 0.25 Manager from Administration to maintain service levels and needs.	42
♦ Position Transfer: 0.50 Secretary from Administration to maintain service levels and needs.	44
♦ Increase to Contracted Services related to EarlyON Child and Family Centres.	158
♦ Decreases to Communications (\$-38k), Supplies (\$-3k), Food (\$-7k), Materials & Services (\$-20k) and Professional Services (\$-3k) to better reflect actual expenditures and forecasted requirements.	(71)
♦ Increase in Provincial Subsidy to account for changes noted above.	(178)
	Subtotal (5)

##### **Indigenous-led Child Care and Child and Family Programs**

♦ New Position: 1 Training Specialist, beginning July 1, 2020 to provide Indigenous Programming to support the early learning community. (Annualized cost is \$103k)	51
♦ Decrease to Contracted Services related to Indigenous-led Child Care to reflect the new position outlined above and provincial funding.	(98)
♦ Decrease in Provincial Subsidy.	47
	Subtotal -
	(5)

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Child Care Expansion

♦ Position Transfer: 0.50 Manager from Wage Enhancement to maintain service levels and needs.	80
♦ Decrease in Contracted Services to reflect changes in Provincial Subsidy levels.	(338)
♦ Decrease in Provincial Subsidy to reflect 80/20 cost share requirement.	2,182
	1,924

#### Canada-Ontario Early Learning and Child Care (ELCC)

♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(3)
	(3)

#### Headquarters Shared Costs

♦ Children's Services share of costs related to the operation and maintenance of Regional Headquarters.	86
	86

	<b>Total Program Changes</b> 1,605
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2020 Business Plan

Social Services - Family Services

Major Services & Activities

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 counselling services to IESD 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

- ◆ 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.



**2020 Business Plan**

**Social Services - Family Services**

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

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

## PROGRAM SUMMARY

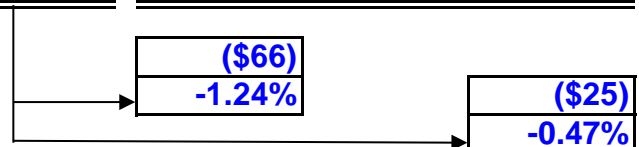


### 2020 Business Plan

### Social Services - Family Services

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Core Community Services	4,512	4,804	4,754	24	4,778
2 Employee Assistance Program (EAP)	113	178	178	-	178
3 Adult Community Support Services	599	660	664	-	664
4 Partner Assault Response (PAR)	516	509	512	(32)	480
5 Facilities Management	260	265	265	(36)	229
6 Headquarters Shared Cost	342	342	301	50	351
<b>Operating Subtotal</b>	<b>6,342</b>	<b>6,758</b>	<b>6,674</b>	<b>6</b>	<b>6,680</b>
<b>Tangible Capital Assets:</b>					
New	34	34	-	14	14
Replacement	110	110	62	-	62
Contribution from Reserves / Reserve Funds	(100)	(100)	-	-	-
<b>Tangible Capital Assets Subtotal</b>	<b>44</b>	<b>44</b>	<b>62</b>	<b>14</b>	<b>76</b>
<b>Total Program Expenses</b>	<b>6,386</b>	<b>6,802</b>	<b>6,736</b>	<b>20</b>	<b>6,756</b>
<b>Revenue Programs</b>					
1 Core Community Services	(97)	(197)	(197)	-	(197)
2 Employee Assistance Program (EAP)	(111)	(178)	(178)	-	(178)
3 Adult Community Support Services	(599)	(599)	(599)	(8)	(607)
4 Partner Assault Response (PAR)	(516)	(509)	(509)	29	(480)
<b>Total Revenue Expenses</b>	<b>(1,323)</b>	<b>(1,483)</b>	<b>(1,483)</b>	<b>21</b>	<b>(1,462)</b>
<b>Net Program Expenses</b>	<b>5,063</b>	<b>5,319</b>	<b>5,253</b>	<b>41</b>	<b>5,294</b>

Summary of Increase (Decrease)



**PROGRAM SUMMARY**



**2020 Business Plan**

**Social Services - Family Services**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	65	Economic increases
Operating Expenses	(41)	Headquarter shared cost
Tangible Capital Assets - New	(34)	Remove one-time items
Tangible Capital Assets - Replacement	(48)	Reduced requirements
Contribution From Reserve/Reserve Fund	100	Remove one-time contribution
Various	(108)	Line-by-Line Review savings
	<u>(66)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - Family Services

(\$,000's)

#### Core Community Services

<ul style="list-style-type: none"> <li>◆ Allocate Area Manager (0.15 FTE) from the Partner Assault Response (PAR) program to reflect workplan.</li> </ul>	24
	24

#### Adult Community Support Services

<ul style="list-style-type: none"> <li>◆ Increase in Provincial Subsidy for Developmental Services Sector Stabilization.</li> </ul>	(8)
	(8)

#### Partner Assault Response (PAR)

<ul style="list-style-type: none"> <li>◆ Allocate Area Manager (0.15 FTE) to Core Community Services to reflect workplan.</li> </ul>	(24)
<ul style="list-style-type: none"> <li>◆ Decrease to Professional Services for PAR Facilitator as a result of reduced Provincial Subsidy.</li> </ul>	(8)
<ul style="list-style-type: none"> <li>◆ Decrease to Provincial Subsidy.</li> </ul>	36
<ul style="list-style-type: none"> <li>◆ Increase to Partner Assault Response Fee to better reflect actual revenues.</li> </ul>	(7)
	(3)

#### Facilities Management

<ul style="list-style-type: none"> <li>◆ Decrease to operating costs for closure of Family Services office in Sunderland.</li> </ul>	(36)
	(36)

#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Family Services' share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	50
	50

#### Tangible Capital Assets

##### New

<ul style="list-style-type: none"> <li>◆ iPads (\$7k) and Laptops (\$7k) for Greenspace Initiative, an evidence-based platform, which measures client progress/outcomes; functioning and therapeutic alliance providing outcome data that informs direct client service and broader divisional service planning.</li> </ul>	14
	14
	41



**2020 Business Plan**

**Social Services - Housing Services**

**Major Services & Activities**

**Social Housing Administration**

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

**Community Homelessness Prevention Initiative**

- ◆ Manage specific programs designed to assist the homeless and households at risk of becoming homeless.
- ◆ Implementation and monitoring of the ten-year "At Home in Durham", Durham Housing Plan.

**Durham Access to Social Housing**

- ◆ Administer the centralized waiting list for Rent-Geared-to-Income (RGI) housing.

**Investment in Affordable Housing (IAH) Administration**

- ◆ Administer the Durham Housing Benefit, Rental and Homeownership Components of the Investment in Affordable Housing (IAH) program and liaise with the Ministry of Finance on the delivery of the Housing Allowance Component.
- ◆ Monitor the implementation of the IAH 2014 Extension and 2016-Social Infrastructure Fund (SIF) delivery plan.

**Durham Regional Local Housing Corporation Property Management**

- ◆ Provide effective, direct property management services for the Durham Regional Local Housing Corporation (DRLHC).

**Reaching Home**

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





**2020 Business Plan**

**Social Services - Housing Services**

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

**Strategic Goal B.5 - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.**

**Key Deliverables**

**Responsibility - Lead**

- ◆ Implement the At Home in Durham, the Regional Housing Plan 2014-2024 which includes increasing the range of housing types and tenures in partnership with other stakeholders.
- ◆ Advocate for and implement senior government housing programs in order to address existing and emerging social housing needs.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Use Health Neighbourhood data to inform planning for Housing Services:
  - Expand features, indicators, invest resources in priority neighbourhoods;
  - Increase community engagement.

**Strategic Goals**

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

## PROGRAM SUMMARY



### 2020 Business Plan

### Social Services - Housing Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 SOCIAL HOUSING ADMINISTRATION</b>					
Operating Expenses	1,436	1,508	1,485	441	1,926
Tangible Capital Assets	26	26	27	7	34
Provincial Subsidy	-	-	-	(43)	(43)
Municipal Contribution	(36)	-	-	(36)	(36)
Subtotal	1,426	1,534	1,512	369	1,881
<b>2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE (CHPI)</b>					
Operating Expenses	8,054	8,830	8,044	785	8,829
Provincial Subsidy	(8,011)	(8,803)	(8,011)	(792)	(8,803)
Subtotal	43	27	33	(7)	26
<b>3 DURHAM ACCESS TO SOCIAL HOUSING</b>					
Operating Expenses	84	134	92	65	157
Subtotal	84	134	92	65	157
<b>4 INVESTMENT IN AFFORDABLE HOUSING (IAH)</b>					
Operating Expenses	216	248	249	(1)	248
Federal/Provincial Subsidy	(216)	(248)	(248)	-	(248)
Subtotal	-	-	1	(1)	-
<b>5 HEADQUARTERS SHARED COST</b>					
Operating Expenses	126	126	111	18	129
Subtotal	126	126	111	18	129
<b>6 DRLHC - PROPERTY MANAGEMENT</b>					
Operating Expenses	2,966	2,949	2,933	17	2,950
Recovery from DRLHC	(2,674)	(2,656)	(2,640)	(17)	(2,657)
Provincial Download	(292)	(293)	(293)	-	(293)
Subtotal	-	-	-	-	-

# PROGRAM SUMMARY



## 2020 Business Plan

## Social Services - Housing Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>7 REACHING HOME</b>					
Operating Expenses	446	446	446	257	703
Program Fees	(446)	(446)	(446)	(257)	(703)
Subtotal	-	-	-	-	-
<b>Net Program Expenses</b>	<b>1,679</b>	<b>1,821</b>	<b>1,749</b>	<b>444</b>	<b>2,193</b>
<b>Summary of Increase (Decrease)</b>			(\$72)	-3.95%	\$372
					20.43%

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	39	Economic increases
Operating Expenses	(25)	Remove one-time items
Operating Expenses	(793)	Contracted services
Operating Expenses	(29)	Headquarter shared cost
Tangible Capital Assets - New	(7)	Remove one-time items
Tangible Capital Assets - Replacement	8	Increased requirements
Subsidy	792	Provincial/Federal subsidy
Various	(57)	Line-by-Line review savings
	(72)	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - Housing Services

<b>Social Housing Administration</b>	(\$,000's)
♦ New Position: Program Assistant, beginning July 1, 2020, to administer the Reaching Home program. (Annualized cost is \$88k) (1.0 FTE)	44
♦ Increase to Contracted Services for City of Oshawa contribution to OnPoint Program, a collaborative needle clean-up and support services program.	36
♦ Master Housing Strategy (\$300k) and a portfolio review of the DRLHC housing stock (\$100k) to provide a comprehensive review of the current housing system to ensure the optimal utilization of Regional resources aligns with local housing need.	400
♦ Recovery from Reaching Home to cover program administration costs.	(39)
♦ Tangible Capital Assets - New: Workstation (\$5k) and laptop (\$2k).	7
♦ Increase in Revenue from the Province for Administration costs related to the Canada-Ontario Housing Benefit.	(43)
♦ Funding from the City of Oshawa for their contribution to the OnPoint Program.	(36)
	369
<b>Community Homelessness Prevention Initiative (CHPI)</b>	
♦ Increase in Contracted Services to community agencies to recognize increase in CHPI funding allocation and increased need to support homelessness prevention in Durham.	785
♦ Increase in Provincial Subsidy for the CHPI program.	(792)
	(7)
<b>Durham Access to Social Housing</b>	
♦ One-Time increase in Professional Services in order to upgrade Lotus Notes.	65
	65
<b>Investment in Affordable Housing</b>	
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(1)
	(1)
<b>Headquarters Shared Cost</b>	
♦ Housing Services' share of costs related to the operation and maintenance of Regional Headquarters	18
	18
<b>Durham Region Local Housing Corporation (DRLHC) - Property Management</b>	
♦ DRLHC share of costs related to the operation and maintenance of Regional Headquarters.	17
♦ Increase in recovery from DRLHC to fund changes outlined above	(17)
	-

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - Housing Services

(\$,000's)

#### Reaching Home

◆ Increase in Contracted Services to community agencies to recognize increase in the Reaching Home funding allocation and increased need to support homelessness in Durham.	218
◆ Charge from Social Housing Administration to cover program administration costs.	39
◆ Increase in Federal Subsidy for the Reaching Home program.	<u>(257)</u>
	<u>-</u>
<b>Total Program Changes</b>	<b><u><u>444</u></u></b>



**2020 Business Plan**

**Social Services - LTC & Services for Seniors**

**Major Services & Activities**

**Nursing and Personal Care**

- ◆ Provide 24 hour quality medical, nursing and personal care, including risk management, for four Long-Term Care homes with 847 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment.

**High Intensity Needs**

- ◆ Provide Long-Term Care residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home.

**Resident Care Program Support**

- ◆ Provide quality recreational programs, therapy services, social work and spiritual care services as well as volunteer services for residents who suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment.

**Raw Food**

- ◆ Administer the Raw Food Program, which primarily reflects the expenses and subsidy associated with the provision of nutrition for residents.

**Other Accommodation**

- ◆ General business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services.

**Adult Day Program**

- ◆ Provide day programs to meet the needs of the frail, physically disabled and/or cognitively impaired adults living in the community.



**2020 Business Plan**

**Social Services - LTC & Services for Seniors**

**Seniors' Safety**

- ♦ Coordinate Seniors' Safety Program for Durham Region in collaboration with Durham Region Police Services to educate, advocate and promote seniors' safety and elder abuse prevention awareness.

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

**Strategic Goal B.5 - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>♦ Advocate for an increase in the number of long-term care beds in the Region to meet the growing needs of seniors.                             <ul style="list-style-type: none"> <li>- Meet with appropriate officials at LHIN/MOLTC to gain further insight into the demand vs. supply of LTC beds in the Region and future intent re: building new LTC beds</li> </ul> </li> </ul>	

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

## PROGRAM SUMMARY



### 2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Divisional Administration					
Operating	1,286	1,285	1,356	960	2,316
Tangible Capital Assets	6	6	5	-	5
Divisional Administration Subtotal	1,292	1,291	1,361	960	2,321
2 Homemakers Services	12	20	6	-	6
<b>Net Program Expenses</b>	<b>1,304</b>	<b>1,311</b>	<b>1,367</b>	<b>960</b>	<b>2,327</b>

Summary of Increase (Decrease)

\$56
4.27%
\$1,016
77.50%

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	16	Economic increases
Salaries & Benefits	55	Annualization - 1 position
Operating Expenses	(68)	Line-By-Line Review Savings
Provincial Subsidy	54	Provincial funding reduction
Tangible Capital Assets - Replacement	(1)	Reduced requirements
	<b>56</b>	



## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

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

(\$,000's)

#### Divisional Administration

<ul style="list-style-type: none"> <li>◆ Position Transfer and Reclassification: Transfer Director, Resident and Program Services position (1.00 FTE) from Fairview Lodge (\$133k) and reclassify to Manager, Interprofessional Practice and Innovation. This position is required to oversee and provide guidance on professional development, professional standards and clinical outcome measures (\$27k)</li> <li>◆ Position Transfer: Transfer 5 Full-time Clerk 2 positions to LTC Administration from the homes 1 each from Fairview Lodge, Hillsdale Terraces, Lakeview Manor, and 2 from Hillsdale Estates (5.00FTE)</li> <li>◆ Transfer Part-time Clerk 2 hours from Fairview Lodge (\$109k), Hillsdale Estates (\$59k), Hillsdale Terraces (\$53k) and Lakeview Manor (\$63k) to consolidated scheduling responsibilities in LTC Administration Division</li> <li>◆ Increase Part-time hours for Scheduling Clerk in order to provide 24 hour coverage for the scheduling and call-in function for the homes</li> </ul>	<p>160</p> <p>398</p> <p>284</p> <p>118</p>
<b>Total Program Changes</b>	<b>960</b>

## PROGRAM SUMMARY



# 2020 Business Plan

## Social Services - LTC & Services For Seniors (Fairview Lodge)

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Expense Programs</b>					
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	14,408	14,431	15,130	(65)	15,065
2 Resident Care Program Support (RCPS)	1,423	1,603	1,784	(133)	1,651
3 Raw Food	987	1,007	1,026	-	1,026
4 Other Accommodation					
Administration	1,181	1,177	1,170	1	1,171
Debt Charges	1,020	1,020	1,020	-	1,020
Food Services	2,667	2,716	2,765	-	2,765
Environmental Services	4,274	4,493	4,507	(59)	4,448
Other Accommodation Subtotal	9,142	9,406	9,462	(58)	9,404
<b>Operating Subtotal</b>	<b>25,960</b>	<b>26,447</b>	<b>27,402</b>	<b>(256)</b>	<b>27,146</b>
<b>Tangible Capital Assets:</b>					
1 New - NPC	36	36	-	-	-
4 New - Other Accommodation	-	-	14	198	212
1 Replacement - NPC	151	151	49	-	49
4 Replacement - Other Accommodation	116	116	114	14	128
4 Federal Grant	-	-	-	(20)	(20)
<b>Tangible Capital Assets Subtotal</b>	<b>303</b>	<b>303</b>	<b>177</b>	<b>192</b>	<b>369</b>
<b>Total Program Expenses</b>	<b>26,263</b>	<b>26,750</b>	<b>27,579</b>	<b>(64)</b>	<b>27,515</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
4 Revenue From Residents	(4,629)	(4,587)	(4,590)	(40)	(4,630)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(7,875)	(8,342)	(8,963)	(375)	(9,338)
2 Resident Care Program Support	(906)	(911)	(907)	-	(907)
3 Raw Food	(693)	(692)	(696)	-	(696)
4 Other Accommodation	(1,396)	(1,388)	(1,406)	-	(1,406)
<b>Provincial Subsidy Subtotal</b>	<b>(10,870)</b>	<b>(11,333)</b>	<b>(11,972)</b>	<b>(375)</b>	<b>(12,347)</b>

## PROGRAM SUMMARY



### 2020 Business Plan

### Social Services - LTC & Services For Seniors (Fairview Lodge)

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
2 Resident Care Program Support	(10)	(8)	(8)	-	(8)
3 Raw Food	(70)	(79)	(80)	1	(79)
4 Other Accommodation	(29)	(30)	(31)	-	(31)
<b>Other Revenue Subtotal</b>	<b>(109)</b>	<b>(117)</b>	<b>(119)</b>	<b>1</b>	<b>(118)</b>
<b>Total Revenue Programs</b>	<b>(15,608)</b>	<b>(16,037)</b>	<b>(16,681)</b>	<b>(414)</b>	<b>(17,095)</b>
<b>Net Program Expenses</b>	<b>10,655</b>	<b>10,713</b>	<b>10,898</b>	<b>(478)</b>	<b>10,420</b>

Summary of Increase (Decrease)

	<b>\$185</b>	
	<b>1.73%</b>	
		<b>(\$293)</b>
		<b>-2.73%</b>

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	245	Economic increases
Salaries & Benefits	933	Annualization - Behavioural Support Unit, 1 Recreation Programmer
Operating Expenses	60	Inflationary increases
Operating Expenses	(181)	Removal of start-up costs of Behavioural Support Unit
Major Repairs & Renovations	(105)	Remove one-time items (various)
Tangible Capital Assets - New	(22)	Reduced requirements
Tangible Capital Assets - Replacement	(104)	Remove one-time items (various)
Provincial Subsidy	78	Provincial funding formula
Provincial Subsidy	(717)	Annualization of Behavioural Support Unit
Revenue from Residents	(2)	Provincial funding formula
	<b>185</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - LTC & Services For Seniors (Fairview Lodge)

(\$,000's)

#### Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> <li>◆ New Position: Personal Support Worker (PSW), effective July 1, 2020 to increase resident and staff safety on night shift. Due to increasing resident frailty and/or responsive behaviours, most residents require 2-person care. The addition of a PSW will allow staff to more quickly respond to care needs. This position is offset by the conversion of Part Time Registered Nurse (RN) hours that were added to the budget in 2018 as part of the requirements for the RN funding. The MOLTC removed the restriction that funding was to be used for RN staffing and allows homes to determine where the funds could best be used (Annualized cost is \$74k) (1.0 FTE)</li> <li>◆ Decrease Part-time hours for Registered Nurse (RN) related to the conversion of part-time RN to full-time PSW position as noted above</li> <li>◆ Increase Part-time hours for PSW (0.4 FTE). Resident care requirements are the same seven days per week, therefore, for every full-time position, the home requires an additional 2 shifts per week (0.4 FTE) in order for coverage to be maintained</li> <li>◆ Position Transfer and Reclassification: 1 vacant Maintenance Worker 2 from Environmental Services (\$88k) and reclassify to Coordinator, Administrative Services (\$13k). This position is required to oversee and coordinate a variety of operational programs that support the efficient functioning of the resident home areas</li> <li>◆ Transfer 1 Full-time Clerk 2 position to LTC Administration to reflect centralization of scheduling responsibilities</li> <li>◆ Transfer Part-time Clerk 2 hours to LTC Administration to reflect centralization of scheduling responsibilities</li> <li>◆ Education &amp; Training: One-time increase for training costs related to point of care (POC) electronic documentation</li> <li>◆ Computer Maintenance &amp; Operations: Increase for Connex Spot Monitor Connectivity software</li> </ul>	<p>37</p> <p>(67)</p> <p>30</p> <p>101</p> <p>(79)</p> <p>(109)</p> <p>12</p> <p>10</p> <hr style="border: 0.5px solid black;"/> <p>(65)</p>
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#### Resident Care Program Support (RCPS)

##### **Recreation Services**

<ul style="list-style-type: none"> <li>◆ Position Transfer: Transfer 1 vacant Director, Resident and Program Services to LTC Administration due to Divisional restructuring</li> </ul>	<p>(133)</p> <hr style="border: 0.5px solid black;"/> <p>(133)</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - LTC & Services For Seniors (Fairview Lodge)

(\$,000's)

#### Other Accommodation

##### Environmental Services

♦ Position Transfer: Transfer 1 vacant Maintenance Worker 2 from Environmental Services to Nursing and Personal Care (NPC) due to Divisional restructuring	(88)
♦ Major Repairs & Renovations: Widen concrete work at front entrance for safety	30
	(58)

#### Tangible Capital Assets

##### New

♦ Other Accommodation - Security Cameras	125
♦ Other Accommodation - Computer Hardware for new Sysco Software program implementation.	9
♦ Other Accommodation - Electrical Charging Stations	64
♦ Other Accommodation - Federal grant	(20)
Subtotal	178

##### Replacement

♦ Other Accommodation - Maglocks for servery doors	14
Subtotal	14
	192

#### Revenues

##### Revenue

##### Raw Food

♦ Confection Revenue: Decrease to reflect historical and anticipated revenues	1
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##### Other Accommodation

♦ Preferred Accommodation: Increase to reflect historical and anticipated revenues	(40)
Subtotal	(39)

##### Provincial Subsidy

##### Nursing and Personal Care

♦ One Time funding for Behavioural Specialized Unit (BSU)	(375)
Subtotal	(375)
	(414)

**Total Program Changes** (478)

## PROGRAM SUMMARY



# 2020 Business Plan

## Social Services - LTC & Services For Seniors (Hillsdale Estates)

By Program	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	20,325	19,999	20,392	(118)	20,274
2 Resident Care Program Support (RCPS)	1,639	1,761	1,707	-	1,707
3 Raw Food	1,924	1,911	1,949	-	1,949
4 Other Accommodation					
Administration	1,488	1,330	1,324	-	1,324
Debt Charges	835	835	835	-	835
Food Services	3,609	3,332	3,303	-	3,303
Environmental Services	5,567	5,667	5,713	-	5,713
Other Accommodation Subtotal	11,499	11,164	11,175	-	11,175
<b>Operating Subtotal</b>	<b>35,387</b>	<b>34,835</b>	<b>35,223</b>	<b>(118)</b>	<b>35,105</b>
<b>Tangible Capital Assets:</b>					
1 New - NPC	62	62	-	-	-
4 New - Other Accommodation	-	-	-	250	250
1 Replacement - NPC	228	228	163	-	163
4 Replacement - Other Accommodation	339	339	74	670	744
4 Contribution from Reserves / Reserve Funds	(270)	(270)	-	-	-
4 Federal Grant	-	-	-	(20)	(20)
<b>Tangible Capital Assets Subtotal</b>	<b>359</b>	<b>359</b>	<b>237</b>	<b>900</b>	<b>1,137</b>
<b>Total Program Expenses</b>	<b>35,746</b>	<b>35,194</b>	<b>35,460</b>	<b>782</b>	<b>36,242</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
4 Revenue From Residents	(7,748)	(7,690)	(7,694)	(65)	(7,759)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(11,840)	(11,909)	(11,866)	-	(11,866)
2 Resident Care Program Support	(1,375)	(1,381)	(1,374)	-	(1,374)
3 Raw Food	(1,053)	(1,050)	(1,054)	-	(1,054)
4 Other Accommodation	(1,335)	(1,324)	(1,351)	-	(1,351)
<b>Provincial Subsidy Subtotal</b>	<b>(15,603)</b>	<b>(15,664)</b>	<b>(15,645)</b>	<b>-</b>	<b>(15,645)</b>

## PROGRAM SUMMARY

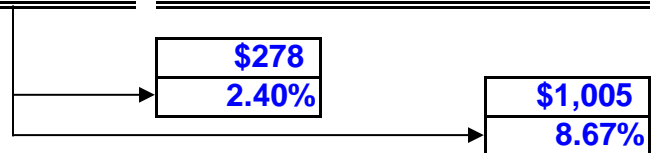


### 2020 Business Plan

### Social Services - LTC & Services For Seniors (Hillsdale Estates)

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
1 Nursing and Personal Care	(5)	(6)	(6)	-	(6)
2 Resident Care Program Support	(7)	(7)	(7)	-	(7)
3 Raw Food	(172)	(181)	(183)	10	(173)
4 Other Accommodation	(55)	(55)	(56)	-	(56)
<b>Other Revenue Subtotal</b>	<b>(239)</b>	<b>(249)</b>	<b>(252)</b>	<b>10</b>	<b>(242)</b>
<b>Total Revenue Programs</b>	<b>(23,590)</b>	<b>(23,603)</b>	<b>(23,591)</b>	<b>(55)</b>	<b>(23,646)</b>
<b>Net Program Expenses</b>	<b>12,156</b>	<b>11,591</b>	<b>11,869</b>	<b>727</b>	<b>12,596</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	236	Economic increases
Salaries & Benefits	148	Annualization - 4 positions
Operating Expenses	(96)	Remove one-time expense
Operating Expenses	77	Inflationary increases
Tangible Capital Assets - New	(62)	Remove one-time items (various)
Tangible Capital Assets - Replacement	(330)	Remove one-time items (various)
Minor Assets & Equipment	25	Increased requirement
Contribution From Reserve/Reserve Fund	270	Remove one-time contribution
Revenue from Residents	(7)	Provincial funding formula
Provincial Subsidy	17	Provincial funding formula
	<b>278</b>	

# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Social Services - LTC & Services For Seniors (Hillsdale Estates)

(\$,000's)

### Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> <li>◆ New Position: Personal Support Worker (PSW), effective July 1, 2020, to support the evolving complexity of care of residents and to increase the stability of the current staffing model in the Home through full-time positions. This will enhance patient safety, care and resident and family satisfaction. (Annualized cost is \$74k) (1.0 FTE)</li> <li>◆ New Position: Registered Practical Nurse (RPN), effective July 1, 2020, to support the residents with dementia through the provision of expertise to the Home in the area of responsive behaviours management, to improve the overall quality of care and enhance safety in the Home. (Annualized cost is \$88k) (1.0 FTE)</li> <li>◆ New Position: Nurse Practitioner (NP), effective July 1, 2020, to expand current nursing and medical services. Increasing complexity of resident health conditions requires the level of expertise of an NP to work in collaboration with the medical team at the home and in the community. This position is offset by the conversion of Part Time Registered Nurse (RN) hours. (Annualized cost is \$160k) (1.0 FTE)</li> <li>◆ Decrease Part-time hours for RN related to the new full-time NP position as noted above</li> <li>◆ Transfer 2 Full-time Clerk 2 positions to LTC Administration to reflect centralization of scheduling responsibilities (-2.0 FTE)</li> <li>◆ Transfer Part-time Clerk 2 hours to LTC Administration to reflect centralization of scheduling responsibilities</li> <li>◆ Education &amp; Training: One-time increase for training costs related to point of care (POC) electronic documentation</li> </ul>	<p>37</p> <p>44</p> <p>80</p> <p>(77)</p> <p>(160)</p> <p>(59)</p> <p>17</p> <hr/> <p>(118)</p>
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### Tangible Capital Assets

**New**

<ul style="list-style-type: none"> <li>◆ Other Accommodation: Tub Room Renovations</li> <li>◆ Other Accommodation: IP CCTV Camera Installation</li> <li>◆ Other Accommodation - Computer Hardware for new Sysco Software program implementation.</li> <li>◆ Other Accommodation - Electrical Charging Station</li> <li>◆ Other Accommodation - Federal grant</li> </ul>	<p>670</p> <p>198</p> <p>11</p> <p>41</p> <p>(20)</p> <hr/> <p>900</p>
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### Revenues

**Revenue**

**Raw Food**

<ul style="list-style-type: none"> <li>◆ Confection Revenue: Decrease to reflect historical and anticipated revenues</li> </ul>	<p>10</p>
<b>Other Accommodation</b>	
<ul style="list-style-type: none"> <li>◆ Preferred Accommodation: Increase to reflect historical and anticipated revenues</li> </ul>	<p>(65)</p>
	<hr/> <p>(55)</p>

**Total Program Changes** 727



## PROGRAM SUMMARY



### 2020 Business Plan

### Social Services - LTC & Services For Seniors (Hillsdale Terraces)

By Program	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	13,152	12,909	13,018	(1)	13,017
2 Resident Care Program Support (RCPS)	1,359	1,392	1,405	37	1,442
3 Raw Food	1,173	1,180	1,203	-	1,203
4 Other Accommodation					
Administration	1,181	1,185	1,181	39	1,220
Debt Charges	3,434	3,434	3,434	-	3,434
Food Services	2,554	2,639	2,667	30	2,697
Environmental Services	3,958	4,074	4,104	-	4,104
Other Accommodation Subtotal	11,127	11,332	11,386	69	11,455
<b>Operating Subtotal</b>	<b>26,811</b>	<b>26,813</b>	<b>27,012</b>	<b>105</b>	<b>27,117</b>
<b>Tangible Capital Assets:</b>					
1 New - NPC	37	37	-	-	-
4 New - Other Accommodation	-	-	-	175	175
1 Replacement - NPC	67	67	65	-	65
4 Replacement - Other Accommodation	188	188	84	-	84
4 Contribution from Reserves /					
Reserve Funds	(70)	(70)	-	-	-
Federal Grant	-	-	-	(20)	(20)
<b>Tangible Capital Assets Subtotal</b>	<b>222</b>	<b>222</b>	<b>149</b>	<b>155</b>	<b>304</b>
<b>Total Program Expenses</b>	<b>27,033</b>	<b>27,035</b>	<b>27,161</b>	<b>260</b>	<b>27,421</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
4 Revenue From Residents	(4,862)	(4,765)	(4,821)	(41)	(4,862)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(7,677)	(7,693)	(7,744)	-	(7,744)
2 Resident Care Program Support	(915)	(921)	(916)	-	(916)
3 Raw Food	(701)	(699)	(703)	-	(703)
4 Other Accommodation	(870)	(921)	(887)	-	(887)
<b>Provincial Subsidy Subtotal</b>	<b>(10,163)</b>	<b>(10,234)</b>	<b>(10,250)</b>	<b>-</b>	<b>(10,250)</b>

## PROGRAM SUMMARY

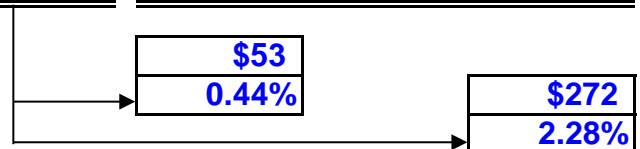


### 2020 Business Plan

### Social Services - LTC & Services For Seniors (Hillsdale Terraces)

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
1 Nursing and Personal Care	(1)	(4)	(4)	-	(4)
2 Resident Care Program Support	(5)	(5)	(5)	-	(5)
3 Raw Food	(42)	(41)	(41)	-	(41)
4 Other Accommodation	(44)	(38)	(39)	-	(39)
<b>Other Revenue Subtotal</b>	<b>(92)</b>	<b>(88)</b>	<b>(89)</b>	<b>-</b>	<b>(89)</b>
<b>Total Revenue Programs</b>	<b>(15,117)</b>	<b>(15,087)</b>	<b>(15,160)</b>	<b>(41)</b>	<b>(15,201)</b>
<b>Net Program Expenses</b>	<b>11,916</b>	<b>11,948</b>	<b>12,001</b>	<b>219</b>	<b>12,220</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	137	Economic increases
Salaries & Benefits	102	Annualization - 2 positions
Operating Expenses	19	Inflationary increases
Operating Expenses	(46)	Remove one-time items (various)
Minor Assets & Equipment	(4)	Reduced requirements
Major Repairs & Renovations	(10)	Remove one-time items (various)
Tangible Capital Assets - New	(37)	Reduced requirements
Tangible Capital Assets - Replacement	(106)	Reduced requirements
Contribution From Reserve/Reserve Fund	70	Remove one-time contribution
Revenue from Residents	(56)	Provincial funding formula
Provincial Subsidy	(16)	Provincial funding formula
	<u>53</u>	

# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Social Services - LTC & Services For Seniors (Hillsdale Terraces)

(\$,000's)

### Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> <li>◆ New Position: Coordinator of Administrative Services, effective July 1, 2020, to oversee a variety of non-clinical nursing functions currently being managed by nursing managers (Annualized cost is \$112k) (1.0 FTE)</li> <li>◆ Position Reclassification: Vacant Registered Nurse (RN) to Nurse Practitioner (NP), to expand current nursing and medical services. Increasing complexity of resident health conditions requires the level of expertise of an NP to work in collaboration with the medical team at the home and in the community</li> <li>◆ New Position: Personal Support Worker (PSW), effective July 1, 2020, to improve the home's capacity to manage increased behaviors and levels of care, and allow for consistent staffing levels across all Resident Home Areas. (Annualized cost is \$73k) (1.0 FTE)</li> <li>◆ Transfer 1 Full-time Clerk 2 position to LTC Administration to reflect centralization of scheduling responsibilities (-1.0 FTE)</li> <li>◆ Transfer Part-time Clerk 2 hours to LTC Administration to reflect centralization of scheduling responsibilities</li> <li>◆ Education &amp; Training: One-time Increase for training costs related to point of care (POC) electronic documentation</li> </ul>	<p>56</p> <p>29</p> <p>37</p> <p>(80)</p> <p>(53)</p> <p>10</p> <hr style="border: 0.5px solid black;"/> <p>(1)</p>
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### Resident Care Program Support (RCPS)

#### Recreation Services

<ul style="list-style-type: none"> <li>◆ New Position: Recreation Programmer, effective July 1, 2020, to allow for increased individualized resident programming to enhance quality of life, engage residents in a meaningful way and reduce boredom (Annualized cost is \$73k) (1.0 FTE)</li> </ul>	<p>37</p> <hr style="border: 0.5px solid black;"/> <p>37</p>
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### Other Accommodation

#### Home Administration

<ul style="list-style-type: none"> <li>◆ Hardware and Software Maintenance: Increase for Sysco Software Program for dietary services</li> <li>◆ Major Repairs &amp; Renovations: Access Card Readers to Resident Home Areas</li> </ul>	<p>12</p> <p>27</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal 39</p>
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#### Food Services

<ul style="list-style-type: none"> <li>◆ Increase Part-time hours for the Cook position (0.4 FTE) to allow for 7 days per week coverage</li> </ul>	<p>30</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal 30</p> <hr style="border: 0.5px solid black;"/> <p>69</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Social Services - LTC & Services For Seniors (Hillsdale Terraces)

(\$,000's)

#### Tangible Capital Assets

##### New

◆ Other Accommodation - Computer Hardware for new Sysco Software program implementation.	9
◆ Other Accommodation - Security Cameras	125
◆ Other Accommodation - Electrical Charging Station	41
◆ Other Accommodation - Federal grant	(20)
	<u>155</u>

#### Revenues

##### Revenue from Residents

##### Other Accommodation

◆ Preferred Accommodation: Increase to reflect actual and anticipated revenues	(41)
	<u>(41)</u>
	<u>219</u>

**Total Program Changes** 219

## PROGRAM SUMMARY



### 2020 Business Plan

### Social Services - LTC & Services For Seniors (Lakeview Manor)

By Program	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	9,640	10,090	10,295	-	10,295
2 Resident Care Program Support (RCPS)	1,492	1,461	1,474	-	1,474
3 Raw Food	723	750	764	-	764
4 Other Accommodation					
Administration	898	888	885	-	885
Debt Charges	2,593	2,593	2,593	-	2,593
Food Services	1,792	1,791	1,791	-	1,791
Environmental Services	2,906	3,032	3,077	-	3,077
Other Accommodation Subtotal	8,189	8,304	8,346	-	8,346
<b>Operating Subtotal</b>	<b>20,044</b>	<b>20,605</b>	<b>20,879</b>	<b>-</b>	<b>20,879</b>
<b>Tangible Capital Assets:</b>					
1 New - NPC	23	23	-	-	-
4 New - Other Accommodation	-	-	-	158	158
1 Replacement - NPC	257	257	114	45	159
4 Replacement - Other Accommodation	52	52	-	82	82
4 Federal Grant	-	-	-	(20)	(20)
<b>Tangible Capital Assets Subtotal</b>	<b>332</b>	<b>332</b>	<b>114</b>	<b>265</b>	<b>379</b>
<b>Total Program Expenses</b>	<b>20,376</b>	<b>20,937</b>	<b>20,993</b>	<b>265</b>	<b>21,258</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
4 Revenue From Residents	(3,552)	(3,458)	(3,501)	(68)	(3,569)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(5,720)	(5,806)	(5,697)	-	(5,697)
2 Resident Care Program Support	(682)	(686)	(682)	-	(682)
3 Raw Food	(521)	(522)	(524)	-	(524)
4 Other Accommodation	(695)	(721)	(693)	-	(693)
<b>Provincial Subsidy Subtotal</b>	<b>(7,618)</b>	<b>(7,735)</b>	<b>(7,596)</b>	<b>-</b>	<b>(7,596)</b>

## PROGRAM SUMMARY

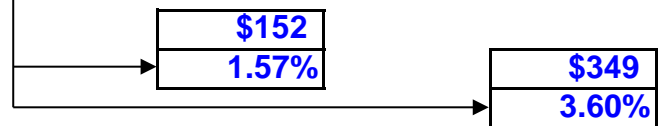


### 2020 Business Plan

### Social Services - LTC & Services For Seniors (Lakeview Manor)

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
2 Resident Care Program Support	(4)	(4)	(4)	-	(4)
3 Raw Food	(26)	(25)	(25)	-	(25)
4 Other Accommodation	(26)	(26)	(26)	-	(26)
<b>Other Revenue Subtotal</b>	<b>(56)</b>	<b>(55)</b>	<b>(55)</b>	-	<b>(55)</b>
<b>Total Revenue Programs</b>	<b>(11,226)</b>	<b>(11,248)</b>	<b>(11,152)</b>	<b>(68)</b>	<b>(11,220)</b>
<b>Net Program Expenses</b>	<b>9,150</b>	<b>9,689</b>	<b>9,841</b>	<b>197</b>	<b>10,038</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	132	Economic increases
Salaries & Benefits	135	Annualization - 3 positions
Operating Expenses	42	Inflationary increases
Operating Expenses	(3)	Utility Savings
Operating Expenses	(13)	Remove one-time items
Minor Assets & Equipment	(17)	Reduced requirement
Tangible Capital Assets - New	(23)	Reduced requirement
Tangible Capital Assets - Replacement	(195)	Reduced requirement
Revenue from Residents	(44)	Provincial funding formula
Provincial Subsidy	138	Provincial funding formula
	<b>152</b>	

# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Social Services - LTC & Services For Seniors (Lakeview Manor)

(\$,000's)

### Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> <li>◆ New Positions: 2 Personal Support Workers (PSW), effective July 1, 2020, to improve capacity for managing increased behaviours and levels of care, and to allow for consistent staffing levels across all Resident Home Areas. (Annualized cost is \$147k). (2.0 FTE)</li> <li>◆ Increase Part-time hours for PSW. Resident care requirements are the same seven days per week, therefore, for every full-time position, the home requires an additional 2 shifts per week (0.4 FTE) in order for coverage to be maintained</li> <li>◆ Transfer 1 Full-time Clerk 2 position to LTC Administration to reflect centralization of scheduling responsibilities. (-1.0 FTE)</li> <li>◆ Transfer Part-time Clerk 2 hours to LTC Administration to reflect centralization of scheduling responsibilities</li> <li>◆ Education &amp; Training: One-time increase for training costs related to point of care (POC) electronic documentation</li> </ul>	<p>74</p> <p>61</p> <p>(80)</p> <p>(63)</p> <p>8</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: center;">-</p> <hr style="border: 0.5px solid black;"/>
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### Tangible Capital Assets

**New**

<ul style="list-style-type: none"> <li>◆ Other Accommodation - Security Cameras</li> <li>◆ Other Accommodation - Computer Hardware for new Sysco Software program implementation</li> <li>◆ Other Accommodation - Electric Vehicle Charging Stations</li> </ul>	<p>91</p> <p>9</p> <p>58</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">Subtotal</p> <hr style="border: 0.5px solid black;"/> <p>158</p>
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**Replacement**

<ul style="list-style-type: none"> <li>◆ Nursing and Personal Care: Bath Tub</li> <li>◆ Nursing and Personal Care: Hi-Low beds</li> <li>◆ Other Accommodation - Desktop Computers</li> <li>◆ Other Accommodation - Laptops</li> <li>◆ Other Accommodation - Dish Machine</li> </ul>	<p>30</p> <p>15</p> <p>21</p> <p>16</p> <p>45</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">Subtotal</p> <hr style="border: 0.5px solid black;"/> <p>127</p>
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**Financing**

<ul style="list-style-type: none"> <li>◆ Other Accommodation - Federal Grant for partial funding of the Electric Vehicle Charging Stations</li> </ul>	<p>(20)</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">Subtotal</p> <hr style="border: 0.5px solid black;"/> <p>(20)</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: center;">265</p> <hr style="border: 0.5px solid black;"/>
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# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

### Social Services - LTC & Services For Seniors (Lakeview Manor)

(\$,000's)

#### Revenues

##### Other Accommodation

◆ Preferred Accommodation: Increase to reflect historical and anticipated revenues	(68)
	<hr/>
	(68)
	<hr/>
<b>Total Program Changes</b>	<b>197</b>
	<hr/> <hr/>



# PROGRAM SUMMARY



## 2020 Business Plan

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

By Program (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense/Revenue Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Adult Day Program	952	897	858	-	858
1 Contribution from Province	(724)	(724)	(670)	-	(670)
1 Revenue - Other	(103)	(111)	(111)	-	(111)
<b>Net Program Expenses</b>	<b>125</b>	<b>62</b>	<b>77</b>	<b>-</b>	<b>77</b>

Summary of Increase (Decrease)

\$15	24.19%	\$15	24.19%
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### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	14	Economic increases
Operating Expenses	(54)	Remove one-time expenses
Operating Expenses	1	Inflationary adjustments
Provincial Subsidy	54	Remove one-time subsidy
	<u>15</u>	



**2020 Business Plan**

**Planning**

**Major Services & Activities**

**Policy Formulation & Administration**

- ◆ Continuing the Municipal Comprehensive Review of the Regional Official Plan (ROP) to implement approved Provincial Plans (e.g. Greenbelt Plan, Oak Ridges Moraine Conservation Plan and Growth Plan).
- ◆ Monitoring performance of ROP policy, through reports on Regional Growth Management, building activity, development and growth trends.
- ◆ Providing medium and long-term service planning to Durham Region Transit.
- ◆ Promoting sustainable mobility opportunities in Durham by advancing the Smart Mobility Durham initiative.
- ◆ Updating the Regional Cycling Plan with assistance from the Works, Finance and Health Departments and collaborating on implementing the Plan.
- ◆ Partnering with the Works, Finance, Health Departments and Durham Region Transit to implement the recommendations of the Transportation Master Plan.
- ◆ Collaborating with the Finance and Works Departments to update the necessary Development Charges By-laws, and potential Community Benefits Charges, and to defend the By-laws that have been appealed.

**Plans Approval & Review**

- ◆ Administering Regional responsibilities for approval of local official plans, non-exempt local plan amendments, non-delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Making recommendations to Planning and Economic Development Committee on the disposition of applications to amend the Regional Official Plan.
- ◆ Providing Regional comments to area municipalities on planning and development applications.
- ◆ Providing one window Regional comments on locally-initiated secondary plans and local official plan review processes.
- ◆ Administering the legislated responsibilities for the approval of consents by supporting the activities of the Land Division Committee.
- ◆ Completing transportation analyses as required to fulfill the "Needs and Justification" phases of the Environmental Assessment undertakings for Regional road widening and expansion projects.
- ◆ Providing expert planning advice before the Local Planning Appeal Tribunal, other quasi-judicial tribunals and the courts on planning matters.



**2020 Business Plan**

**Planning**

**Major Services & Activities (Continued)**

**Planning Advisory & Information Services**

- ◆ Supporting and administering the activities of the Durham Environmental Advisory Committee, Durham Agricultural Advisory Committee, and Durham Active Transportation Committee.
- ◆ Partnering with the Province and other Greater Toronto and Hamilton Area (GTHA) Regions on transportation initiatives (Travel Time Study, Travel Modelling Group, Transportation Tomorrow Survey, Census Place of Work etc.).
- ◆ Responding to Provincial planning related matters.
- ◆ Conducting the annual Durham Region Business Count (Employment Survey) to obtain detailed and reliable employment data.
- ◆ Coordinating the Region's response to Provincial/ Federal transportation initiatives (Pickering Airport, Metrolinx's Regional Transportation Plan, Highway 401 widening, and the GO East Extension).
- ◆ Collaborating with other Departments on Source Water Protection and Great Lakes Protection initiatives.

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

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the recommendations of the Transportation Master Plan (TMP) to include active transportation, including the Regional cycling network.</li> <li>◆ Continue to review and comment on development applications to promote walkability and access to transit.</li> <li>◆ Update of the Regional Cycling Plan.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement crime prevention environmental design principles through the development application review process.</li> <li>◆ Co-lead in the preparation of the Community Safety and Wellness Plan.</li> </ul>	



**2020 Business Plan**

**Planning**

**Strategic Goal C.2** - Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to protect, restore and enhance agricultural and natural heritage resources through review and implementation of Regional Official Plan policies.</li> <li>◆ Administer the Regional Tree By-law.</li> <li>◆ Protect and maintain the Region's prime agricultural lands.</li> <li>◆ Protect environmentally sensitive areas.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop strategic measures and infrastructure to support integrated mobility throughout the Region.</li> <li>◆ Assist Durham Region Transit on development application reviews to allow better transit and pedestrian access.</li> <li>◆ Implement the action items of the Transportation Master Plan (TMP).</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities.</li> <li>◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.</li> <li>◆ Implement a collaborative approach with area municipalities and other stakeholders toward the development and implementation of a new Regional Official Plan.</li> </ul>	

# STRATEGIC PLANNING



## 2020 Business Plan

## Planning

Strategic Goals		
Goal	Description	Responsibility - Support
<b>A.1</b>	Propel the business and investment climate forward in Durham Region to enable more local employment.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.5</b>	Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.	
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

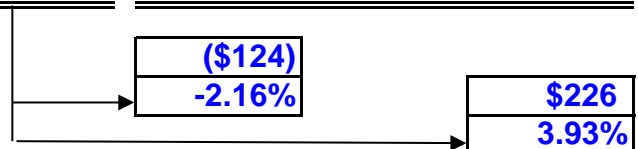


### 2020 Business Plan

### Planning

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Policy and Special Studies	1,338	1,431	1,453	3	1,456
2 Transportation Planning	867	1,149	1,086	134	1,220
3 Plan Implementation	1,363	1,421	1,437	-	1,437
4 Land Division	219	220	222	(80)	142
5 Executive	451	451	455	-	455
6 Administration and Support Services	1,267	1,347	1,324	125	1,449
7 Citizen Advisory Committees	17	35	34	-	34
8 Headquarters Shared Cost	430	430	378	63	441
<b>Operating Subtotal</b>	<b>5,952</b>	<b>6,484</b>	<b>6,389</b>	<b>245</b>	<b>6,634</b>
<b>Tangible Capital Assets:</b>					
9 New	30	30	-	-	-
10 Replacement	40	40	41	-	41
<b>Tangible Capital Assets Subtotal</b>	<b>70</b>	<b>70</b>	<b>41</b>	<b>-</b>	<b>41</b>
<b>Total Program Expenses</b>	<b>6,022</b>	<b>6,554</b>	<b>6,430</b>	<b>245</b>	<b>6,675</b>
<b>Revenue Programs</b>					
2 Transportation Planning	(60)	(90)	(90)	90	-
6 Administration and Support Services	(2)	(1)	(1)	-	(1)
11 Application and Approval	(653)	(710)	(710)	15	(695)
<b>Total Revenue Programs</b>	<b>(715)</b>	<b>(801)</b>	<b>(801)</b>	<b>105</b>	<b>(696)</b>
<b>Net Program Expenses</b>	<b>5,307</b>	<b>5,753</b>	<b>5,629</b>	<b>350</b>	<b>5,979</b>

### Summary of Increase (Decrease)





**2020 Business Plan**

**Planning**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	72	Economic increases
Operating Expenses	5	Inflationary increases
Operating Expenses	(52)	Headquarters shared cost
Various	(116)	Line-by-Line Review savings
Tangible Capital Assets - New	(31)	Remove one-time items
Tangible Capital Assets - Replacement	1	Increased requirement
Recovery from Transit	(3)	Economic increase
	<u>(124)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Planning

(\$,000's)

#### Policy and Special Studies

- ◆ Increase in Conferences and Education and Training based on forecasted requirements.
3
- 3

#### Transportation Planning

- ◆ Increase for one-time acquisition of Software (\$20k) and annual Software Maintenance and Licencing (\$20k) to replace Smart Commute tool and website previously provided by Metrolinx.
40
- ◆ Net increase in expenses for 2020 Transportation Studies, specifically, an increase for Transportation Master Plan related studies (\$10k), Data Consortium (\$46k), and Cordon Count (\$50k), offset by a decrease in Walking Network Database (-\$12k).
94
- 134

#### Land Division

- ◆ Position Transfer: 1 Clerk Steno to Administration, effective January 1, 2020 to achieve efficiencies by amalgamating all Clerk Stenos into one administrative team.
(80)
- (80)

#### Administration and Support Services

- ◆ Position Transfer: 1 Clerk Steno from Land Division, effective January 1, 2020 to achieve efficiencies by amalgamating all Clerk Stenos into one administrative team.
80
- ◆ Increase in Computer Maintenance & Operations for annual software support services required to maintain the new development tracking software, per contractual obligation.
42
- ◆ Net increase in Equipment Maintenance & Repairs for rental of an additional multi-function device in place of purchasing and maintaining a new printer.
3
- 125

#### Headquarters Shared Cost

- ◆ Planning's share of costs related to the operation and maintenance of Regional Headquarters.
63
- 63

#### Revenue Programs

- ◆ Decrease in provincial subsidy for Smart Commute program.
90
- ◆ Net decrease in revenue from Application and Approval fees based on 2019 estimated actuals and projected 2020 volumes.
15
- 105

**Total Program Changes** **350**





## 2020 Business Plan

## Economic Development & Tourism

### Major Services & Activities

#### Business Development

- ◆ Continue to implement the Foreign Direct Investment (FDI) Strategy including corporate visits to foreign owned subsidiaries in Durham Region.
- ◆ Promote the Region's key economic sectors: Agri-business; Energy, Environment and Engineering (EN3); Health Sciences; Innovative Technology; Manufacturing and Tourism.
- ◆ Undertake targeted investment attraction initiatives in key sectors and markets.
- ◆ Respond to investment inquiries and other queries in a timely manner.
- ◆ Develop marketing and advertising campaigns and marketing collateral, promoting Durham Region.
- ◆ Collect and maintain data and related statistics.

#### Tourism

- ◆ Implement the 2017-2021 Tourism Strategy.
- ◆ Create and distribute the annual Discovery Guide, Trails Map and other publications.
- ◆ Continue to provide programs that lead to the implementation of tourism strategies with the end result of attracting more visitors to Durham Region.
- ◆ Continue to implement the Sports Tourism Strategy and Action Plan.
- ◆ Continue to implement the Culinary Action Plan.

#### Business Advisory Centre Durham (BACD)

- ◆ Provide business start-up and development support for entrepreneurs, and small and medium sized enterprises.
- ◆ Participate and provide advisory services to the Board of Directors.

#### Rural and Agriculture

- ◆ Continue to update the Agriculture Strategy including the Agri-Food workplan.
- ◆ Assist in the updating of the Vibrant North Durham Economic Development Plan.
- ◆ Continue to support Rural communities through Business Retention and Expansion (BR+E) studies, First Impressions Community Exchange (FICE), and downtown revitalization projects.
- ◆ Provide Education Outreach on the importance of activities in Rural Durham.



**2020 Business Plan**

**Economic Development & Tourism**

**Major Services & Activities (Continued)**

**Marketing Strategy Partnerships**

- ◆ Support and assist in the development and growth of identified economic sectors in Durham Region.
- ◆ Continue to coordinate the development, design and distribution of the Division's marketing collateral.
- ◆ Provide community support and partnership development.
- ◆ Continue to participate in and support the Spark Centre through programs such as the International Soft Landing program.
- ◆ Continue to promote the Film industry within Durham Region.
- ◆ Continue to work with the Data, Mapping and Graphics (DMG) section, to maintain all datasets for Economic Development.

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

**Strategic Goal A.1 - Propel the business and investment climate forward in Durham Region to enable more local employment.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the 2017-2021 Economic Development Strategy and the related Communication and Messaging plan.</li> <li>◆ Continue to implement the Foreign Direct Investment Strategy, including new focus on Tourism.</li> <li>◆ Continue to support the development and programming of Toronto Global.</li> <li>◆ Implement strategic infrastructure planning that supports economic development.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to partner with the Durham Workforce Authority to support programs and services that focus on building a skilled, engaged and diverse workforce.</li> <li>◆ Promote and support youth employment initiatives.</li> <li>◆ Continue to partner with post-secondary institutions to develop and promote programs that support local industry.</li> <li>◆ Continue to inform, educate, and engage Tourism stakeholders of hiring trends in the tourism sector.</li> </ul>	



**2020 Business Plan**

**Economic Development & Tourism**

**Strategic Goal A.3** - Promote and actively capitalize on opportunities to make Durham Region a premier destination that attracts and retains entrepreneurs, innovators, visitors and residents.

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the 2017-2021 Tourism Strategy.</li> <li>◆ Continue to participate in and support Spark Centre and Business Advisory Centre Durham (BACD).</li> <li>◆ Continue to develop and deliver the Soft Landing Program to attract international start-ups to Durham.</li> <li>◆ Promote Durham Region as a Smart Energy sector leader and "Ontario's Energy Capital".</li> <li>◆ Promote Durham Region as an ideal Film location.</li> <li>◆ Promote, support, and facilitate continued development of Durham Region as a premier sport tourism destination.</li> </ul>	

**Strategic Goal A.4** - Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system security.

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to update the Region of Durham Agricultural Strategy.</li> <li>◆ Continue to support and promote innovative agricultural programs through partnership with post-secondary institutions.</li> <li>◆ Continue to support the activities of the Durham Agriculture Advisory Committee (DAAC).</li> <li>◆ Continue to implement the Culinary Strategy to promote the local food market.</li> </ul>	

**Strategic Goal A.5** - Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Work to showcase new and emerging technology developed in Durham's post-secondary institutions such as Ontario Tech University Automotive Centre of Excellence (ACE) and Durham College's Office of Research Services, Innovation and Entrepreneurship (ORSIE).</li> <li>◆ Research, identify and develop new energy projects with community stakeholders.</li> <li>◆ Continue to support the initiatives of the Spark Centre.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Actively promote the trail network.</li> <li>◆ Distribute Trail Guides and Durham Cycle Tour maps.</li> <li>◆ Promote outdoor recreation opportunities and healthy workforce programs in Durham Region.</li> </ul>	



**2020 Business Plan**

**Economic Development & Tourism**

**Strategic Goal B.7 - Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to support and facilitate local cultural festivals and events.</li> <li>◆ Continue to provide support for stakeholders promoting culture, heritage, and the arts in Durham.</li> </ul>	

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>C.5</b>	Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

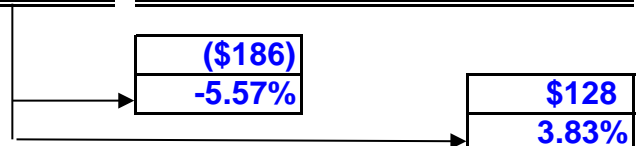


### 2020 Business Plan

### Economic Development & Tourism

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	450	597	566	(40)	526
2 Business Development	481	579	545	31	576
3 Tourism	697	745	719	72	791
4(a) Business Advisory Centre Durham (BACD)	160	160	160	-	160
4(b) Facilities - Garden Street (BACD)	72	73	72	-	72
Subtotal BACD	232	233	232	-	232
5 Rural and Agriculture	683	512	480	(6)	474
6 Community Promotion Resource	17	25	17	-	17
7 Marketing Strategy Partnerships	518	561	543	241	784
8 Headquarters Shared Cost	113	113	100	16	116
<b>Operating Subtotal</b>	<b>3,191</b>	<b>3,365</b>	<b>3,202</b>	<b>314</b>	<b>3,516</b>
<b>Tangible Capital Assets:</b>					
10 Replacement	7	7	10	-	10
<b>Tangible Capital Assets Subtotal</b>	<b>7</b>	<b>7</b>	<b>10</b>	<b>-</b>	<b>10</b>
<b>Total Program Expenses</b>	<b>3,198</b>	<b>3,372</b>	<b>3,212</b>	<b>314</b>	<b>3,526</b>
<b>Revenue Programs</b>					
2 Business Development	(30)	(30)	(30)	-	(30)
7 Marketing Strategy Partnerships	(25)	-	(26)	-	(26)
<b>Total Revenue Programs</b>	<b>(55)</b>	<b>(30)</b>	<b>(56)</b>	<b>-</b>	<b>(56)</b>
<b>Net Program Expenses</b>	<b>3,143</b>	<b>3,342</b>	<b>3,156</b>	<b>314</b>	<b>3,470</b>

Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2020 Business Plan

### Economic Development & Tourism

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	32	Economic increases
Salaries & Benefits	95	Annualization - 1 position
Salaries & Benefits	7	Job reclassification
Salaries & Benefits	(20)	Remove one-time temporary salary
Operating Expenses	46	Inflationary increases
Operating Expenses	(13)	Headquarters shared cost
Tangible Capital Assets - Replacement	3	Increased requirement
Various	(336)	Line-by-Line Review savings
	<u>(186)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Administration

<ul style="list-style-type: none"> <li>◆ Position Transfer: 1 Program Assistant to Marketing Strategy Partnerships, effective January 1, 2020 to more efficiently achieve program deliverables.</li> <li>◆ Net increase in Equipment Maintenance &amp; Repairs for rental and maintenance of a new multi-function device.</li> <li>◆ Increase in Professional, Technical &amp; Consulting to refresh the Economic Development Strategy.</li> </ul>	<p>(87)</p> <p>2</p> <p>45</p> <hr style="border: 0.5px solid black;"/> <p>(40)</p>
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#### Business Development

<ul style="list-style-type: none"> <li>◆ Increase in Conferences as part of change in focus to a more domestic, sector-focused, strategy.</li> <li>◆ Increase in Community Relations for greater participation in sector specific events.</li> <li>◆ Increase in Trade Shows specific to domestic attraction and the Energy sector.</li> </ul>	<p>12</p> <p>16</p> <p>3</p> <hr style="border: 0.5px solid black;"/> <p>31</p>
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#### Tourism

<ul style="list-style-type: none"> <li>◆ Increase in Purchased Services to support Regional programming in North Durham.</li> <li>◆ Net increase to shift program focus to Travel Trade (\$25k) and Business Events (\$30k) from Culinary (-\$5k), Cycling (-\$16k) and Trails (-\$7k).</li> </ul>	<p>45</p> <p>27</p> <hr style="border: 0.5px solid black;"/> <p>72</p>
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#### Rural and Agriculture

<ul style="list-style-type: none"> <li>◆ One-time decrease in Salaries and Benefits as a result of gapping in filling the Manager and Program Coordinator positions.</li> <li>◆ Increase in Community Relations to implement the Vibrant North Durham Plan and Agriculture Strategy that were completed in 2019.</li> <li>◆ Increase in Payments to Outside Agencies to support the Youth Entrepreneurship Project.</li> </ul>	<p>(31)</p> <p>20</p> <p>5</p> <hr style="border: 0.5px solid black;"/> <p>(6)</p>
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#### Marketing Strategy Partnerships

<ul style="list-style-type: none"> <li>◆ Position Transfer: 1 Program Assistant from Administration, effective January 1, 2020 to more efficiently achieve program deliverables.</li> <li>◆ Increase in Communication Expenses for content marketing, and increased focus on social media.</li> <li>◆ Increase in Payments to Outside Agencies to support 1855 Whitby's Masterclass Series.</li> </ul>	<p>87</p> <p>54</p> <p>100</p> <hr style="border: 0.5px solid black;"/> <p>241</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Headquarters Shared Cost

- ◆ Economic Development & Tourism's share of costs related to the operation and maintenance of Regional Headquarters.

16

16

**Total Program Changes** 314



# PROGRAM SUMMARY

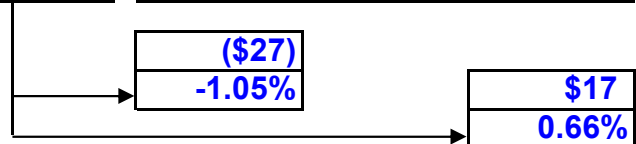


## 2020 Business Plan

## Regional Council

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Regional Council	2,303	2,371	2,368	15	2,383
2 Headquarters Shared Cost	197	197	173	29	202
<b>Operating Subtotal</b>	2,500	2,568	2,541	44	2,585
<b>Tangible Capital Assets:</b>					
Tangible Capital Assets					
Subtotal	-	-	-	-	-
<b>Net Program Expenses</b>	2,500	2,568	2,541	44	2,585

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	34	Economic increases
Operating Expenses	(37)	Remove one-time items
Operating Expenses	(24)	Headquarters shared cost
	(27)	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Regional Council

(\$,000's)

#### Regional Council

- ◆ Increase in Memberships and Dues for Federation of Canadian Municipalities Optional Legal Defense Fund contribution. 15

#### Headquarters Shared Cost

- ◆ Regional Council's share of costs related to the operation and maintenance of Regional Headquarters. 29

**Total Program Changes** 44



**2020 Business Plan**

**Chief Administrative Officer**

**Major Services & Activities**

**Chief Administrative Officer**

- ◆ Provide high quality policy and program advice to Regional Council.
- ◆ Ensure that quality service is delivered with maximum fiscal responsibility.
- ◆ Foster a corporate culture that recognizes and values staff and provides support in a changing environment.
- ◆ Promote and encourage a modernization and continuous quality improvement approach to management and customer service within Durham.

**Corporate Communications**

- ◆ Increase awareness and understanding of Regional programs and services to the public, businesses, other levels of government, partner organizations, Regional employees and members of Regional Council.
- ◆ Provide leadership, advice and professional services to the corporation in the area of Media Relations and Social Media.
- ◆ Provide leadership, advice and professional services to the corporation in the area of Strategic Communications (marketing and education).
- ◆ Provide leadership, advice and professional services to the corporation in the area of Crisis Communications (issues management).
- ◆ Lead Regional Emergency Information (EI) activities during declared and non-declared emergencies, and nuclear emergencies.
- ◆ Lead corporate identity initiatives (logo use, corporate uniforms, displays, promotional items, etc.).

**Strategic Initiatives**

- ◆ Ensure the Chair and CAO are aware of, and current with, issues as they emerge.
- ◆ Maintain a thorough, comprehensive and continuous awareness of corporate, departmental and external initiatives.
- ◆ Lead implementation of corporate strategies and plans, enhancing integration of corporate policies and initiatives with program policy functions.
- ◆ Work cooperatively with elected officials, Regional staff, area municipalities, the Province, federal government and other outside agencies.
- ◆ Provide structure and support to the Durham Region Roundtable on Climate Change and Accessibility Advisory Committee.
- ◆ Provide leadership, advice and support to the corporation to ensure organizational compliance with accessibility legislation.
- ◆ Lead the exploration and adoption of new ideas to strengthen program and service delivery using innovative tools and processes.



**2020 Business Plan**

**Chief Administrative Officer**

**The role of the CAO’s Office is to support implementation for all of the goals of the Strategic Plan. The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal A.1 - Propel the business and investment climate forward in Durham Region to enable more local employment.**

**Key Deliverables** **Responsibility - Co-Lead**

- ◆ Develop partnerships and advocate for funding with senior governments to support key Regional initiatives.
- ◆ Provide analysis and advice to support strategic initiatives through intergovernmental relations, research and stakeholder consultation.

**Strategic Goal A.5 - Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.**

**Key Deliverables** **Responsibility - Lead**

- ◆ Formalize partnerships with post-secondary institutions to leverage knowledge, skills and celebrate success in joint initiatives.

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

**Key Deliverables** **Responsibility - Lead/Co-Lead**

- ◆ Identify, remove and prevent accessibility barriers throughout Regional programs and services.
- ◆ Support the Accessibility Advisory Committee.
- ◆ Develop a Durham Community Safety and Well-being Plan in partnership with Durham Regional Police Service to address community risk factors.

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

**Key Deliverables** **Responsibility - Lead**

- ◆ Strengthen existing Regional programs and services within the context of age-friendly community planning.
- ◆ Analyze data to create a comprehensive picture of Durham Region seniors.
- ◆ Facilitate cross-municipal and community partnerships for the Durham Council on Aging.



**2020 Business Plan**

**Chief Administrative Officer**

**Strategic Goal B.7 - Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop community art policy for Regional Headquarters.</li> </ul>	

**Strategic Goal C.1 - Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Research, design and develop programs to implement key actions identified in the Durham Community Climate Adaptation Plan and the Durham Community Energy Plan (e.g., residential retrofit program, green building standards, tree planting initiatives, electric vehicle strategy, etc.)</li> <li>◆ Develop a Corporate Climate Change Master Plan that establishes GHG emissions targets and identifies climate action priorities.</li> <li>◆ Support Durham Region Roundtable on Climate Change.</li> </ul>	

**Strategic Goal C.2 - Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue participation, collaboration and development of enhanced partnerships to enhance the natural environment.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Advocate for funding with senior governments to increase transit infrastructure.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Promote innovation framework including the piloting of new technologies.</li> <li>◆ Identify opportunities to embed climate change considerations into Regional business.</li> </ul>	

**Strategic Goal D.1 - Deliver Regional services in a financially prudent and sustainable manner.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Modernize business processes to ensure the best use of resources and a customer-centric approach.</li> <li>◆ Demonstrate effective stewardship of corporate resources.</li> </ul>	



**2020 Business Plan**

**Chief Administrative Officer**

**Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop communications and community engagement strategies.</li> <li>◆ Ensure external website provides clear access to program and service information.</li> <li>◆ Increase the opportunities for Regional employees to learn about all Regional programs and services.</li> </ul>	

**Strategic Goal D.3 - Improve communications and collaboration across the Region and in particular with local municipalities.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Enhance internal collaboration by supporting existing working groups and identifying new opportunities for increased information sharing.</li> <li>◆ Encourage and support data sharing and collaboration with local municipalities, sectoral organizations and all other levels of government.</li> <li>◆ Identify new opportunities for enhanced communication with local municipalities.</li> </ul>	

**Strategic Goal D.5 - Demonstrate accountability and transparency by measuring performance and reporting on results.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Update the Durham Region Strategic Plan 2020-2024 to reflect Council priorities and community engagement.</li> <li>◆ Use a dashboard to monitor and report on outcomes and performance on activities undertaken in support of the Strategic Plan.</li> </ul>	

**Strategic Goal D.6 - Invest in the organization by attracting and retaining a skilled and diverse workforce.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop programs to attract new talent to municipal administration.</li> <li>◆ Provide opportunities for staff professional growth and development.</li> </ul>	

**Strategic Goal D.7 - Focus resources on continuous improvement and innovation.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Encourage a culture of creativity and innovation across all departments to foster the development of new ideas.</li> <li>◆ Build capacity for innovation into work processes.</li> <li>◆ Create an effective interdepartmental forum for capturing innovation, research and best practices.</li> <li>◆ Strengthen the community of practice for staff innovation.</li> </ul>	

# PROGRAM SUMMARY



## 2020 Business Plan

## Chief Administrative Officer

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Chief Administrative Officer	873	883	922	-	922
2 Corporate Communications	1,162	1,567	1,630	59	1,689
3 Strategic Initiatives	1,156	1,804	1,779	1,610	3,389
4 Headquarters Shared Cost	95	95	84	14	98
<b>Operating Subtotal</b>	<b>3,286</b>	<b>4,349</b>	<b>4,415</b>	<b>1,683</b>	<b>6,098</b>
<b>Tangible Capital Assets:</b>					
5 New	16	16	-	19	19
6 Replacement	25	25	35	-	35
<b>Tangible Capital Assets Subtotal</b>	<b>41</b>	<b>41</b>	<b>35</b>	<b>19</b>	<b>54</b>
<b>Net Program Expenses</b>	<b>3,327</b>	<b>4,390</b>	<b>4,450</b>	<b>1,702</b>	<b>6,152</b>

Summary of Increase (Decrease)

	<b>\$60</b>	
→	<b>1.37%</b>	→
	<b>\$1,762</b>	<b>40.14%</b>

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	62	Economic increases
Salaries & Benefits	199	Annualization - 4 positions
Salaries & Benefits	36	Job reclassifications
Salaries & Benefits	(50)	Remove one-time - Part time salaries and benefits
Operating Expenses	(170)	Remove one-time items
Operating Expenses	(11)	Headquarters Shared Costs
Tangible Capital Assets - New	(16)	Remove one-time items
Tangible Capital Assets - Replacement	10	Remove one-time items
	<b>60</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Chief Administrative Officer

(\$,000's)

#### Corporate Communications

<ul style="list-style-type: none"> <li>◆ New Position: 1 Videographer, effective July 1, 2020, to provide Communications with videography support by developing videos to enhance the corporation's internal and external profile while informing staff and the community of regional programs, initiatives and events through digital media marketing. (Annualized cost is \$102k)</li> <li>◆ Increase in telephone and education accounts to support new staff.</li> <li>◆ Increase in purchased services account to support continuous improvement for durham.ca and the organization's internal site.</li> </ul>	<p>51</p> <p>3</p> <p>5</p> <hr style="border: 0.5px solid black;"/> <p>59</p>
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#### Strategic Initiatives

<ul style="list-style-type: none"> <li>◆ Realignment of the Research and Innovation division of Social Services with the Strategic Initiatives division in the CAO's office, effective January 1, 2020, to gain operational efficiencies, provide opportunities for staff and advance the Region's corporate innovation program. This includes 2 new Policy Advisor positions converted from part time. Offset by corresponding reduction in Social Services.</li> <li>◆ Increase in Professional, Technical and Consulting (\$50k) for initiatives and training for Innovation and in Minor Assets and Equipment (\$5k) for video equipment.</li> <li>◆ Increase in costs for promotion of the Strategic Plan update: Communication and Promotion (\$30k) for outreach and promotional material, Printing and Reproduction (\$15k) for reports and report card development and Professional, Technical and Consulting for On Strategy dashboard license (\$11k) and Bang the Table enterprise license (\$40k).</li> <li>◆ Increase in Government Relations cost for outreach and partnership development (\$30k) and Professional Services for consulting and research on various initiatives (\$120k).</li> <li>◆ Increase in Professional, Technical and Consulting to identify and implement a Regional Smart Cities framework.</li> <li>◆ Implementation of the Climate Change adaptation and mitigation plans (\$225k) for research, design and development and Communication and Promotion (\$50k).</li> <li>◆ Various adjustments to align with actual and projected expenditures.</li> </ul>	<p>815</p> <p>55</p> <p>96</p> <p>150</p> <p>200</p> <p>275</p> <p>19</p> <hr style="border: 0.5px solid black;"/> <p>1,610</p>
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#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Chief Administrative Officer's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	<p>14</p> <hr style="border: 0.5px solid black;"/> <p>14</p>
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**EXPLANATION OF PROGRAM CHANGES**



**2020 Program Changes**

**Chief Administrative Officer**

(\$,000's)

**Tangible Capital Assets**

**New:**

- ◆ Refer to TCA New Schedule for further details.

19

19

**Total Program Changes** 1,702

## PROGRAM SUMMARY

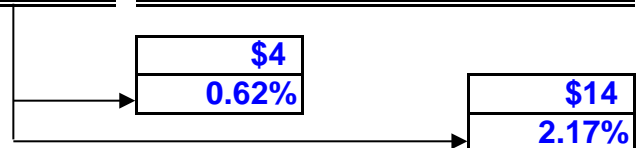


### 2020 Business Plan

### Regional Chair's Office

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Regional Chair's Office	505	569	583	-	583
2 Headquarters Shared Cost	68	68	60	10	70
<b>Operating Subtotal</b>	<b>573</b>	<b>637</b>	<b>643</b>	<b>10</b>	<b>653</b>
<b>Tangible Capital Assets:</b>					
3 Replacement	8	8	6	-	6
<b>Tangible Capital Assets Subtotal</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>-</b>	<b>6</b>
<b>Net Program Expenses</b>	<b>581</b>	<b>645</b>	<b>649</b>	<b>10</b>	<b>659</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	14	Economic increases
Operating Expenses	(8)	Headquarters shared cost
Tangible Capital Assets - Replacement	(2)	Reduced requirement
	<b>4</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Regional Chair's Office

(\$,000's)

#### Headquarters Shared Cost

- ◆ Regional Chair's Office share of costs related to the operation and maintenance of Regional Headquarters. 10

**Total Program Changes** 10



2020 Business Plan

Corporate Services -  
Legal Services

Major Services & Activities

Legal Services

- ◆ Provide high quality legal advice and representation to the Region of Durham in a timely and cost effective manner.
- ◆ Acts as solicitor in all property matters and transactions.
- ◆ Oversee the appointment and functioning of outside counsel and their work.
- ◆ Appear as counsel before courts of civil jurisdiction, provincial offences court and a wide variety of boards and tribunals.
- ◆ Assist in the preparation and approval of agreements and contracts.
- ◆ Initiate civil proceedings.
- ◆ Undertake the defence of claims on behalf of the Durham Municipal Insurance Pool on an ad hoc basis.
- ◆ Keep abreast of changes and developments in the law affecting our clients.

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

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

## PROGRAM SUMMARY

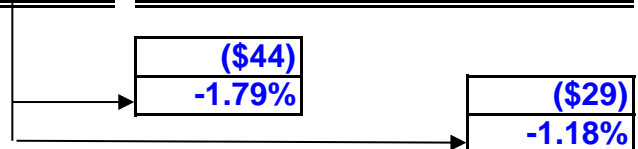


### 2020 Business Plan

### Corporate Services - Legal Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Legal Administration	2,462	2,848	2,837	-	2,837
2 Headquarters Shared Cost	106	106	93	15	108
<b>Operating Subtotal</b>	<b>2,568</b>	<b>2,954</b>	<b>2,930</b>	<b>15</b>	<b>2,945</b>
<b>Tangible Capital Assets:</b>					
3 New	8	8	-	-	-
4 Replacement	22	22	13	-	13
<b>Tangible Capital Assets Subtotal</b>	<b>30</b>	<b>30</b>	<b>13</b>	<b>-</b>	<b>13</b>
<b>Total Program Expenses</b>	<b>2,598</b>	<b>2,984</b>	<b>2,943</b>	<b>15</b>	<b>2,958</b>
<b>Revenue Programs</b>					
Land Registration	(30)	(21)	(21)	-	(21)
Development Agreements	(113)	(110)	(110)	-	(110)
Social Housing Services	(30)	(30)	(30)	-	(30)
Insurance Pool Services	-	(30)	(30)	-	(30)
Durham Non-Profit Housing Services	(30)	(25)	(25)	-	(25)
Durham Regional Police Service	(228)	(228)	(231)	-	(231)
Durham Region Transit	(85)	(85)	(85)	-	(85)
<b>Total Revenue Programs</b>	<b>(516)</b>	<b>(529)</b>	<b>(532)</b>	<b>-</b>	<b>(532)</b>
<b>Net Program Expenses</b>	<b>2,082</b>	<b>2,455</b>	<b>2,411</b>	<b>15</b>	<b>2,426</b>

### Summary of Increase (Decrease)





**2020 Business Plan**

**Corporate Services - Legal Services**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	36	Economic increases
Salaries & Benefits	(22)	Position reclassification
Salaries & Benefits	(25)	Remove one-time part time staffing
Operating Expenses	(13)	Headquarters shared cost
Tangible Capital Assets - New	(8)	Remove one-time items
Tangible Capital Assets - Replacement	(9)	Remove one-time items
Recovery from Transit	(3)	Economic increase
	<u>(44)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Corporate Services - Legal Services

(\$,000's)

#### Headquarters Shared Cost

- ◆ Corporate Services - Legal Services' share of costs related to the operation and maintenance of Regional Headquarters.

15

15

**Total Program Changes**

15



**2020 Business Plan**

**Corporate Services - Legal  
Services - Provincial Offences Act**

**Major Services & Activities**

**Administration**

- ◆ Provide Justice responsibilities under the Provincial Offences Act (POA) for the Region of Durham court service area.
- ◆ Maintain the records, original documents and the electronic data.
- ◆ Provide courtroom facilities and judicial support for all courtroom activities and prepare transcripts of court hearings as required.
- ◆ Receive and process offences, register payments and record judicial decisions to the offender's case file for charges issued within the Region of Durham.
- ◆ Provide customer service for administrative court service functions, related to the Provincial Offences charges.
- ◆ Expand and enhance services to include audio capabilities for judiciary, interpreters and defendants where legislation allows.

**Prosecution**

- ◆ Conduct prosecutions under the POA.
- ◆ Conduct POA Appeals at the Ontario Court of Justice.
- ◆ Consult with and assist in the training programs for local enforcement agencies.
- ◆ Emphasis on early resolution initiatives aimed at improving customer service and reducing wait times for more expensive trial services.

**French Language Services**

- ◆ Provide trained French language proficient bilingual staff to work in legal, bilingual court hearings.
- ◆ Comply with Official Languages Act designation by providing French language courts and information services to the public.





**2020 Business Plan**

**Corporate Services - Legal  
Services - Provincial Offences Act**

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

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

## PROGRAM SUMMARY



# 2020 Business Plan

## Corporate Services - Legal Services - Provincial Offences Act

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Expense Programs</b>					
<b>Operating:</b>					
1 Administration	3,520	3,895	4,113	(171)	3,942
2 Prosecution	1,331	1,227	1,236	283	1,519
3 Default Fines Collection	1,004	1,004	1,016	-	1,016
4 French Language Services	-	-	-	-	-
5 Headquarters Shared Cost	963	963	847	140	987
<b>Operating Subtotal</b>	<b>6,818</b>	<b>7,089</b>	<b>7,212</b>	<b>252</b>	<b>7,464</b>
<b>Tangible Capital Assets:</b>					
6 New	110	110	-	35	35
7 Replacement	51	51	15	1,072	1,087
Contribution from Reserve / Reserve Fund	(100)	(100)	-	(1,072)	(1,072)
<b>Tangible Capital Assets Subtotal</b>	<b>61</b>	<b>61</b>	<b>15</b>	<b>35</b>	<b>50</b>
<b>Total Program Expenses</b>	<b>6,879</b>	<b>7,150</b>	<b>7,227</b>	<b>287</b>	<b>7,514</b>
<b>Revenue Programs</b>					
8 Revenues from POA Fines	(6,125)	(7,300)	(7,300)	(1,857)	(9,157)
<b>Total Revenue Programs</b>	<b>(6,125)</b>	<b>(7,300)</b>	<b>(7,300)</b>	<b>(1,857)</b>	<b>(9,157)</b>
<b>Net Program Expenses</b>	<b>754</b>	<b>(150)</b>	<b>(73)</b>	<b>(1,570)</b>	<b>(1,643)</b>
Municipal Share (60%)	452	(90)	(44)	(942)	(986)
Regional Share (40%)	302	(60)	(29)	(628)	(657)
<b>Summary of Increase (Decrease)</b>			\$77	-51.33%	(\$1,493)
					995.33%

## PROGRAM SUMMARY



### 2020 Business Plan

Corporate Services - Legal  
Services - Provincial  
Offences Act

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	68	Economic increases
Operating Expenses	175	Remove one-time reduction in Court costs
Operating Expenses	(117)	Headquarters shared cost
Tangible Capital Assets - New	(110)	Remove one-time items
Tangible Capital Assets - Replacement	(36)	Reduced requirement
Reserve Fund	100	Remove one-time item
Revenues	(3)	Provincial Subsidy - French Language Services
	77	
	77	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Corporate Services - Legal Services - Provincial Offences Act

(\$,000's)

#### Administration

<ul style="list-style-type: none"> <li>◆ Increase in Memberships and Training and Education to align with forecasted requirements for new and existing staff.</li> <li>◆ Increase in Professional, Technical and Consulting to conduct a review of existing programs and services and determine efficiencies in an effort to streamline administrative processes.</li> <li>◆ Cost savings anticipated due to the utilization of four out of five courtrooms, resulting in a reduction in the planned use of Justice of the Peace services. Services will be re-evaluated for the 2021 budget.</li> <li>◆ One-time funding for a Liberty Courtroom System (digital transcription) upgrade to meet obligations for recording Court Proceedings.</li> <li>◆ Funds required to install three Accessible Community Kiosks for customers to utilize on-line POA services after hours and from remote locations.</li> <li>◆ One-time installation of accessible door buttons on all five courtrooms.</li> <li>◆ One-time renovations to the Court Services' lobby.</li> <li>◆ Increase in revenue from Red-Light Camera and Automatic Speed Enforcement charges.</li> </ul>	<p>2</p> <p>3</p> <p>(175)</p> <p>12</p> <p>3</p> <p>1</p> <p>30</p> <p>(47)</p> <hr style="border: 0.5px solid black;"/> <p>(171)</p>
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#### Prosecution

<ul style="list-style-type: none"> <li>◆ New Position: 1 Prosecutor, effective January 1, 2020, to support increase in charges resulting from Automatic Speed Enforcement and Red-Light Camera initiative.</li> <li>◆ New Position: 1 Prosecution Assistant, effective January 1, 2020, to provide support to prosecutors due to Automatic Speed Enforcement and Red-Light Cameras.</li> <li>◆ New Position: 1 Prosecutor, effective July 1, 2020, to support matters relating to local tier prosecutions. (Annualized cost is \$125k)</li> <li>◆ New Position: 1 Prosecution Assistant, effective July 1, 2020, to provide support to prosecutors due to the growth and change that the division has experienced over the past five years. Specifically increased workload in handling Body Warn Camera charges and increased volume of charges from Local Tier Prosecutions. (Annualized cost is \$95k)</li> <li>◆ One-time cost for a new Electronic Document Transfer solution to meet the requirement for staff to access and confidentially exchange new evidence stemming from Red-Light Cameras, Automated Speed Enforcement, etc.</li> <li>◆ Recovery from local municipalities to provide funding for prosecution services.</li> </ul>	<p>125</p> <p>95</p> <p>63</p> <p>47</p> <p>15</p> <p>(62)</p> <hr style="border: 0.5px solid black;"/> <p>283</p>
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#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Legal Services - Provincial Offences Act's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	<p>140</p> <hr style="border: 0.5px solid black;"/> <p>140</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Corporate Services - Legal Services - Provincial Offences Act

(\$,000's)

#### Tangible Capital Assets

**New:**

- ◆ TCA for new positions - see detailed schedule. 35

**Replacement**

- ◆ RHQ Space Optimization Project 1,072
  - ◆ Contribution from Reserves/Reserve Funds (1,072)
- 
- 35

#### Revenue

- ◆ Increase in revenue from Red-Light Camera and Automatic Speed Enforcement initiatives. (1,857)  
While the POA revenue associated with these new initiatives is reflected in this program, the costs to implement these programs are reflected both in this program for Prosecution and Court Services as well as the Works budget.

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(1,857)

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**Total Program Changes (1,570)**



**2020 Business Plan**

**Corporate Services - Human Resources**

**Major Services & Activities**

**Administration**

- ◆ Oversee all programs and services provided by all divisions within the Corporate Services Department: Human Resources, Information Technology, Legislative Services, and Legal Services.
- ◆ Provide excellence in service and deliver effective initiatives and programs for all divisions within Corporate Services, thereby contributing to the achievement of goals established by the corporation.
- ◆ Promote sharing and integration of streamlined services across the Region.
- ◆ Oversee the negotiation of collective agreements with nine bargaining units.
- ◆ Address issues and promote positive relations between Management and all nine Unions.
- ◆ Lead the development and implementation of a Corporate Services Strategic Plan that aligns with the corporate goals and objectives in the Region's Community Strategic Plan, meets related legislative requirements and promotes best practices.

**Human Resources Services**

- ◆ Provide ongoing support to management relating to labour relations matters, such as conducting investigations into workplace matters including complaints pursuant to the Region's Workplace Harassment and Discrimination Prevention Policy.
- ◆ Oversee matters based on arbitral jurisprudence grievance process for all nine bargaining units; and support management in counselling and discipline.
- ◆ Interpret employment legislation and the Region's nine collective agreements.
- ◆ Provide attendance support advice and develop employee performance improvement plans.
- ◆ Promote and enhance performance and succession management, as well as leadership, staff development, recognition, e-learning and employee engagement.
- ◆ Conduct recruitment activities for up to 800 vacancies per year and provide training.
- ◆ Provide HR related information systems, data and metrics analytics, trends, and other related advice, intelligence and information for strategic HR and Regional employee-related programming, planning and decision making.
- ◆ Provide ongoing benefit, pension, compensation, health, safety, wellness and disability management, and Human Resources information system expertise to the organization to meet legislative requirements and promote best practices.
- ◆ Provide education, advice, guidance and support to the organization and work collaboratively with various stakeholders such as the WSIB, the Region's benefits providers and others to ensure a healthy, safe, supportive, effective workplace and competitive and responsible employment practices.
- ◆ Continuously provide and improve information and support related to best practice disability management, mental health in the workplace issues and workplace health and safety.
- ◆ Develop and implement compensation and benefits programs that fit with corporate financial responsibility, total rewards, Pay Equity, talent management and healthy workplace goals, that balance expectations with affordability and sustainability.



**2020 Business Plan**

**Corporate Services - Human Resources**

**Diversity and Inclusion**

- ◆ Provide ongoing awareness of the Region's commitment to diversity and inclusion within the organization and the Durham Region community.
- ◆ Foster an inclusive workplace that attracts, supports and retains a skilled diverse workforce that understands and meets the needs of Durham Region.
- ◆ Support the talent attraction and positioning of the Region for strong organizational health.
- ◆ Provide ongoing education, advice, guidance and support to the organization in support of diverse and inclusive work practices to ensure a healthy, safe and supportive workplace.

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

**Strategic Goal D.1 - Deliver Regional services in a financially prudent and sustainable manner.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Monitor and continuously enhance the Region's attendance support and disability management programs to reflect best practices.</li> <li>◆ Strengthen the Region's Health, Safety and Wellness program using the Healthy Workplace Model in order to meet legislated safety requirements and industry standards and best practices, prevent workplace incidents, injuries and illnesses and support a healthy work environment.</li> <li>◆ Enhance labour relation practices and expedite the grievance process.</li> <li>◆ Ensure Pay Equity compliance and competitive/effective/sustainable compensation and benefits.</li> </ul>	

**Strategic Goal D.5 - Demonstrate accountability and transparency by measuring performance and reporting on results.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Strengthen the implementation and quality of Human Resources related performance measurement across the corporation.</li> <li>◆ Enhance data collection/analysis and metrics reporting.</li> </ul>	



**2020 Business Plan**

**Corporate Services - Human Resources**

**Strategic Goal D.6 - Invest in the organization by attracting and retaining a skilled and diverse workforce.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement changes to enhance the use of internships and apprenticeships.</li> <li>◆ Finalize and implement an Enhanced Talent Acquisition Strategy.</li> <li>◆ Strengthen the Region's Performance and Succession Management programs.</li> <li>◆ Strengthen flexible work practices.</li> <li>◆ Increase social media channels and outreach programs to develop a corporate brand for recruiting.</li> <li>◆ Enhance electronic communication with employees and e-learning.</li> <li>◆ Continuously improve the new employee orientation program.</li> <li>◆ Strengthen talent acquisition process and talent management integration with learning and organization development.</li> <li>◆ Develop and implement innovative and effective approaches to promote a healthy workplace.</li> </ul>	

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	



## PROGRAM SUMMARY



### 2020 Business Plan

### Corporate Services - Human Resources

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	486	573	579	-	579
2 Human Resources Services	5,743	5,622	5,743	201	5,944
3 Diversity and Inclusion	31	118	-	90	90
4 Headquarters Shared Cost	217	217	191	32	223
<b>Operating Subtotal</b>	6,477	6,530	6,513	323	6,836
<b>Tangible Capital Assets:</b>					
5 New	19	19	-	137	137
6 Replacement	51	51	57	-	57
<b>Tangible Capital Assets Subtotal</b>	70	70	57	137	194
<b>Net Program Expenses</b>	6,547	6,600	6,570	460	7,030

Summary of Increase (Decrease)

	(\$30)	
→	-0.45%	→
	\$430	
→	6.52%	→

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	78	Economic increases
Salaries & Benefits	53	Job reclassifications
Operating Expenses	(122)	Remove one-time items, mainly professional fees
Operating Expenses	(26)	Headquarters shared cost
Tangible Capital Assets - New	(19)	Remove one-time items
Tangible Capital Assets - Replacement	6	Increased requirement
	(30)	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Corporate Services - Human Resources

(\$,000's)

#### Human Resource Services

<ul style="list-style-type: none"> <li>◆ New Position: 1 E-Learning Specialist, effective July 1, 2020, to provide skilled resources for the development and implementation of e-Learning training modules for various corporate programs such as Health and Safety training, e-Performance, HCM training, etc. (Annualized cost is \$122k)</li> <li>◆ New Position: 1 Labour Relations Advisor, effective January 1, 2020, to support the rapid growth of Labour Relations matters and ensure the Region remains in compliance with the Occupational Health and Safety Act specific to harassment, discrimination and workplace violence investigation. The current staff compliment impedes our ability to meet the "Employer Duties" under the Code of Practice for the Act with respect to timelines.</li> <li>◆ New Position: 1 Disability Management Analyst, effective January 1, 2020, to support increasing workload for the disability case management program and to provide necessary resources in order to comply with legislative requirements under the Ontario Human Rights Code and Workplace Safety and Insurance Act - also the Region's Attendance Support Program, Sick Leave/Medical Leave and Accommodation policies. Current staffing complement manages up to 3 times industry standard caseload which places the Region at a serious risk for non-compliance with legislated and policy requirements.</li> <li>◆ Position transfer and reorganization: 1 vacant Director position will offset one new full time Labour Relations Advisor, and one new Disability Management Analyst (see above).</li> <li>◆ Temporary funding for part-time staff to support e-Performance implementation and other new and existing talent acquisition related initiatives.</li> <li>◆ Increases to Advertising to align with historical actuals and forecasted requirements.</li> <li>◆ Increase in Printing due to program growth within Talent Development and to implement corporate initiatives that require various forms of printed materials.</li> <li>◆ One-time expense to purchase confined space equipment.</li> </ul>	<p>61</p> <p>146</p> <p>111</p> <p>(192)</p> <p>50</p> <p>3</p> <p>15</p> <p>7</p> <hr style="border: 0.5px solid black;"/> <p>201</p>
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#### Diversity and Inclusion

<ul style="list-style-type: none"> <li>◆ New Position: 1 Diversity Program Manager, effective July 1, 2020, to support the Corporate Diversity and Inclusion Strategy and the various initiatives resulting from growing awareness of diversity and inclusion within the organization and the Durham Region community. (Annualized cost is \$122k)</li> <li>◆ Operating costs for staff development and to implement corporate Diversity and Inclusion initiatives.</li> <li>◆ One-time funding for Professional Services to conduct a review of talent acquisition processes regarding diversity and provide recommendations.</li> </ul>	<p>61</p> <p>4</p> <p>25</p> <hr style="border: 0.5px solid black;"/> <p>90</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Corporate Services - Human Resources

(\$,000's)

#### Headquarters Shared Cost

- ◆ Human Resources' share of costs related to the operation and maintenance of Regional Headquarters.

32

32

#### Tangible Capital Assets

##### New:

- ◆ Refer to TCA New Schedule for further details.

137

137

**Total Program Changes** 460



**2020 Business Plan**

**Corporate Services-  
Information Technology**

**Major Services & Activities**

**Information  
Technology  
Operations**

- ◆ Ensure Regional Electronic Data is protected, backed up and secure.
- ◆ Manage the Regional hardware and software network ensuring that departments have appropriate IT bandwidth to complete operations.
- ◆ Provide application services such as email and data sharing services to Regional departments.
- ◆ Support computer infrastructure throughout the Region from Desktop to Server ensuring business service levels are achieved.

**Governance/  
Security**

- ◆ Improve the use of management information technologies to obtain higher levels of timeliness, efficiency and effectiveness.
- ◆ Ensure that Regional Mobile Equipment follows the Information and Privacy Commissioner guidelines of strong encryption.
- ◆ Communicate and educate Regional staff on the requirements of information and data security.
- ◆ Manage the network security protecting Regional equipment and information.

**Business  
Solutions**

- ◆ Develop strategies for effective use of technology and the Regional direction of IT use.
- ◆ Assist Regional departments in the implementation and support of applications meeting their business requirements and needs.
- ◆ Work with departmental partners on expanding the use of IT to meet client demands.
- ◆ Enhance the Regional presence on the web promoting effective use of technology.
- ◆ Oversee and coordinate real-time communication and cable television services.

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

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Promote innovation framework including the piloting of new technologies, subject to business case review.</li> <li>◆ Continue to implement virtual server technology to reduce the energy draw and cooling requirements for the Corporate Data.</li> </ul>	



**2020 Business Plan**

**Corporate Services-  
Information Technology**

**Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to develop the external website and internal intranet site which incorporate modern technology, are mobile friendly, enable internal and external client interaction and enhance the use of social media.</li> </ul>	

**Strategic Goal D.4 - Promote a culture of openness and encourage public engagement in governance and decision making.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Expand and enhance the Open Data Initiative to full implementation.</li> </ul>	

**Strategic Goal D.7 - Focus resources on continuous improvement and innovation.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to invest in and implement technology improvements and innovation.</li> </ul>	

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	

## PROGRAM SUMMARY

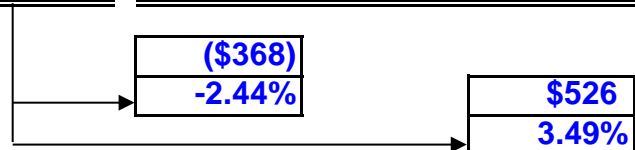


### 2020 Business Plan

### Corporate Services - Information Technology

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	750	938	943	(50)	893
2 Application Services	1,497	1,522	1,557	142	1,699
3 Geographic Information Services	1,186	1,229	1,236	-	1,236
4 Project Services	609	978	1,001	45	1,046
5 Technical Services	1,580	1,623	1,638	-	1,638
6 Service Delivery	1,272	1,309	1,331	30	1,361
7 Security	900	925	940	358	1,298
8 Wide Area Network (WAN)	1,507	1,556	1,556	105	1,661
9 Data and Infrastructure Protection	574	461	461	145	606
10 Telecommunications	102	99	100	59	159
11 Corporate IT Support	2,915	2,906	2,906	-	2,906
12 Headquarters Shared Cost	353	353	310	51	361
<b>Operating Subtotal</b>	<b>13,245</b>	<b>13,899</b>	<b>13,979</b>	<b>885</b>	<b>14,864</b>
<b>Tangible Capital Assets:</b>					
13 New	-	-	-	9	9
14 Replacement	1,194	1,194	746	-	746
<b>Tangible Capital Assets Subtotal</b>	<b>1,194</b>	<b>1,194</b>	<b>746</b>	<b>9</b>	<b>755</b>
<b>Net Program Expenses</b>	<b>14,439</b>	<b>15,093</b>	<b>14,725</b>	<b>894</b>	<b>15,619</b>

**Summary of Increase (Decrease)**



## PROGRAM SUMMARY



### 2020 Business Plan

### Corporate Services - Information Technology

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	79	Economic increases
Salaries & Benefits	23	Job reclassifications
Operating Expenses	33	Inflationary increases
Operating Expenses	(43)	Headquarters shared cost
Various	(12)	Line-by-Line Review savings
Tangible Capital Assets - Replacement	(448)	Decreased requirements
	<u>(368)</u>	

# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Corporate Services - Information Technology

(\$,000's)

### Administration

◆ Increase in Revenue to reflect charge back to area municipalities (Brock and Uxbridge) for services provided by regional staff.	(50)
	<u>(50)</u>

### Application Services

◆ Realignment of the Financial Business Process and Solutions division of Finance with Corporate Services – Information Technology, effective January 1, 2020, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.□	142
	<u>142</u>

### Project Services

◆ Realignment of Utility Finance with Corporate Services – Information Technology, effective January 1, 2020, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.□	125
◆ Full-time Gapping related to vacancies and estimated time to fill positions.	(80)
	<u>45</u>

### Service Delivery

◆ One time funding for Professional Services to review and provide recommendations on Audio/Visual presentation and streaming capabilities across regional facilities.	30
	<u>30</u>

### Security

◆ New Position: 1 Senior Technology Analyst, effective July 1, 2020, to manage all aspects of Information Technology infrastructure projects from initiation to closure; provide technical guidance and leadership for enterprise projects and future technologies. (Annualized cost is \$126k)	63
◆ Increase in annual maintenance for a solution that provides visibility into use of cloud services/options for secure use (McAfee Cloud Access Security Broker).	120
◆ Increase in annual maintenance for advanced threat protection and application whitelisting for servers (McAfee Cloud Workload Security Advanced).	175
	<u>358</u>



## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Corporate Services - Information Technology

(\$,000's)

#### Wide Area Network

◆ Increase for network operations maintenance to deliver Durham public wifi to an additional 15 of the remaining 30 regional facilities.	30
◆ Increase for network operations maintenance for Wide Area Network (WAN) upgrades and fibre deployment to regional facilities. This is year one of a two year implementation.	75
	105

#### Data and Infrastructure Protection

◆ Procurement of secure shredding services for computer disk drives.	20
◆ Moving of on prem servers to azure (a cloud based platform). This is the annual cost for maintaining the servers on azure.	125
	145

#### Telecommunications

◆ Increase in annual maintenance costs associated with telecommunications applications (Komutel, call tracking, mobile phones, Headquarters phones, Bell related services, Smart Thought, Resource Software International (RSI)).	29
◆ One time cost for acquisition of Call Recording Software.	30
	59

#### Headquarters Shared Cost

◆ Corporate Services - Information Technology's share of costs related to the operation and maintenance of Regional Headquarters.	51
	51

#### Tangible Capital Assets

**New:**

◆ Refer to TCA New Schedule for further details.	9
	9

<b>Total Program Changes</b>	<b>894</b>
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2020 Business Plan

Corporate Services-  
Legislative Services

Major Services & Activities

Council  
Services

**Legislative Compliance**

- ◆ Provide statutory and legislated services to Council, the public and other internal and external customers.
- ◆ Manage legislative process and meet requirements in accordance with the Municipal Act, the Municipal Elections Act, the Planning Act, and corporate policy and procedures.

**Council and Committee Support**

- ◆ Provide secretariat support to Regional Council, four (4) Standing Committees, nine (9) Advisory Committees including the 9-1-1 Management Board, and to Durham Region Transit Commission and its two (2) Committees.
- ◆ Prepare, distribute and publish accessible agendas for Regional Council, Standing Committees, Advisory Committees and Durham Transit Commission and Transit Executive Committee, in accordance with corporate standards to provide consistency, openness and transparency.
- ◆ Administer the application of the Council Expense Policy and other related matters.

**Accountability and Transparency**

- ◆ Receive, record and make every effort to resolve complaints about services provided by the Region, using established complaint procedures.

**Municipal Elections**

- ◆ Conduct the election for the Office of Regional Chair in accordance with the Municipal Elections Act, the Municipal Act, and the Education Act while meeting all legislative deadlines.

**Event Coordination**

- ◆ Coordinate official corporate functions and special events
- ◆ Provide protocol advice.

**Administrative Functions**

- ◆ Receive and process all incoming correspondence addressed to the Region, including delegation requests.
- ◆ Receive tenders, Requests for Proposals and Requests for Quotations, attend openings and record results.
- ◆ Execute legal documents, provide certified copies of documents, accept service of legal documents served on the Corporation.



**2020 Business Plan**

**Corporate Services-  
Legislative Services**

**Major Services & Activities (Continued)**

**Information Management**

- ◆ Keep the official records of the Corporation, as delegated by the Regional Clerk.
- ◆ Manage the Information Management (IM) Program of the Corporation, ensuring that official records are managed from creation to final disposition.
- ◆ Maintain the Region's Records Retention By-law and Corporate Classification Scheme (CCS).
- ◆ Promote and provide information management best practices throughout the Region.
- ◆ Develop the Archives program of the Corporation, ensuring the identification, preservation, and accessibility of the permanent, historically significant Regional records.
- ◆ Provide leadership and guidance to the Information Governance Steering Committee.
- ◆ Implement the Enterprise Information Management Strategy.

**Public Counter**

- ◆ Provide general information to the public on Regional programs or direct them to the appropriate department, municipality, other levels of government or agency for service.
- ◆ Prepare and publish the accessible Durham Municipal Directory.
- ◆ Prepare and publish the on-line Regional Meeting Calendar.
- ◆ Manage and maintain the on-line Region Employee Telephone Directory.
- ◆ Manage the common meeting rooms and display area bookings.

**Corporate Call Centre**

- ◆ Provide first-tier, live-answer response for the Region's main telephone number and provide information on Regional programs or transfer to the appropriate department, municipality, other levels of government or agency for service.

**Access and Privacy Office**

- ◆ Develop, implement and maintain a comprehensive privacy management program that will include a privacy and accountability framework to assist the Corporation in its obligation to promote and support compliance with privacy legislation and assist in fostering a culture of privacy awareness.
- ◆ Provide privacy support to the Regional Clerk in administering the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), Personal Health Information Protection Act (PHIPA) and processing requests for information, complaints and appeals under MFIPPA and PHIPA.



**2020 Business Plan**

**Corporate Services-  
Legislative Services**

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

**Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop and implement a Regional Customer Service Strategy.</li> <li>◆ Develop an internal Customer Service Strategy.</li> <li>◆ Ongoing development of Corporate Privacy Office.</li> </ul>	

**Strategic Goal D.4 - Promote a culture of openness and encourage public engagement in governance and decision making.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the Enterprise Information Management Strategy addressing issues including storage, management and privacy.</li> <li>◆ Lead and provide guidance to the Region's Information Governance Steering Committee.</li> <li>◆ Improve the openness and transparency of the governance process and decisions of the corporation (e.g., Routine disclosure, E-agenda, web streaming, public complaint process, Regional Ombudsman &amp; Integrity Commissioner, closed meeting protocol, Council and staff codes of conduct).</li> </ul>	

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY



### 2020 Business Plan

### Corporate Services - Legislative Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Council Services	1,555	1,607	1,630	-	1,630
2 Information Management	1,046	1,010	1,144	59	1,203
3 Public Counter*	-	-	-	-	-
4 Corporate Call Centre*	-	-	-	-	-
5 Access and Privacy Office	98	407	338	30	368
6 Headquarters Shared Cost	112	112	99	16	115
<b>Operating Subtotal</b>	2,811	3,136	3,211	105	3,316
<b>Tangible Capital Assets*:</b>					
7 New	81	81	-	10	10
8 Replacement	20	20	255	-	255
<b>Tangible Capital Assets Subtotal</b>	101	101	255	10	265
<b>Net Program Expenses</b>	<b>2,912</b>	<b>3,237</b>	<b>3,466</b>	<b>115</b>	<b>3,581</b>

### Summary of Increase (Decrease)

	<b>\$229</b>	
→	<b>7.07%</b>	→
→	<b>\$344</b>	→
→	<b>10.63%</b>	→

\* Tangible Capital Assets Included in Program Detail Page

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	60	Economic increases
Salaries & Benefits	56	Annualization - 1 position
Salaries & Benefits	13	Job reclassifications (net)
Operating Expenses	(100)	Remove one-time professional services
Operating Expenses	(14)	Headquarters shared cost
Various	(10)	Line-by-Line Review savings
Tangible Capital Assets - New	(81)	Remove one-time items
Tangible Capital Assets - Replacement	645	Increased requirements
Recoveries For Public Counter & Corporate Call Centre	(340)	Economic increases and remove one-time expenses
	<b>229</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Corporate Services - Legislative Services

#### Information Management

◆ New Positions: 1 Information Management Technician, effective July 1, 2020, to support departmental Information Management initiatives and ensure that departments adhere to legal requirements under the Records Retention By-Law. (Annualized cost is \$96k)	48
◆ Ongoing increases to various operating accounts to align with historical actuals and forecasted requirements.	11
	59

#### Public Front Counter

◆ Increase to Printing and Promotional items accounts to align with historical actuals and forecasted requirements.	5
◆ Ongoing increase in Education and Training for customer service training of new staff and re-training of existing staff.	5
◆ TCA - new for renovations.	200
◆ Related increase in the recovery from Departments in Regional Headquarters based on their share of the Public Counter.	(210)
	-

#### Corporate Call Centre

◆ Increase in Education and Training account to support the requirement for customer service training of new staff and re-training of existing staff.	5
◆ Professional Services required for the implementation of the Corporate Customer Service Strategy and Corporate Contact Centre Transformation initiative as set out in the recommendations provided by PricewaterhouseCoopers.	250
◆ Related increase in the recovery from Departments in Regional Headquarters based on their share of the Public Counter.	(255)
	-

#### Access and Privacy Office

◆ Increases to various operating expenses to support the Corporate Privacy Office.	30
	30

#### Headquarters Shared Cost

◆ Legislative Services' share of costs related to the operation and maintenance of Regional Headquarters.	16
	16

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Corporate Services - Legislative Services

#### Tangible Capital Assets

**New:**

- ◆ Refer to TCA New Schedule for further details.

10

10

**Total Program Changes** 115



**2020 Business Plan**

**Durham Emergency Management Office**

**Major Services & Activities**

**Durham  
Emergency  
Management  
Office**

- ◆ Emergency Plan and Emergency Support Functions (ESF's).
- ◆ Risk Specific Plans: Particular emphasis on nuclear.
- ◆ Training Program: Develop and deliver.
- ◆ Exercise Program: Design and conduct.
- ◆ Coordinate with Local Municipalities and Fire Services.
- ◆ Public Education Program: Design, produce and distribute.
- ◆ Critical Infrastructure Inventory.
- ◆ Hazard Identification and Risk Assessment (HIRA).
- ◆ Maintain compliance with Provincial Act and Regulations, including nuclear elements.
- ◆ Promote collaborative emergency management.
- ◆ Regional Emergency Operations Centre (REOC): Maintain and operate.
- ◆ 24/7 on-call Duty Officer availability.
- ◆ Major Special Event consequence management planning.
- ◆ Administrative meetings.

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

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to promote emergency preparedness measures for the community (e.g. residents, businesses, institutions).</li> <li>◆ Implement Regional Emergency Management Program.</li> <li>◆ Train Regional staff on emergency operations and plans.</li> <li>◆ Conduct emergency simulation exercises.</li> <li>◆ Promote emergency personal preparedness for residents and businesses.</li> </ul>	





**2020 Business Plan**

**Durham Emergency Management Office**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

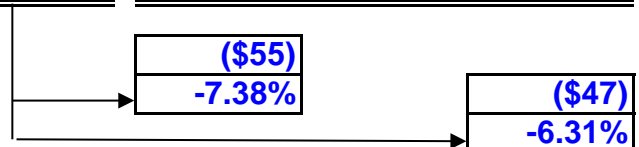


### 2020 Business Plan

### Durham Emergency Management Office

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Durham Emergency Management Office	1,054	1,716	1,612	-	1,612
2 Public Alerting System Maintenance	202	202	202	-	202
3 Headquarters Shared Cost	54	54	48	8	56
<b>Operating Subtotal</b>	<b>1,310</b>	<b>1,972</b>	<b>1,862</b>	<b>8</b>	<b>1,870</b>
<b>Tangible Capital Assets:</b>					
4 New	99	99	-	-	-
5 Replacement	15	15	17	-	17
<b>Tangible Capital Assets Subtotal</b>	<b>114</b>	<b>114</b>	<b>17</b>	<b>-</b>	<b>17</b>
<b>Total Program Expenses</b>	<b>1,424</b>	<b>2,086</b>	<b>1,879</b>	<b>8</b>	<b>1,887</b>
<b>Revenue Programs</b>					
Ontario Power Generation (OPG) Grant	(626)	(1,139)	(987)	-	(987)
OPG Grant - Public Alerting System Maintenance	(202)	(202)	(202)	-	(202)
<b>Total Revenue Programs</b>	<b>(828)</b>	<b>(1,341)</b>	<b>(1,189)</b>	<b>-</b>	<b>(1,189)</b>
<b>Net Program Expenses</b>	<b>596</b>	<b>745</b>	<b>690</b>	<b>8</b>	<b>698</b>

**Summary of Increase (Decrease)**





**2020 Business Plan**

**Durham Emergency Management Office**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	13	Economic increases
Salaries & Benefits	(17)	New Ontario Power Generation (OPG) Agreement
Operating Expenses	(36)	New OPG Agreement
Operating Expenses	(4)	Remove one-time item
Operating Expenses	(60)	Line-by-Line Review savings
Operating Expenses	(6)	Headquarters shared cost
Tangible Capital Assets - New	(99)	Remove one-time items
Tangible Capital Assets - Replacement	2	Increased requirement
Revenue	152	New OPG Agreement
	<u>(55)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Durham Emergency Management Office

(\$,000's)

#### Headquarters Shared Cost

- ♦ Durham Emergency Management Office's share of costs related to the operation and maintenance of Regional Headquarters.

8

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8

**Total Program Changes**

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**8**



**2020 Business Plan**

**Emergency 9-1-1 Telephone System**

**Major Services & Activities**

**Emergency 9-1-1**

- ◆ To actively promote and ensure that the residents and public in Durham Region have immediate access to all emergency services through one central number: 9-1-1.
- ◆ To ensure that adequate resources (personnel and equipment) respond to any and all emergency calls for Police, Fire and Ambulance.
- ◆ Public Safety Answering Point (PSAP) for all Emergency 9-1-1 telephone calls received from the public requesting a response from Police, Fire and/or Ambulance.
- ◆ Transfer calls to the appropriate responding emergency service (Police, Fire or Ambulance).
- ◆ To facilitate training for Emergency 9-1-1 personnel to enhance/advance their call taking skills.
- ◆ To ensure that the newest technology trends are researched and made available to the citizens of Durham Region. Text with 9-1-1 is now available in Durham Region for the Deaf, Hard of Hearing and Speech Impaired (DHHSI) Community through the Primary Safety Answering Point.
- ◆ The IP based phone system will be upgraded in 2020 as a major component towards migration to Next Generation 9-1-1 (NG9-1-1) functionality. This technology will eventually enable any citizen in Durham Region to TEXT to 9-1-1, give greater location accuracy for wireless callers, and provide additional information about callers with the possibility of receiving pictures and video from callers in the future.

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

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

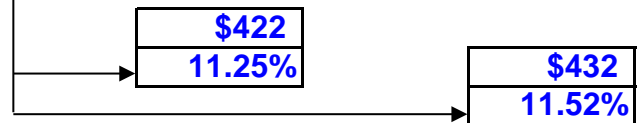


### 2020 Business Plan

### Emergency 9-1-1 Telephone System

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Emergency 9-1-1 Telephone System	3,625	3,650	4,070	10	4,080
1 Asset Replacement Reserve	100	100	100	-	100
<b>Operating Subtotal</b>	<b>3,725</b>	<b>3,750</b>	<b>4,170</b>	<b>10</b>	<b>4,180</b>
<b>Tangible Capital Assets:</b>					
2 New	411	411	-	525	525
3 Replacement	-	-	2	725	727
Contribution from Reserve / Reserve Fund	(411)	(411)	-	(1,250)	(1,250)
<b>Tangible Capital Assets Subtotal</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>
<b>Net Program Expenses</b>	<b>3,725</b>	<b>3,750</b>	<b>4,172</b>	<b>10</b>	<b>4,182</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits (DRPS cross charge)	110	Economic increases
Salaries & Benefits	309	Annualization - 5 positions
Operating Expenses	1	Economic increases
Tangible Capital Assets - New	(411)	Remove one-time item
Tangible Capital Assets - Replacement	2	Increased requirement
Contribution from Reserve/Reserve Fund	411	Remove one-time item
	<b>422</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Emergency 9-1-1 Telephone System

(\$,000's)

#### Emergency 9-1-1 Telephone System

◆ Increase in Conferences to attend International Avaya User Group (IAUG) Conference on telephony equipment.	5
◆ Increase in Education and Training for technical training institute courses.	5
◆ Increase in Tangible Capital Assets - New for Computer Telephony Integration System Equipment (\$285k) and Voice Recorder System (\$240k).	525
◆ Increase in Tangible Capital Assets - Replacement for Private Branch Exchange (\$461k) and Servers/SANS (\$264k)	725
◆ Contributions from Reserve/Reserve Fund for Computer Telephony Integration System (-\$285k), New Voice Recorder System (-\$240k), Private Branch Exchange (-\$461k), and Servers/SANS (-\$264k).	(1,250)

**Total Program Changes** 10

## PROGRAM SUMMARY



### 2020 Business Plan

### Non-Departmental

By Program	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
Expense Programs	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
<b>PERSONNEL RELATED:</b>					
1 Fire Coordination	4	4	4	-	4
2 CUPE 1764 President's Wages	138	138	102	-	102
3 Worker's Compensation Reserve Fund	200	200	200	-	200
4 Sick Leave Reserve	570	570	-	-	-
5 Reward and Recognition Program	27	30	30	-	30
6 Training and Development	250	248	248	2	250
7 Employee Assistance Plan	215	215	215	-	215
8 Staff and Leadership Development	102	102	102	-	102
9 Management/Exempt Salary Review	16	22	22	-	22
10 Applicant Tracking Software	58	48	48	-	48
11 Corporate Functions/Events	76	110	80	-	80
12 Health, Safety and Wellness	89	110	110	20	130
13 Return to Work Program	10	17	17	-	17
14 AMO OMERS Support Funding	27	27	27	-	27
15 Labour Negotiations	15	12	12	-	12
16 Employee Committee	-	25	25	-	25
<b>Total Personnel Related</b>	1,797	1,878	1,242	22	1,264
<b>COMMUNICATION &amp; SUPPLIES:</b>					
17 Regional Materials and Supplies	-	-	25	-	25
<b>Total Communication &amp; Supplies</b>	-	-	25	-	25



## PROGRAM SUMMARY



### 2020 Business Plan

### Non-Departmental

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>PURCHASE OF SPECIAL SERVICES:</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
18 Official Plan Review	497	497	450	(240)	210
19 Regional Asset Management Audits and Software	269	269	269	-	269
20 Business Continuity	257	257	150	-	150
21 Regional Chair's/CAO's Consulting Group Fees	7	8	8	-	8
22 Integrity Commissioner and Municipal Ombudsman	30	73	73	-	73
23 Toronto Global	206	206	206	-	206
24 Electronic DC Application Phase II	110	110	110	-	110
25 Property Assessment (MPAC)	8,761	8,761	9,012	-	9,012
26 Victim Services Partnership Pilot	100	100	100	-	100
27 Community Improvement Plan	-	-	-	125	125
<b>Total Purchase of Special Services</b>	<b>10,237</b>	<b>10,281</b>	<b>10,378</b>	<b>(115)</b>	<b>10,263</b>

## PROGRAM SUMMARY



### 2020 Business Plan

### Non-Departmental

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>OTHER:</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
28 Working Capital Contingencies	1,305	1,305	1,305	-	1,305
29 Debt Issuance Expense	11	38	38	-	38
30 Insurance	114	114	114	-	114
31 Financial and Human Capital Management Systems	350	350	350	-	350
32 Enterprise Maintenance Management	1,212	990	990	-	990
33 Zylmage	-	73	73	-	73
34 Development Tracking System	900	900	420	200	620
35 Seaton Project Management	103	103	103	-	103
36 Employment Survey	115	118	118	-	118
37 Conference Board of Canada	-	9	9	-	9
38 Performance Measurement	151	152	154	-	154
39 Transit (GO)	35,802	3,580	3,580	-	3,580
40 Ontario Cannabis Legalization Implementation Fund	-	-	-	-	-
41 Broadband Strategy	127	153	106	15	121
42 Transit Orientated Development	-	-	-	152	152
43 Farm 9-1-1	-	-	-	-	-
<b>Total Other</b>	<b>40,190</b>	<b>7,885</b>	<b>7,360</b>	<b>367</b>	<b>7,727</b>
<b>Total Program Expenses</b>	<b>52,224</b>	<b>20,044</b>	<b>19,005</b>	<b>274</b>	<b>19,279</b>

## PROGRAM SUMMARY



### 2020 Business Plan

### Non-Departmental

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Revenue/Recovery Programs</b>	\$	\$	\$	\$	\$
44 Water/Sewer Inter Dept. Recovery	(5,427)	(5,427)	(5,470)	(249)	(5,719)
45 Customer Service Data Recovery	(185)	(185)	-	-	-
46 OW Program Delivery: Dept. Services Recovery	(900)	(900)	(900)	-	(900)
47 Paramedic Services Program Delivery: Services Recovery	(804)	(804)	(804)	12	(792)
<b>Total Revenue Programs</b>	(7,316)	(7,316)	(7,174)	(237)	(7,411)
<b>Net Program Expenses</b>	<b>44,908</b>	<b>12,728</b>	<b>11,831</b>	<b>37</b>	<b>11,868</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$897)</b>	<b>-7.05%</b>	<b>(\$860)</b>
					<b>-6.76%</b>

### Summary of Base Budget Changes

	\$	Comments
Operating Expenses	-	Economic and inflationary increases
Durham Region Strategic Plan	-	Reduced requirement
Health, Safety and Wellness	-	Reduced requirement
Official Plan Review	-	Reduced requirement
Airport - Economic Development	-	Remove one-time item
Development Tracking System	-	Reduced requirement
Durham Community Climate Adaptation Plan	-	Remove one-time item
Water/Sewer Recovery	-	Inflationary increases
Paramedic Services Program Delivery	-	Inflationary increases
	-	
	<b>(897)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Non-Departmental

(\$,000's)

#### Training and Development

- ◆ Ongoing increase in Education and Training for the learning and training needs of Core Committee employees.

2

#### Health, Safety and Wellness

- ◆ Consulting services for a 3-year project to comply with the Ministry of Labour's "Integrated Ontario Occupational Health and Safety Strategy" initiative focusing on ergonomics in municipalities, with an initial focus on public works, and to assist with strengthening the Region's Occupational Health and Safety Management System - this funding will assist the Region, beginning with the Works Department, to prepare for a Ministry of Labour Ergonomist inspection and will also help prepare for the potential Provincial mandate for organizations to implement formal Occupational Health and Safety Management Systems (includes risk assessments and follow up plans), all of which will mitigate the Region's health and safety risks with respect to ergonomics and other health and safety hazards and will include providing related training and assistance to the Joint Health and Safety Committees and operational management.

20

#### Community Improvement Plan

- ◆ Increase in Professional Services to develop a Regional CIP Program.

125

#### Broadband Strategy

- ◆ Increase in Conferences (\$3k) and Communications (\$12k) to support the Broadband Specialist in implementing the Regional Broadband Strategy.

15

#### Transit Oriented Development

- ◆ 1 Director, starting July 1, 2020 will lead and provide strategic support to Durham in planning and implementing Transit Oriented Development. (Annualized \$210k). Consideration in 2020 Business Plan and Budget was recommended by Council with 2019-COW-26.
- ◆ 1 Administrative Assistant, starting July 1, 2020, will support planning and implementing Transit Oriented Development. (Annualized \$93k). Consideration in 2020 Business Plan and Budget was recommended by Council with 2019-COW-26.

105

47

152

#### Paramedic Services Program Delivery

- ◆ Projected decrease in Provincial Subsidy.

12

**Total Program Changes** 326



## 2020 Business Plan

## Finance

### Major Services & Activities

#### Business Planning, Budgets and Risk Management

- ◆ Lead the annual Business Planning and Budget process, ensuring resources meet service and infrastructure requirements, links to Council's strategic objectives and the Durham Region Strategic Plan, identify and embed climate change considerations and make all communication transparent to stakeholders.
- ◆ Coordinate the annual Multi-Year Economic and Financial Forecast and Ten Year Capital Plan. Set annual Budget guidelines based upon evaluation of the economic environment, legislative and regulatory changes, and long-term plans for provision of services and capital assets.
- ◆ Review and provide comment on Provincial Policy changes on property taxes including participating in the Province's Municipal Working Group.
- ◆ Prepare the annual Property Tax Study including the setting of property tax policy, classes, ratios, rates and manage all assessment related matters and reporting.
- ◆ Manage the Region's investment portfolio.
- ◆ Oversee and coordinate risk management/mitigation for the Region and members of the Durham Municipal Insurance Pool.

#### Financial Planning

- ◆ Coordinate and complete annual Ten-Year Water Supply, Sanitary Sewer, Transportation, Social Housing, Solid Waste Management, and Transit Strategic Issues and Financial Forecast updates, jointly with relevant departments.
- ◆ Develop and implement asset management systems for Regional Capital Infrastructure, coordinating with relevant Departments.
- ◆ Undertake and coordinate Development Charge related policy analysis, studies and reporting, including response to recent Provincial legislative changes.
- ◆ Lead participation in performance measurement, including the Municipal Benchmarking Network Canada (MBNCanada).
- ◆ Provide financial and economic advice, business case analyses and policy support to Regional Council and departments.
- ◆ Maintain the corporate carbon inventory, accounting and protocol and integrate the corporate climate mitigation and adaptation programs and reporting into the annual business planning, risk and asset management programs.
- ◆ Coordinate the Energy Conservation Demand Management Plan implementation.
- ◆ Implement various Regional programs, including the Regional Revitalization Program and the Community Investment Grant with the assistance of the relevant departments.



**2020 Business Plan**

**Finance**

**Major Services & Activities (Continued)**

**Purchasing and Supply and Services**

- ◆ Obtain goods and services on behalf of the Region, while ensuring value-for-money and promote the principle of fair and open competition in the acquisition process.
- ◆ Ensure procurement policies and procedures comply with legislation, corporate objectives, ethical standards, and regulations.
- ◆ Provide mail, courier, disposal of assets and print services in support of the Regional corporation.

**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 Regional Corporation and advise the Finance and Administration Committee, Regional Council, the Chief Administrative Officer, and other Regional Department Heads on all matters pertaining to this purpose.
- ◆ Comprehensive reporting of fiscal and business functions to all stakeholders based on legislative requirements and financial best practices.
- ◆ Provide strategic and innovative advice to the CAO and Senior Leadership Team to further Council objectives as developed in the Strategic Plan.

**Internal Audit, Compliance and Controls**

- ◆ Internal Audit provides risk and business consulting services, and independent and objective assurance services.
- ◆ Adds value by helping the organization achieve its objectives through effective corporate risk management and a reasonable level of controls.

**Financial Services**

- ◆ Maintain and enhance an efficient centralized financial management operation to fulfill the statutory duties of the Treasurer, including those of Durham Regional Local Housing Corporation and Durham Region Transit, handle the Region's financial affairs, safeguard the Region's assets, and receive and secure monies of the Regional Corporation. Analyze and report on all financial activities and prepare and publish financial statements in accordance with Canadian Public Sector Accounting Standards and report to stakeholders as required to ensure transparency and accountability.
- ◆ Provide timely, accurate and responsive financial oversight, budget approval and subsidy payment in accordance with the funding model for social housing providers, including mortgage renewal adjustments, and provide financial management services for the Durham Regional Local Housing Corporation.
- ◆ Manage collection activities for default Provincial Offences Act (POA) fines.



**2020 Business Plan**

**Finance**

**Major Services & Activities (Continued)**

**Financial Business Processes and Solutions**

- ◆ Provide management information services and ensure Financial applications meet user requirements of the Regional Corporation, Police Services Board and Durham Region Transit Commission.
- ◆ Research, plan and implement innovative financial business processes and solutions that enhance the delivery of financial functions for the Region.

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

**Strategic Goal A.1 - Propel the business and investment climate forward in Durham Region to enable more local employment.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Further support local municipal revitalization efforts through the Regional Revitalization Fund.</li> <li>◆ Continue towards competitive property taxes for residential and non-residential sectors through the annual property tax strategy report.</li> </ul>	

**Strategic Goal B.5 - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Advocate for and implement senior government housing programs in order to address existing and emerging social housing needs.</li> </ul>	

**Strategic Goal C.1 - Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Integrate climate change adaptation, mitigation measures into corporate business planning.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Plan, forecast and manage provision, operation, maintenance and capital costs for existing and new infrastructure.</li> </ul>	



**2020 Business Plan**

**Finance**

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
-------------------------	---------------------------------

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

**Strategic Goal D.1 - Deliver Regional services in a financially prudent and sustainable manner.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
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- ◆ Review and enhance business processes to ensure the best use of resources and to support innovation.
- ◆ Demonstrate effective stewardship of corporate resources through strong and stable financial management and adherence to multi-year financial planning process.
- ◆ Complete business continuity plan in coordination with other departments.

**Strategic Goal D.5 - Demonstrate accountability and transparency by measuring performance and reporting on results.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
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- ◆ Use and refine performance measurement tools for business planning, to identify and implement continuous improved performance and share results.



# STRATEGIC PLANNING



## 2020 Business Plan

## Finance

Strategic Goals		
Goal	Description	Responsibility - Support
<b>A.3</b>	Promote and actively capitalize on opportunities to make Durham Region a premier destination that attracts and retains entrepreneurs, innovators, visitors and residents.	
<b>A.4</b>	Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system security.	
<b>A.5</b>	Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.	
<b>B.1</b>	Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.	
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.3</b>	Ensure that Regional transportation infrastructure is functional, integrated, reliable and barrier-free to support the movement of residents to work, school and local services.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

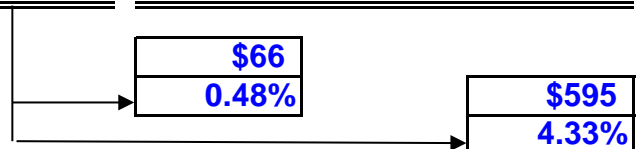


### 2020 Business Plan

### Finance

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Business Planning, Budgets and Risk Management	1,129	1,548	1,615	159	1,774
2 Financial Planning and Purchasing and Supply and Services	3,257	3,662	3,384	94	3,478
3 Financial Housing Services*	928	1,021	992	13	1,005
4 Administration	386	455	747	(159)	588
5 Internal Audit, Compliance and Controls	134	158	230	18	248
6 Financial Services	4,226	4,050	4,104	104	4,208
7 POA - Default Fine Collections	(24)	(30)	(29)	-	(29)
8 Financial Business Processes and Solutions	2,497	2,127	2,037	(17)	2,020
9 COMRA/PARA	100	100	114	-	114
10 Headquarters Shared Cost	559	559	491	82	573
<b>Operating Subtotal</b>	<b>13,192</b>	<b>13,650</b>	<b>13,685</b>	<b>294</b>	<b>13,979</b>
<b>Tangible Capital Assets:</b>					
11 New	53	53	-	50	50
12 Replacement	80	80	114	365	479
Reserve Contribution	(50)	(50)	-	(180)	(180)
<b>Tangible Capital Asset Subtotal</b>	<b>83</b>	<b>83</b>	<b>114</b>	<b>235</b>	<b>349</b>
<b>Net Program Expenses</b>	<b>13,275</b>	<b>13,733</b>	<b>13,799</b>	<b>529</b>	<b>14,328</b>

### Summary of Increase (Decrease)



\* Tangible Capital Assets Included in Program Detail Page

## PROGRAM SUMMARY



### 2020 Business Plan

### Finance

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	220	Economic increases
Salaries & Benefits	81	Job reclassifications
Operating Expenses	3	Inflationary increases
Increase in Recoveries	15	Economic increases
Operating Expenses	(68)	Headquarters shared cost
Various	(217)	Line-by-Line Review savings
Tangible Capital Assets - New	(53)	Remove one-time items
Tangible Capital Assets - Replacement	35	Increased requirement
Tangible Capital Assets - Reserve Contributio	50	Reduced requirement
	<u>66</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Finance

(\$,000's)

#### Business Planning, Budgets and Risk Management

<ul style="list-style-type: none"> <li>◆ New Position: 1 Investment Portfolio Manager, effective July 1, 2020, to facilitate the Region's shift from passive portfolio management to more active portfolio management. The incremental cost of this position is expected to be more than offset by increased interest revenue. (Annualized cost is \$192k)</li> <li>◆ New Position: 1 Senior Financial Analyst 2, effective July 1, 2020, to facilitate the Region's shift from passive portfolio management to more active portfolio management. The incremental cost of this position is expected to be more than offset by increased interest revenue. (Annualized cost is \$126k)</li> </ul>	<p>96</p> <p>63</p> <hr style="border: 0.5px solid black;"/> <p>159</p>
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#### Financial Planning and Purchasing and Supply and Services

<ul style="list-style-type: none"> <li>◆ New Position: 1 Procurement Analyst, effective July 1, 2020, to support the implementation and expansion of the P-Card program. (Annualized cost is \$118k)</li> <li>◆ New Position: 1 Clerk 1, effective July 1, 2020, to support on-line Procurement Software. (Annualized cost is \$70k)</li> </ul>	<p>59</p> <p>35</p> <hr style="border: 0.5px solid black;"/> <p>94</p>
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#### Financial Housing Services

<ul style="list-style-type: none"> <li>◆ Financial Housing Services' share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	<p>13</p> <hr style="border: 0.5px solid black;"/> <p>13</p>
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#### Administration

<ul style="list-style-type: none"> <li>◆ Increase in Investment Income anticipated as a result of new Investment staff positions.</li> </ul>	<p>(159)</p> <hr style="border: 0.5px solid black;"/> <p>(159)</p>
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#### Internal Audit, Compliance and Controls

<ul style="list-style-type: none"> <li>◆ Upgrade Internal Audit Officer position to Audit Project Manager.</li> <li>◆ Increase in Personnel Related expenses and Computer Software based on forecasted requirements.</li> </ul>	<p>15</p> <p>3</p> <hr style="border: 0.5px solid black;"/> <p>18</p>
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#### Financial Services

<ul style="list-style-type: none"> <li>◆ New Position: 1 Senior Accounting Clerk, effective July 1, 2020, to address priority projects and maintain payment service levels. (Annualized cost is \$88k)</li> <li>◆ Increase in Purchased Services for deployment of electronic expense claim module.</li> </ul>	<p>44</p> <p>60</p> <hr style="border: 0.5px solid black;"/> <p>104</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Finance

(\$,000's)

#### Financial Business Processes and Solutions

<ul style="list-style-type: none"> <li>◆ Realignment of Corporate Services - Information Technology with Finance - Financial Business Processes and Solutions, effective January 1, 2020, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.</li> <li>◆ Transfer of Field Investigator from Utility Finance (\$80k) and upgrade to Senior Systems Analyst (\$45k).</li> </ul>	<p>(142)</p> <p>125</p> <hr style="border: 0.5px solid black;"/> <p>(17)</p>
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#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Finance's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	<p>82</p> <hr style="border: 0.5px solid black;"/> <p>82</p>
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#### Tangible Capital Assets

**New (See Schedule for further details):**

<ul style="list-style-type: none"> <li>◆ Computers and workstations for new staff</li> <li>◆ Microsoft Surface Hub</li> </ul>	<p>36</p> <p>14</p> <hr style="border: 0.5px solid black;"/> <p>50</p>
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**Replacement:**

<ul style="list-style-type: none"> <li>◆ Enclosure and Blades</li> <li>◆ Postage machine</li> <li>◆ Replacement and upgrade of insurance software.</li> <li>◆ Courier van</li> <li>◆ Capital Reserve Contribution for insurance software and courier van above.</li> </ul>	<p>125</p> <p>60</p> <p>140</p> <p>40</p> <p>(180)</p> <hr style="border: 0.5px solid black;"/> <p>185</p>
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<b>Total Program Changes</b>	<b>529</b>
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## PROGRAM SUMMARY



### 2020 Business Plan

### Headquarters Facility Shared Cost

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Operating Expenses</b>					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Public Counter Operations	373	374	388	10	398
<b>Operating Expenses Subtotal</b>	<b>7,059</b>	<b>7,261</b>	<b>6,315</b>	<b>532</b>	<b>6,847</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>412</b>	<b>421</b>	<b>396</b>	<b>-</b>	<b>396</b>
<b>Gross Operating Expenses</b>	<b>7,471</b>	<b>7,682</b>	<b>6,711</b>	<b>532</b>	<b>7,243</b>

## PROGRAM SUMMARY



### 2020 Business Plan

### Headquarters Facility Shared Cost

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Tangible Capital Assets</b>					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution from Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
<b>Total Tangible Capital Assets</b>	<b>623</b>	<b>623</b>	<b>36</b>	<b>1,346</b>	<b>1,382</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>
<b>Revenues</b>					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
<b>Total Revenues</b>	<b>(29)</b>	<b>(29)</b>	<b>(29)</b>	<b>-</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,659</b>	<b>12,870</b>	<b>11,312</b>	<b>1,878</b>	<b>13,190</b>
<b>Summary of Increase (Decrease)</b>			<b>(1,558)</b>	<b>-12.11%</b>	<b>320</b> <b>2.50%</b>

\* Net Program Expenses are allocated to various budgets as noted on the subsequent page.

## PROGRAM SUMMARY



### 2020 Business Plan

### Headquarters Facility Shared Cost

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	32	Economic increases
Salaries & Benefits	19	Job reclassifications
Salaries & Benefits	(40)	Remove one-time items
Operating Expenses	18	Inflationary adjustments
Operating Expenses	(45)	Line-by-Line Review savings
Operating Expenses	51	Utility increases
Operating Expenses	(797)	Remove one-time items - Reserve Contribution, Professional Services and Building Operations
Major Repairs & Renovations	(209)	Remove one-time items
Tangible Capital Assets - New	(60)	Remove one-time items
Tangible Capital Assets - Replacement	(640)	Remove one-time items
Tangible Capital Assets - Contribution from Reserve	113	Remove one-time items
	(1,558)	





# 2020 Business Plan

## Headquarters Facility Shared Cost

Detailed Cost of Program: (\$,000's)	2019	2020		
	Approved Budget \$	Base Budget \$	Program Change \$	Proposed Budget \$
<b><u>Department Allocation</u></b>				
Chief Administrative Officer	95	84	14	98
Corporate Services:				
Human Resources	217	191	32	223
Information Technology	353	310	51	361
Legal Services	106	93	15	108
Legal Services - Provincial Offences Act (POA)	963	847	140	987
Legislative Services	112	99	16	115
Durham Emergency Management Office (DEMO)	54	47	8	55
Durham Regional Local Housing Corporation (DRLHC) - Property Management	118	104	17	121
Durham Regional Police Service	1,664	1,462	243	1,705
Durham Region Transit	71	62	11	73
Economic Development & Tourism	113	100	16	116
Finance	559	491	82	573
Financial Housing Services	90	79	13	92
Public Health	2,040	1,793	298	2,091
Planning	430	378	63	441
Regional Chair	68	60	10	70
Regional Council	197	173	29	202
Social Services:				
Children's Services	587	516	85	601
Family Services	342	301	50	351
Housing Services	126	111	18	129
Social Assistance	1,272	1,118	185	1,303
Utility Finance	322	282	48	330
Works:				
General Tax	619	544	90	634
Sanitary Sewerage System	1,073	943	157	1,100
Solid Waste Management	206	181	30	211
Water Supply System	1,073	943	157	1,100
<b>Total Allocated</b>	<b>12,870</b>	<b>11,312</b>	<b>1,878</b>	<b>13,190</b>

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Headquarters Facility - Shared Cost

\$ 000's

#### Regional Headquarters

<ul style="list-style-type: none"> <li>◆ Increase in Part Time Salaries and Benefits (\$57k) and Overtime (\$3k) to address temporary workload pressures.</li> <li>◆ Increase in Materials and Services for additional waste bins (\$20k) and Pest Control Services for regular geese and seagull management services (\$14k), partially offset by a decrease in signage (-\$2k).</li> <li>◆ One time increase in elevator maintenance for full load (Category 5) testing required every 5 years in accordance with TSSA requirements.</li> <li>◆ One time increase for life safety system maintenance and repairs related to inspections of suppression systems and gauges required every 5 years.</li> <li>◆ Increased cost for contracted security services based on historical actual costs and security requirements</li> <li>◆ Major Repairs and Renovations including replacement of exterior swing doors and frames at the loading dock (\$25k) and for the overhaul and inspection of Chiller #1 (\$70k).</li> <li>◆ Increases and decreases in actual costs and forecasted requirements in various accounts.</li> </ul>	<p>60</p> <p>32</p> <p>10</p> <p>10</p> <p>50</p> <p>95</p> <p>10</p> <hr style="border: 1px solid black;"/> <p>267</p>
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#### Call Centre Operations

<ul style="list-style-type: none"> <li>◆ Ongoing increase in education and training account to support the requirement for customer service training of new staff and re-training of existing staff.</li> <li>◆ Professional Services required for the implementation of the Corporate Customer Service Strategy and Corporate Contact Centre Transformation initiative as set out in the recommendations provided by PricewaterhouseCoopers.</li> </ul>	<p>5</p> <p>250</p> <hr style="border: 1px solid black;"/> <p>255</p>
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#### Public Counter

<ul style="list-style-type: none"> <li>◆ Ongoing increase in education and training account to support the requirement for customer service training of new staff and re-training of existing staff.</li> <li>◆ Adjustments to reflect actual costs and forecasted requirements in various accounts.</li> </ul>	<p>5</p> <p>5</p> <hr style="border: 1px solid black;"/> <p>10</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Headquarters Facility - Shared Cost

\$ 000's

#### Tangible Capital Assets

**New**

♦ Renovations to implement the Corporate Customer Service Strategy and Corporate Contact Centre Transformation	200
♦ Snow Chute for Parking Garage	115
♦ Electric Vehicle Charging Stations	
Installation of four additional level 2 vehicle charging stations	30
Federal Grant Financing for vehicle charging stations	(20)
	325

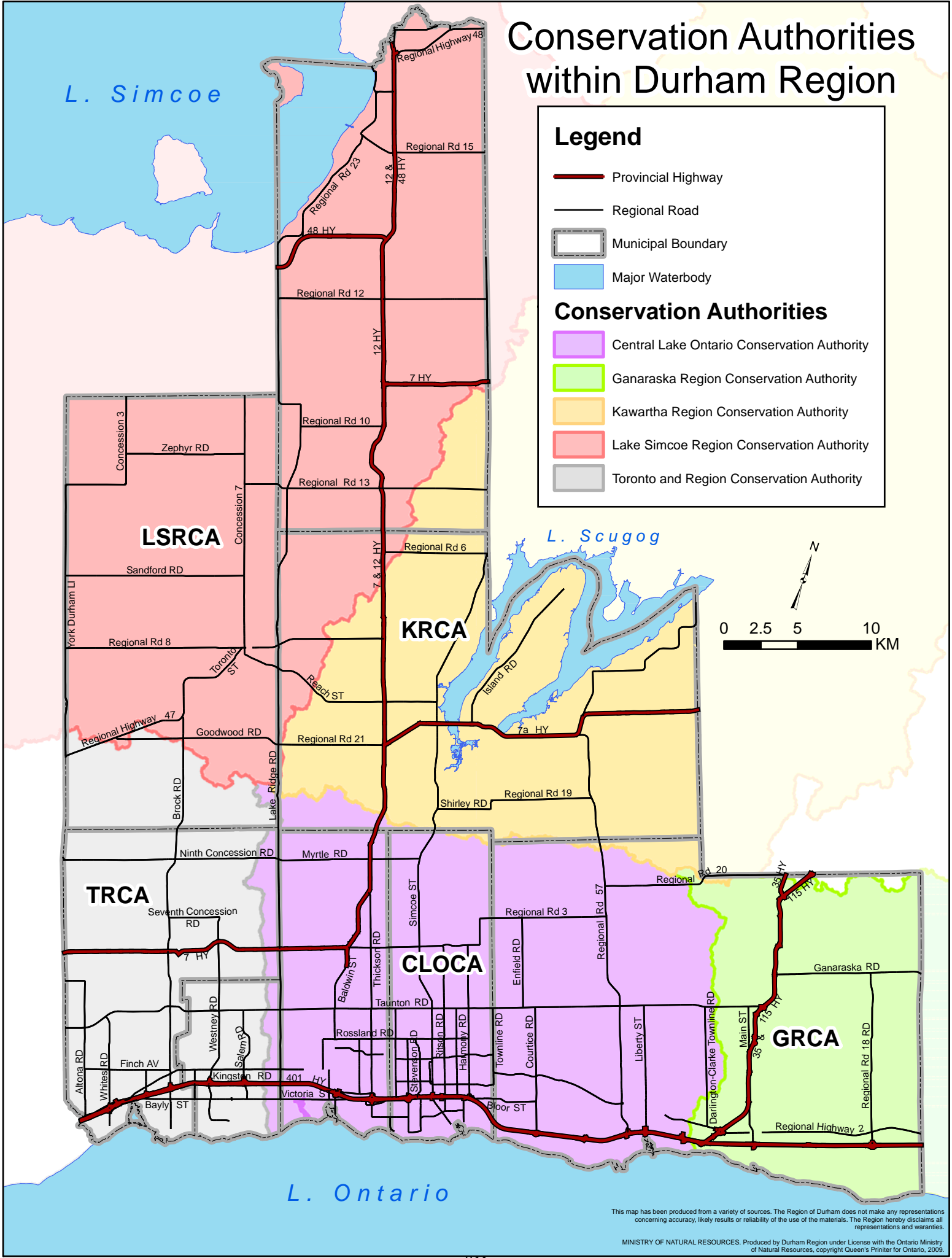
**Additional Requirements:**

**Replacement**

♦ RHQ Space Optimization Project	7,004
♦ Replacement of Customer Relationship Management Application software	400
♦ South Accessible Parking Lot Asphalt Replacement	295
♦ Design work for Concrete Replacement by North Entrance and North West Courtyard	60
♦ Sidewalk Re-design at North East Parking Garage Entrance	9
♦ Main Entrance Revolving Door System design	50
♦ Light Bollard Replacement	51
♦ Uninterruptible Power Supply LCD Screen Replacement	8
♦ Cooling Tower Repairs	76
♦ Capacitor Bank Replacement	86
♦ Freight Elevator Controls and Mechanical Modernization	100
♦ Upgrade/Implement Core PSTN Infrastructure	180
♦ VoIP Suite of Applications	120
	8,439
♦ Contribution from Reserves/Reserve Funds	(7,418)
	1,021
	1,346

**Total Program Changes** **1,878**

# 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

L. Simcoe

L. Scugog

L. Ontario

**LSRCA**

**KRCA**

**TRCA**

**CLOCA**

**GRCA**

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## PROGRAM SUMMARY



### 2020 Business Plan

### Conservation Authorities

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>					
Central Lake Ontario	3,969	3,969	4,068	-	4,068
Kawartha	622	622	638	4	642
Ganaraska Region	469	469	481	13	494
Toronto and Region	642	642	657	-	657
Lake Simcoe Region	257	257	263	(8)	255
<b>Operating Programs Subtotal</b>	<b>5,959</b>	<b>5,959</b>	<b>6,107</b>	<b>9</b>	<b>6,116</b>
<b>2 Special Benefiting Programs</b>					
Kawartha	143	143	145	-	145
Ganaraska Region	232	232	235	-	235
Toronto and Region	825	825	838	-	838
Lake Simcoe Region	474	474	482	(7)	475
<b>Special Benefiting Programs Subtotal</b>	<b>1,674</b>	<b>1,674</b>	<b>1,700</b>	<b>(7)</b>	<b>1,693</b>

## PROGRAM SUMMARY



### 2020 Business Plan

### Conservation Authorities

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
<b>3 Special One-Time Funding</b>					
Central Lake Ontario - Watershed Plan Update	100	100	-	-	-
Central Lake Ontario - Restoration Program	150	150	150	-	150
Recovery from Land Conservation and Protection Reserve Fund	(150)	(150)	-	-	-
Central Lake Ontario - Potential Contribution to Ontoro Watermain *	84	84	-	-	-
Recovery from Land Conservation and Protection Reserve Fund *	(84)	(84)	-	-	-
Kawartha - Watershed Planning Update - Water Resources	40	40	30	-	30
Kawartha - Website Design and Implementation	9	9	7	-	7
Kawartha - Digitization of Corporate Records	10	10	5	-	5
Ganaraska - Enterprise Data Management Platform	35	35	-	-	-
Toronto and Region - Emerald Ash Borer	200	200	-	-	-
Recovery from Land Conservation and Protection Reserve Fund	(200)	(200)	-	-	-
<b>Special One-Time Funding Subtotal</b>	<b>194</b>	<b>194</b>	<b>192</b>	<b>-</b>	<b>192</b>

\* This contribution to CLOCA and the corresponding contribution from the reserve fund are dependant on the outcome of the petition and the construction of the watermain.

## PROGRAM SUMMARY



### 2020 Business Plan

### Conservation Authorities

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
<b>4 Land Management Funding</b>					
Central Lake Ontario	85	85	85	-	85
Kawartha	15	15	15	-	15
Ganaraska Region	37	37	37	-	37
Toronto and Region	41	41	41	-	41
Lake Simcoe Region	22	22	22	-	22
<b>Land Management Funding</b>					
<b>Subtotal</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>200</b>
<b>5 YPDT Ground Water Management</b>					
Toronto and Region	175	175	175	-	175
<b>YPDT Ground Water Management Subtotal</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>175</b>
<b>Net Program Expenses</b>	<b>8,202</b>	<b>8,202</b>	<b>8,374</b>	<b>2</b>	<b>8,376</b>



## 2020 Business Plan

## Central Lake Ontario Conservation Authority

By Program (\$,000's)	2019		2020		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Proposed Budget \$
<b>1 Operating Programs</b>	3,969	3,969	4,068	-	4,068
<b>3 Special One-Time Funding</b>					
Central Lake Ontario - Watershed Plan Update	100	100	-	-	-
Central Lake Ontario - Restoration Program Recovery from Land Conservation and Protection Reserve Fund	(150)	(150)	-	-	-
Central Lake Ontario - Potential Contribution to Ontoro Watermain *	84	84	-	-	-
Recovery from Land Conservation and Protection Reserve Fund *	(84)	(84)	-	-	-
<b>Special One-Time Funding Subtotal</b>	<b>100</b>	<b>100</b>	<b>150</b>	<b>-</b>	<b>150</b>
<b>4 Land Management Funding</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>-</b>	<b>85</b>
<b>Net Program Expenses</b>	<b>4,154</b>	<b>4,154</b>	<b>4,303</b>	<b>-</b>	<b>4,303</b>

\* This contribution to CLOCA and the corresponding contribution from the reserve fund are dependant on the outcome of the petition and the construction of the watermain.





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**Member of Conservation Ontario**

January 23, 2020

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: 2020 CLOCA Levy Submission**

CLOCA is pleased to submit its 2020 Levy Submission. CLOCA Board Members, at a meeting on November 19, 2019, considered the attached Staff Report #5670-19 and adopted the following resolution:

**Auth. Res. #105/19, of November 19, 2019**

*“THAT Staff Report #5670-19 be received;  
 THAT the 2020 Preliminary Operating Levy Submission and Special Municipal Land Management Levy Submission totalling \$4,153,185, and the Special Capital Requests for the CLOCA Environmental Restoration Project totalling \$150,000 be approved for circulation to the Region of Durham:  
 THAT the Region of Durham be requested to provide supplemental 2020 funding to Central Lake Ontario conservation Authority in the amount of \$60,388.47 to cover the reduction in funding from the Province for Natural Hazard Management Programming.  
 CARRIED*

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

General Operating Levy	\$4,015,655
General Operating Levy – Children’s Watershed Festival	\$52,530
Special Municipal Levy – CA Land Management	\$85,000
Environmental Restoration	\$150,000
<b>TOTAL</b>	<b>\$4,303,185</b>

Cont’d.....2

*What we do on the land is mirrored in the water*



Mrs. Nancy Taylor, Commissioner of Finance and Treasurer  
The Regional Municipality of Durham

January 23, 2020  
Page 2

**Special Capital Levy Requests**

One Special Capital Request is included in the 2020 budget submission. The one capital project is specifically identified in CLOCA's Strategic Plan and is as follows:

**1. Environmental Restoration Project**

See attachments for details on the Special Capital Levy Requests.

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

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



# REPORT

## CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY

DATE: November 12, 2019

FILE: AFNB47

S.R.: 5670-19

MEMO TO: Chair and Members, CLOCA Board of Directors

FROM: Rose Catulli, Director of Corporate Services

SUBJECT: **2020 Preliminary Budget and Levy Submission**

APPROVED BY C.A.O. 

The formulation of the 2020 preliminary budget involved the consideration of the current budget, programming requirements, alignment with CLOCA's Strategic Plan and the budget direction guidelines from the Region of Durham. The Region of Durham's approved guideline for CLOCA's 2020 Operating Budget is a maximum increase of 2.5%.

The recommended 2020 Preliminary Budget and Levy Submission meets the Region's Guideline and is summarized as follows:

	2020	2019
General Levy	\$4,015,655	\$3,917,710
General Levy - Children's Watershed Festival	\$52,530	\$51,250
Special Municipal Levy - CA Land Management	\$85,000	\$85,000
Special Municipal Levy - Watershed Plan Update	\$0	\$102,500
Special Municipal Levy - Environmental Restoration	\$150,000	\$102,500
	<u>\$4,303,185</u>	<u>\$4,258,960</u>

CLOCA's 2020 preliminary operating budget is similar to the approved 2019 budget. Variations from the 2019 budget include the following:

### Revenue (Attachment 1):

The 2020 Federal Grant funding is budgeted lower this year due primarily to the funds received in 2019 for multiple National Disaster Mitigation Projects and the \$50,000 accessibility grant received from Employment & Social Development Canada for the Lynde Shores main entrance redevelopment.

The 2020 budgeted reserve transfer of \$50,150 relates to forestry management expenditures within our conservation areas (\$15k), transfer of interest earned for the Schillings tract investment (-\$150), transfer of excess funds for the Roger's Property (-\$35k) and a transfer of revenue generated at the Storoschchuk Pit, Enniskillen CA (-\$30k).

The decrease in the budgeted Other Revenue for 2020 - \$160,200 (2019 - \$409k) is attributed to the YPDT program; in 2019 the program received \$145k in additional funding from the Source Water Protection program for mapping completed by GIS contract staff and consulting services. CLOCA also received additional funding from the Region of Durham (\$80k) and the Greenbelt Foundation (\$46,800) to complete climate change studies.

Cont'd

### **Cost and Expenditures (Attachment 2):**

Materials & Supplies are expected to decrease during 2020 mainly due to the completion of the McLaughlin Bay Restoration Project (\$11,500), climate change studies (\$12,100), community projects (\$6,400) and various other conservation area improvements.

Expenditures related to Services is budgeted to be lower in 2020 due to a higher number of special one-time projects being completed in 2019 including:

- Monitoring year for the contamination at the main office; 2020 will be a reporting year.
- Completion of the McLaughlin Bay Restoration Project (\$8k);
- Completion of the NDMP Corbett's Creek Study (\$25k);
- Completion of the NDMP LiDAR (\$43,800)
- Completion of the climate change studies (\$12k)
- Completion of the Conservation Areas Master Plan (\$22k)

Construction contracts budgeted for 2019 which included a new maintenance yard lean-to for equipment storage (\$25k) and fencing (\$4k) at the Enniskillen CA were delayed and have now been included in the 2020 budget.

Attachments 1 & 2 provide Revenue and Cost & Expenditure line items as well as additional information on budget variations that are over 10% from last year's budget.

### **Operating Budget Pressures**

Starting in 2019, the Canada Pension Plan (CPP) contributions are being gradually enhanced. From 2019 to 2023, the contribution rate for employees and employers will gradually increase by one percentage point (from 4.95% to 5.95%) on earnings between \$3,500 and the original earnings limit.

The 2020 cost of living increase for staff salaries is 1.75%. CLOCA continues to implement the 2019 salary compensation review. Employee health care benefit costs have increased 9% effective September 1, 2019.

### **Special Capital Levy Funding Submission (Attachment 3)**

Only one Special Capital Levy Funding Project is included in the 2020 budget submission to the Region – Environmental Restoration Program (Year 2 of 5 years). The Environmental Restoration Program is a 5-year program which was initiated in late 2019 through an approved Capital Levy from the Region of Durham. Attachment 3 provides details on the program.

### **Provincial Transfer Payment Supplement Funding**

CLOCA delivers a Natural Hazard Management Program that is critical to the protection of people and property from flooding and erosion and includes the following main activities:

- Flood forecasting, warning and low water response
- Floodplain mapping, modelling and monitoring
- Reviewing and commenting on planning policy documents and development proposals under the Planning Act for consistency with the Provincial Policy Statement natural hazard policies.

The province historically provided funding through transfer payments to assist in the delivery of this Program. Since 1996, CLOCA received \$124,833 annually from the province for this Program. In April of 2019, the province announced cuts to the transfer payments of approximately 50% for the 2019-20 fiscal year, reducing the funding to \$64,444. As a result of the cut in provincial transfer payments, on June 18, 2019, the Board recommended that the Region of Durham make up this loss in funding.

Cont'd

Res. #76 Moved by C. Leahy  
Seconded by D. Barton

***WHEREAS Conservation Authorities deliver Natural Hazard Management Programs to protect people and property from flooding and erosion by providing real-time flood forecasting, issuing flood watches and warnings, monitoring stream flows and Lake Ontario water levels, preparing floodplain mapping, regulating development activity in areas vulnerable to flooding and erosion;***

***WHEREAS we are experiencing more severe and frequent weather events impacting our communities;***

***WHEREAS the recent provincial budget has reduced the Provincial Transfer Payment to all Conservation Authorities for Natural Hazard Programming by approximately 50%***

***BE IT RESOLVED THAT the Region of Durham be requested to provide supplemental 2019 funding to Central Lake Ontario Conservation Authority in the amount of \$60,388.47 to cover the reduction in funding from the Province for Natural Hazard Management Programming.***

**CARRIED**

On September 25, the Region's Commissioner of Finance, indicated that at this time she was not recommending the approval of the funding request. The 2020 preliminary budget includes a similar recommendation for the 2020 budget.

### **Summary and Recommendations**

Attachment 4 (2020 Preliminary Budget Companion) provides additional information on the program and services to be delivered for the 2020 budget year.

A final budget report will be brought forward in 2020 to the Board once CLOCA approves the 2020 fee schedule and the Region has approved the General Levy and Special Capital request.

### **RECOMMENDATIONS:**

***THAT Staff Report #5670-19 be received;***

***THAT the 2020 Preliminary Operating Levy Submission and Special Municipal Land Management Levy Submission totalling \$4,153,185, and the Special Capital Request for the CLOCA Environmental Restoration Project totalling \$150,000 be approved for circulation to the Region of Durham; and***

***THAT the Region of Durham be requested to provide supplemental 2020 funding to Central Lake Ontario Conservation Authority in the amount of \$60,388.47 to cover the reduction in funding from the Province for Natural Hazard Management Programming.***

Attach.  
RC/bb

s:\reports\2019\sr5670\_19.docx

# Attachment 1

Central Lake Ontario Conservation Authority						
	2020	2019	% Change	Budget	30-09-2019	2018
	Budget	Budget		Variance	Actual	Actual
				Note		
<b>Revenue</b>						
Municipal General Levy	4,015,655	3,917,710	2.50%		2,976,722	3,822,155
Municipal General Levy - Children's Groundwater Festival	52,530	51,250	2.50%			
Municipal Special Levy - Land Management	85,000	85,000	0.00%		85,000	85,000
Municipal Special Levy	150,000	268,275	-44.09%	A	28,408	107,801
YPDT Levy (York, Peel, Durham, Toronto)	700,000	700,000	0.00%		636,367	700,000
<b>Grants/Transfer Payments</b>						
MNR Transfer Payment	64,445	64,445	0.00%		64,445	124,833
Federal Grants	-	144,700	-62.27%	B	35,734	117,952
Provincial Grants	54,600	54,850	-0.46%		59,000	62,656
Other Grants						6,304
Donations	80,000	80,000	0.00%		40,038	112,891
Donations - Children's Groundwater Festival	40,000	40,000	0.00%		46,709	43,757
<b>Self Generated</b>						
Planning & Regulations Fees	1,281,000	1,310,000	-2.21%		887,988	1,284,266
Conservation Area Parking/Passes	133,000	131,000	1.53%		135,149	151,941
Education Fees	74,000	76,000	-2.63%		65,115	90,637
Admissions/ Product Sales PWMSF	138,000	130,800	5.50%		147,550	161,055
Property/Facility Rental	83,550	82,380	1.42%		81,630	85,880
Website/Portal Access Fee (YPDT)	65,000	65,000	0.00%		64,795	54,155
Interest Earned	46,750	46,750	0.00%		55,299	56,668
Other Revenue	160,200	409,855	-60.91%	C	357,206	561,787
Reserve Transfer	(50,150)	(8,508)	489.45%	D	-	(16,641)
Deferred Revenue	(8,500)	54,100	-115.71%	E	-	(44,387)
<b>Administrative Services</b>	28,650	27,500	4.18%		29,010	35,255
<b>Rental Recovery</b>	117,450	117,450	0.00%		90,379	122,553
	<b>7,311,180</b>	<b>7,848,557</b>			<b>5,886,542</b>	<b>7,726,516</b>

## Budget Variance Notes

A	Municipal Special Levy	The 2020 Municipal Special Levy is lower due to the funds received in 2019 to update the Watershed Plans.
B	Federal Grants	The 2020 Federal Grant funding is lower due to the funds received in 2019 for the completion of multiple National Disaster Mitigation Projects (\$87,400) and the Accessibility Grant received for the Lynde Shores CA main entrance redevelopment (\$50,000).
C	Other Revenue	In 2019, the YPDT program received \$145k in additional funding from the Source Water Protection program for mapping completed by GIS contract staff and consulting services. CLOCA also received additional funding from the Region of Durham (\$80k) and the Greenbelt Foundation (\$46,800) to complete climate changes studies.
D	Reserve Transfer	In 2019, reserve funds were utilized for the main office carpet (\$50k) which were budgeted for in 2018; budgeted funds from prior years were reserved for the Enniskillen maintenance yard lean (\$11,875) and a transfer of \$35k to the Roger's reserve account. Each year CLOCA budgets \$15k from the Forestry Reserve to manage hazard tree removal. 2020 reserve funds are as follows; \$15k for hazard tree management, \$30k (2019-\$51k) for the large fill planned at the Storoschchuk pit located in the Enniskillen Conservation Area, Roger's transfer \$35k.
E	Deferred Revenue	Deferred Revenue for 2020 consists only of MicroFit Generator \$8,500. 2019 Deferred Revenue consisted of the YPDT program (\$32k), Community Projects (\$11k), McLaughlin Bay Restoration (\$9,675), GLOS funding from Conservation Ontario (\$10,525) and MicroFit Generator \$8,500.

	2020 Budget	2019 Budget	% Change	Budget Variance Note	30-09-2019 Actual	2018 Actual
<b>Cost and Expenditures</b>						
<b>Salaries &amp; Benefits</b>						
Salaries & Wages	4,581,810	4,647,870	-1.42%		3,708,712	4,198,854
Benefits	1,205,100	1,178,725	2.24%		960,902	1,077,738
Members Per Diems	8,500	8,500	0.00%		6,275	5,800
<b>Office Administration</b>						
Office Supplies	5,100	5,100	0.00%		3,810	5,879
Postage	2,300	2,300	0.00%		2,337	2,270
Printing	9,000	9,000	0.00%		5,960	8,415
Promotion	1,000	1,000	0.00%		1,301	3,234
Uniform Purchases	7,200	7,300	-1.37%		6,741	7,729
Travel	17,650	23,410	-24.60%	F	15,059	24,472
Cellular	19,720	19,905	-0.93%		13,840	18,078
Bank Service Charges	5,675	5,675	0.00%		7,991	8,443
Payroll Processing Fees	8,475	8,475	0.00%		7,104	8,453
Publications & Subscriptions	30,270	41,420	-26.92%	G	26,001	32,044
Materials & Supplies	23,700	25,250	-6.14%		25,505	36,400
Equipment Rental	15,300	15,300	0.00%		12,340	15,413
Capital Assets	119,750	250,575	-52.21%	H	133,634	202,264
Services	99,450	117,365	-15.26%	I	72,070	97,510
Property Taxes	6,000	6,000	0.00%		8,034	8,991
Utilities	46,200	47,250	-2.22%		35,925	46,000
Insurance	55,365	54,980	0.70%		54,998	54,315
Legal Fees	65,000	65,000	0.00%		38,463	76,586
Audit Fees	26,600	24,600	8.13%		-	22,737
<b>Staff Mileage</b>	14,900	14,900	0.00%		9,268	13,019
<b>Software</b>	53,925	60,775	-11.27%	J	56,790	41,859
<b>Administration Expense</b>	28,650	27,920	2.61%		28,227	34,829
<b>Course Registration</b>	37,955	46,700	-18.73%	K	35,563	39,348
<b>Conservation Ontario Levy</b>	33,800	32,550	3.84%		32,550	31,115
<b>Water Quality Testing</b>	26,200	34,700	-24.50%	L	21,221	34,051
<b>Consulting</b>	-	151,977	-100.00%	M	100,156	56,969
Materials & Supplies- Other	50,100	33,600	49.11%	N	21,963	35,735
Services - Other		81,540	-100.00%	O	133,447	183,921
Office Services - Rent (YPDT)	16,600	16,600	0.00%		16,579	16,579
Equipment Rental - Other	6,200	6,200	0.00%		5,221	5,520
<b>Purple Woods Maple Syrup Festival</b>	<b>40,750</b>	<b>44,210</b>	-7.83%		47,832	47,350
<b>Children's Groundwater Festival</b>	<b>56,595</b>	<b>56,095</b>	0.89%		54,352	55,944
<b>Land Management</b>						
Land Acquisition	-	-			-	29,479
Publications & Subscriptions	8,600	2,600	230.77%	P	3,572	4,498
Pay & Display Software Monitoring Fees	4,800	4,800	0.00%		1,913	2,157
Bank Charges	2,250	2,250	0.00%		-	68,801
Construction Contracts	29,000	29,000	0.00%		36,491	36,461
Property Taxes	39,055	40,805	-4.29%		29,644	33,626
Utilities	25,000	25,350	-1.38%		23,710	99,520
Material & Supplies	64,575	125,000	-48.34%	Q	106,909	128,033
Services	157,500	156,170	0.85%		7,203	6,764
Insurance	7,725	7,245	6.63%		54,040	103,270
Equipment Purchases	17,845	19,000	-6.08%		90,379	122,553
Equipment Recovery	117,450	117,450	0.00%			
<b>Vehicles &amp; Equipment</b>						
Vehicle Purchases	26,000	26,000	0.00%		25,982	51,497
Equipment	15,000	15,000	0.00%		1,174	28,295
Vehicle Rental	-	-	0.00%		-	141
Insurance	12,100	11,450	5.68%		11,393	10,912
Licence	2,000	2,000	0.00%		1,663	3,149
Services	20,500	20,500	0.00%		14,764	23,337
Materials & Supplies	3,240	3,240	0.00%		2,146	2,837
Fuel	30,700	31,600	-2.85%		24,935	32,022
Small Tools	3,000	3,000	0.00%		1,322	1,259
	<b>7,311,180</b>	<b>7,848,557</b>			<b>6,147,410</b>	<b>7,346,473</b>
Surplus(Deficit) from Operations	<b>0</b>	<b>0</b>			<b>(260,868)</b>	<b>380,044</b>

## Budget Variance Notes

F	Travel	Travel expenses have been reduced mainly due to YPDT spending and budget constraints.
G	Publication & Subscriptions	Publications & Subscriptions were higher in 2019 due to the number of job vacancies/postings due to staff retirements.
H	Capital Assets	Special one-time projects were completed in 2019 such as the carpet replacement at the main office and engineering and operations building; NDMP Flood Forecasting equipment (\$76,550).
I	Office Administration - Services	2019 was a monitoring year for the main office contamination (\$13,300); 2020 represents a reporting year (\$2,100).
J	Software	In 2019, CLOCA purchased the WISKI software (Water Information System KISTERS) \$7k – annual maintenance for the program is budgeted at \$5,200.
K	Course Registration	Course Registration has been decreased due to budget constraints.
L	Water Quality Testing	The Montgomery Creek study in conjunction with the City of Oshawa has been completed. The Oshawa Creek and the CLOCA 10 sites will continue to be monitored during 2020.
M	Consulting	Special one-time projects were completed in 2019 such as the Goodman Creek Flood Study (\$37k) and Climate Change (\$105k).
N	Materials & Supplies - Other	An increase in materials & supplies can be attributed to the restoration work to be completed in 2020 with special regional funding.
O	Services - Other	Special one-time projects were completed in 2019 such as the NDMP Corbett's Creek Floodplain Mapping Update (\$25k), NDMP LiDAR (\$44k), and Climate Change Studies (\$12k).
P	Land Management – Publications & Subscriptions	An increase of \$6,000 representing MTO signage for Heber Down Conservation Area.
Q	Land Management – Materials & Supplies	Materials & Supplies to our land management has been reduced due to budget constraints.



## Environmental Restoration Project

### Introduction

CLOCA's staff have extensive knowledge about the natural features, functions and conditions of our watersheds. CLOCA works daily; monitoring, assessing and reporting on watershed conditions, and this information is regularly shared with municipalities and the broader watershed community. This knowledge underpins much of CLOCA's work significantly supporting CLOCA's on-going watershed management program, including our commitment to protecting, preserving and enhancing our watersheds. We continue to advance our watershed science and knowledge furthering our understanding of watershed health. It is this work that is vital in identifying, undertaking and achieving successful restoration and stewardship projects. To date, restoration and enhancement projects have been limited, being undertaken primarily to optimize grant funding opportunities. Unfortunately, this approach is restoration for the sake of funding; with a co-benefit being ecological restoration. To advance watershed health and combat the stressors of growth and climate change and to improve watershed health, a greater commitment to undertake restoration projects is required.

CLOCA has been reporting on watershed conditions for many years and restoration priorities have been identified. The establishment and implementation of a restoration project will fulfill a number of key strategic plan objectives and improve watershed health. The time is now to invest in a CLOCA restoration project. With committed funding for 5 years CLOCA staff can undertake priority restoration projects that will provide ecological benefit and overall watershed health. The objective of the restoration project is to actively conduct restoration and enhancement throughout the watershed in support of achieving watershed health objectives and mitigating the impacts of growth & climate change. This requires dedicated staffing resources to plan and implement restoration work and to foster long lasting partnerships with funders, agencies and landowners.

### Rationale for Project

CLOCA's municipalities recognize the importance of protecting, enhancing and restoring our watershed resources as a fundamental component in which healthy and sustainable communities are achieved. This is further supported by Durham's commitment that "By 2019 Durham Region will have a healthier environment that is more resilient, adaptable and sustainable". How are we to achieve this commitment when watershed conditions in CLOCA are struggling as identified in CLOCA's 2018 Watershed Report Card where surface water quality and forest conditions ranged from very poor to fair?

CLOCA's Strategic Plan identifies that restoration efforts be directed: to protect, restore and enhance watershed health; to implement plans and actions to protect water resources; and to apply new technologies and share this knowledge with stakeholders and residents. In recent years, CLOCA has completed several reports and studies which identify and prioritize restoration and enhancement opportunities, techniques and projects. The Riparian Restoration Action Plan, the In-Stream Barrier Action Plan, the Wildlife Corridor Enhancement Plan and the Flood Risk Assessment Report are just some examples of the work that CLOCA has completed that identify and prioritize restoration actions, many of which are ready to be initiated. These reports provide the foundation on which a restoration project can be fully integrated and implemented within CLOCA's business model.

CLOCA's watersheds are stressed and with anticipated growth, landscape changes and climate change, watershed health will continue to weaken. As documented in our watershed plans (2012-2013) protecting only **existing** natural features and functions will not be enough to sustain watershed health. Work on restoring and enhancing habitats is required to improve our watersheds and to help the Region achieve a healthier and sustainable environment. Soon there will be more than ½ million people living in CLOCA's watershed and this increase in growth can result in watershed impacts which will be exacerbated by a changing climate. It is acknowledged that impacts associated with growth and a changing climate can be offset, in part, through ecological restoration and enhancement projects such as wetland enhancement, use of LIDs, improving ecological connectivity and restoration of riparian areas. Using the example of restoring riparian areas, some of the benefits for the Region, local Municipalities and watershed health are explained below.

In 2016, the number of people living in CLOCA's watershed is 367,000 (2016 Census). By 2031, this will increase to 505,000.

Vegetated riparian areas provide filtration services which help to remove contaminants; reducing the amount of pollution entering our streams and ultimately to Lake Ontario, the source of our drinking water. Reports show that a 10% increase in natural cover results in a 20% savings to water treatment costs. Natural areas also contribute to climate regulation, improving air quality, supports pollination and provides recreational and aesthetic values. These values are reported to be worth \$5414.00/hectare/year (CLOCA, 2017).

Growth will place additional pressures on our water resources, impacting the volume and quality of surface water runoff. This will be exacerbated by the increased precipitation identified in Durham's climate change modelling. Restoring riparian areas plays a significant role in mitigating high water levels associated with increased precipitation and storm events, protecting downstream properties and critical infrastructure such as roads, bridges, water and sanitary sewers from damaging floods and erosion. This is an important consideration in the Lynde Creek Watershed where the second largest flood damage centre in CLOCA is located at Hwy 401 and Lynde Creek. With new development and growth advancing further up our watersheds, green infrastructure such as restored riparian areas help to infiltrate and filter stormwater, reducing and slowing down surface water entering our creeks and assist in reducing the extent of stormwater infrastructure required to support growth.

The impacts of climate change and ongoing growth will continue to exert pressures on watershed health, and it is important that our watershed resources are managed in advance of these impacts. A restoration project with dedicated resources will enable CLOCA to conduct work which will mitigate the impacts of growth and climate change and support our municipal partners to achieve their commitments to protect, restore and enhance our watershed resources.

## **Recommendation**

Restoration, enhancement and stewardship are an integral component of conservation work. However, improvements in watershed health through restoration and enhancement efforts have been limited and are not keeping pace with need. As CLOCA's 2018 Watershed Report Card identified, the quality of surface water and forest conditions are not good. With increased growth pressures and a changing climate, the condition of the health of our watersheds will be further challenged. Restoration services are an important tool in sustaining watershed health, protecting important municipal infrastructure, and reducing risk associated with flooding and erosion.

The restoration project will implement restoration projects, apply for funding, prepare progress reports and foster long term partnerships with watershed businesses, community organizations and landowners. With a 5- year funding commitment, 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. An investment of \$150,000 a year (\$750,000 over 5 years) is required to secure a full-time restoration specialist and provide for some capacity for CLOCA to offer start-up funding; often necessary to leverage additional funding. This annual investment will support the Region and CLOCA in achieving our corporate strategic objectives and will start to secure ecological gains and improve watershed health.

Investment in a 5 year restoration project at CLOCA is financially sensible, as it supports reduction of hazards and risks associated with overland flooding and erosion, offers numerous ecological benefits which improve overall watershed health including improving air quality, water quality, and habitat diversity, and will support our municipal partners in working towards achieving healthy and resilient communities. Healthy watersheds support healthy communities. The adoption of a restoration project supports municipal objectives to achieve an environment that is resilient to the stress and pressures associated with growth and climate change.

The state of CLOCA's watershed health is declining. Continued growth and the impacts of climate change on watershed resources will not improve overall conditions. CLOCA has the knowledge necessary to undertake restoration projects that will have significant ecological benefits to watershed health. The adoption of a 5-year restoration project will improve watershed conditions and mitigate the impacts of growth and climate change. CLOCA is ready to implement a restoration project and with financial support from the Region this work can get underway in 2019.

**Central Lake Ontario Conservation Authority  
Durham Region Proposed 5-Year Operational and Capital Budget (2019-2024)**

OPERATIONS BUDGET	2019	2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast		2024 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	3,917,710	3,917,710	7,712,060	3,917,710	6,995,110	4,015,652	7,173,580	4,116,044	7,360,344	4,218,946	7,551,454	4,324,420	7,745,015
Children's Waterfront Festival	51,250	51,250	136,500	52,532	141,193	53,846	145,000	55,192	148,000	56,571	151,000	57,986	155,000
Assessment Growth (Base)				48,971	87,439	50,196	91,482	51,451	93,854	52,737	96,281	54,055	98,750
Economic Adjustment (Base)				48,971	87,439	50,196	91,482	51,451	93,854	52,737	96,281	54,055	98,750
<b>TOTAL</b>	<b>3,968,960</b>	<b>3,968,960</b>	<b>7,848,560</b>	<b>4,068,184</b>	<b>7,311,180</b>	<b>4,169,890</b>	<b>7,501,544</b>	<b>4,274,138</b>	<b>7,696,052</b>	<b>4,380,991</b>	<b>7,895,016</b>	<b>4,490,516</b>	<b>8,097,516</b>

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

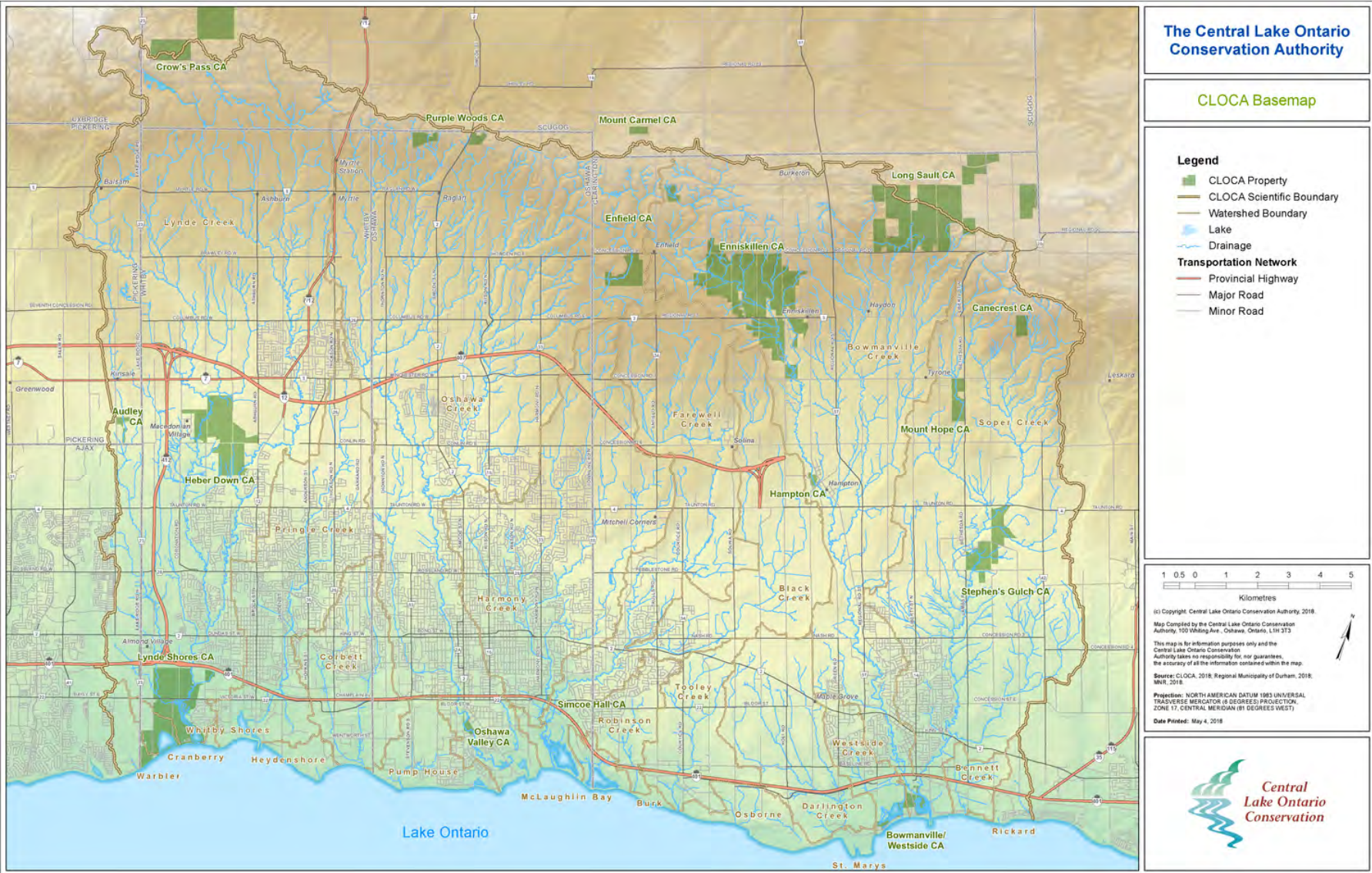
CAPITAL	2019 Budget		2020 Budget		2021 Budget		2022 Budget		2023 Budget		2024 Budget	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>Waterhshed Plan 5 Year Updates (Oak Ridges Moraine Conservation Plan)</b>	100,000	100,000	-	-	-	-	-	-	-	-	-	-
<b>Sub-total</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Regional Land Securement</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Environmental Restoration Project (2019-2023)</b>	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	-	-
<b>Sub-total</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>
<b>Land Management Funding</b>	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
<b>Sub-total</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>
<b>Ontoro Boulevard Watermain</b>	84,472	84,472	-	-	-	-	-	-	-	-	-	-
<b>Sub-total</b>	<b>84,472</b>	<b>84,472</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>National Disaster Mitigation Program: Corbett Creek Floodplain Mapping</b>	25,000	100,000	-	-	-	-	-	-	-	-	-	-
<b>Sub-total</b>	<b>25,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>National Disaster Mitigation Program: Flood Forecasting - Gauging Improvements</b>	38,275	76,550	-	-	-	-	-	-	-	-	-	-
<b>Sub-total</b>	<b>38,275</b>	<b>76,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

CENTRAL LAKE ONTARIO CONSERVATION

# 2020 Preliminary Budget Companion

Healthy watersheds for today and tomorrow.





Cover image: Lynde Shores Conservation Area, Rob Faucher (robfaucher.com)

# Central Lake Ontario Conservation and our Watershed

Central Lake Ontario Conservation (CLOC) has a strong history in watershed management and leadership in applying sustainability practices.

As a local environmental agency established under the Conservation Authorities Act of Ontario in 1958, CLOC has decades of practical experience in protecting our environment and engaging communities.

We are local environmental experts who understand our natural resources and undertake management actions to ensure our watershed is healthy, and people and property are protected from flooding and erosion hazards.



## Our Mission

Advancing watershed health through engagement, science and conservation.

## Our Vision

Healthy watersheds for today and tomorrow.



# Our Watershed



CLOC's watershed encompasses the boundaries of four major watercourses draining an area of over 627 square kilometres. The four major watercourses which begin with their headwaters in the Oak Ridges Moraine are, from west to east, Lynde Creek, Oshawa Creek, Black/Harmony/Farewell Creeks and Bowmanville/Soper Creeks.

The Municipalities within CLOC's watershed include the Regional Municipality of Durham, City of Pickering, Town of Ajax, Township of Uxbridge, Township of Scugog, Town of Whitby, City of Oshawa and the Municipality of Clarington.

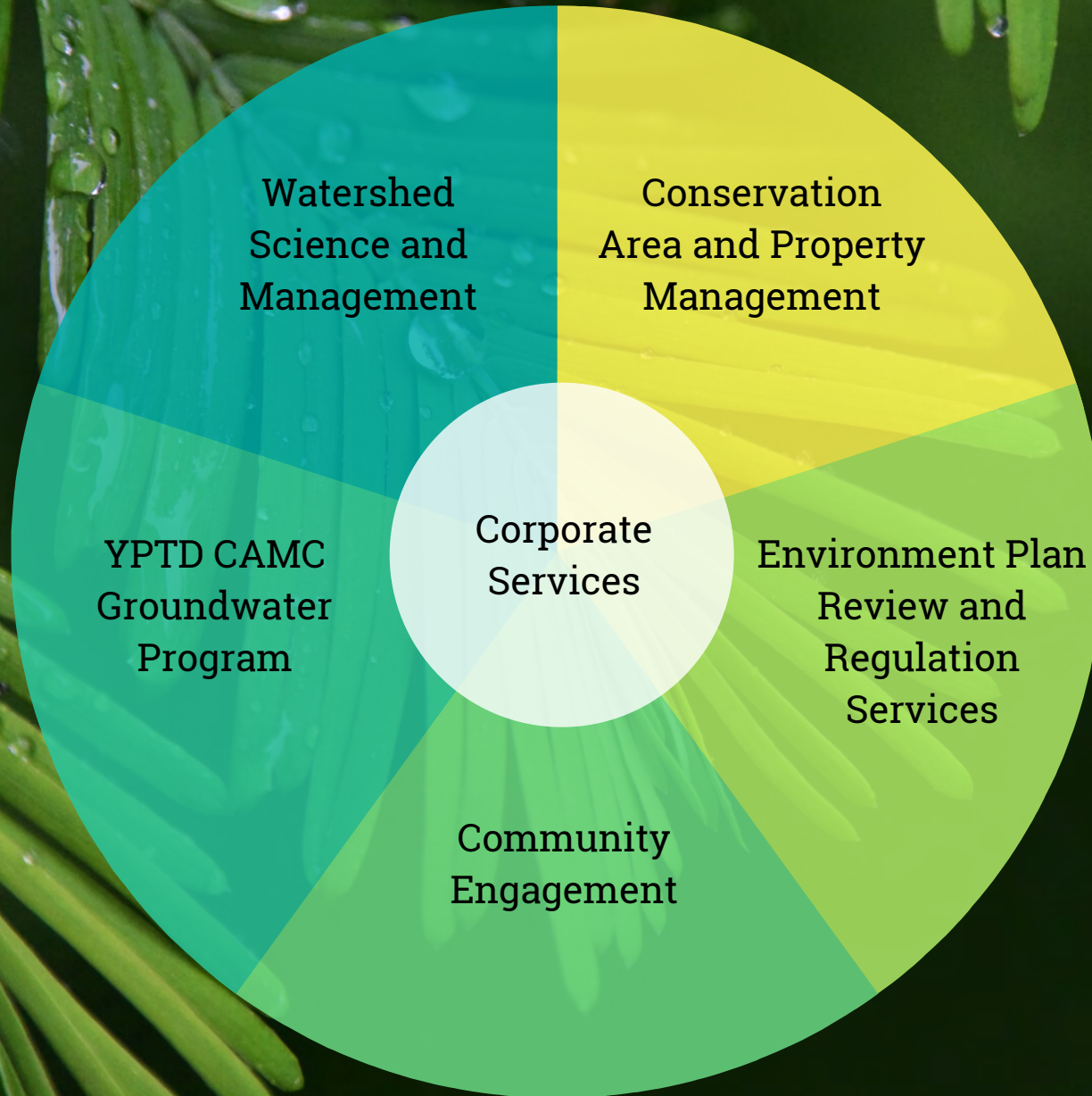
A diverse landscape exists within CLOC's jurisdiction which includes urban and rural settlements (hamlets), agriculture and natural areas. For the most part, the highly urbanized area is situated within the southern portion of the watershed, leaving the northern portion dominated by rural land uses and significant undeveloped natural areas.

There are three major physiographic features within CLOC's watershed, being the Lake Ontario waterfront, Lake Iroquois Beach and the Oak Ridges Moraine. Each of these distinctive landscape features contribute to the overall ecological functions that support healthy watersheds in CLOC's jurisdiction.





# CLOC Program Areas



# Watershed Science and Management

## Purpose:

To provide a science-based approach to managing natural resources within the watershed. We do this by monitoring and evaluating watershed health indicators so that we understand the current state of our creeks, lake and land, and can make informed decisions about identifying and undertaking essential watershed-based services to protect and enhance the natural system, as well as protecting people and property from flooding and other natural hazards.

## Key 2020 Projects

- Implementation of identified restoration opportunities
- Complete Ecological Compensation Plan
- Continued enhancement of our flood monitoring, forecasting and warning services
- Completion of Lake Ontario Shoreline Management Plan Update
- Complete Corbett Creek Floodplain mapping update

## Quick Facts

- Watershed health and conditions are readily available on website
- Conservatively, it is estimated that natural areas within CLOC's watershed contribute \$130 million annually to the economy
- Issued 19 flood messages to date in 2019 with 202 days under a flood notice
- CLOC 2020 Levy submission for the Watershed Science and Management Program amounts to \$2.47/person

## Program Activities:

**Watershed/sub-watershed scale data collection**, monitoring, data management and modelling related to watershed ecological health and risk of flooding and erosion.

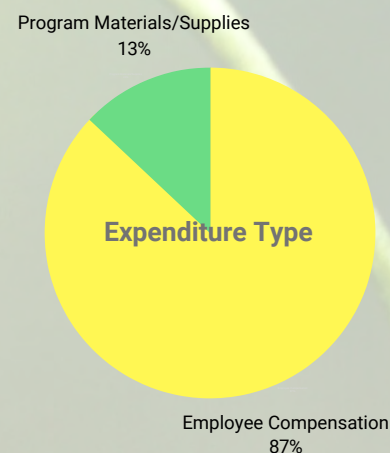
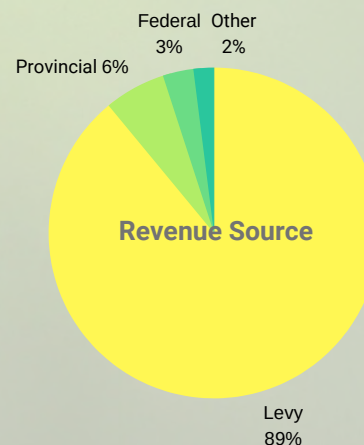
**Preparation of watershed studies, plans and/or assessments** that identify actions/policies to improve watershed health and reduce natural hazard risk and protect life and property from natural hazards, including flood and/or erosion risk mapping and climate vulnerability risk assessment.

**Flood forecasting and warning and low-water response** involves collection, evaluation and prediction of precipitation and the associated response of our watershed related to flooding and drought. Responsible for the communication of watershed response and potential flooding through flood messaging to other agencies, municipalities, media and the public.

**Natural hazard modeling and mapping** including the identification of flood and erosion hazards for purpose of Plan Review and administration of Ontario Regulation 42/06 to protect people and property from natural hazards.

**Source Water Protection** under the *Clean Water Act*, 2006 is a community-wide initiative currently funded by the province of Ontario. The program protects existing and future drinking water sources in Ontario from contamination and overuse. CLOC is part of the Credit Valley - Toronto Region - Central Lake Ontario (CTC) Source Water Protection Region and helps deliver the program through a locally appointed source protection committee.

**Provision of water and land management restoration activities** to enhance the watershed health conditions, and to minimize the risk of flooding and erosion.



# Environmental Plan Review and Regulation Services

## Purpose:

To ensure that development in our watershed occurs in a sustainable manner that protects natural heritage features, directs development away from natural hazard lands and protects our water resources. We seek to ensure that development issues are addressed through comprehensive and integrated land use planning prior to proposals reaching the development permit stage.

We do this, in part, by providing early and comprehensive input into the municipal planning process and through assisting in the implementation of provincial, regional and local land use plans.

## Key 2020 Projects

- Continue to execute MOUs with our municipal partners that clearly articulate planning services provided by CLOC
- Update Board-approved Plan Review and Regulation Policy Document

## Quick Facts

- Provided technical advice to our municipal partners on over 1,000 submissions in 2018
- Planning services are delivered on a cost recovery basis through self-generated revenue
- CLOC's 2018 Levy support for Planning and Regulation Service amounts to \$0.47/person

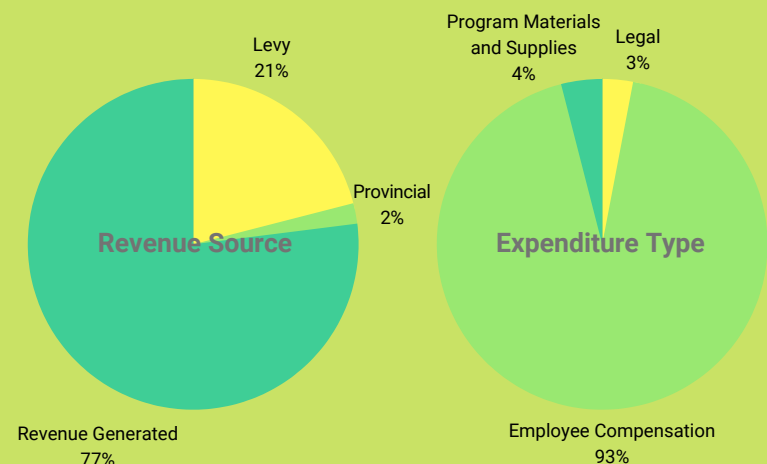
## Program Activities:

**Administering the delegated role from MNRF** to represent the provincial interest by reviewing land use planning policy documents and development proposals processed under the *Planning Act* and *Environmental Assessment Act* for consistency with the PPS natural hazard policies and Board-approved policies.

**Plan review functions** also support the MOU between the Region of Durham and the conservation authorities within the Region by providing land use planning services related to natural hazards and natural heritage, watershed management and other related matters.

**Protecting people and property from flood and erosion hazards** through the review and permitting of applications for Development and Interference with Wetlands and Alterations to Shoreline and Watercourses (Ontario Regulation 42/06).

**Enforcement of Ontario Regulation 42/06** including laying of charges and court appearances.



# Conservation Area and Property Management

## Purpose:

CLOCA owns and manages land holdings that protect critical natural heritage features and create connections between people and nature, knowledge and action. We lead the protection, restoration and enhancement of our local natural environment and we inspire a deep appreciation for the role of nature in keeping us connected, healthy and happy. We ensure that valuable greenspace is protected and that recreational opportunities are provided in safe, well maintained natural settings, so that our watershed residents can enjoy a high quality of life.

## Key 2020 Projects

- Complete Conservation Lands Master Plan Study and initiate update of individual conservation area management plans
- Complete restoration of projects in Enniskillen and Heber Down Conservation Areas
- Continue to acquire conservation lands consistent with CLOCA Land Acquisition Strategy
- Complete Lynde Shores Conservation Area new main entrance

## Quick Facts

- CLOCA owns over 2,700 ha of land
- Over 180,000 people visited our conservation areas in 2018
- In addition to protecting sensitive environmental features conservation areas offer unique experiences supporting both physical and mental well-being
- Approximately 1,500 hazard trees have been removed in conservation areas in the last three years
- CLOCA's 2018 Levy support for conservation area management amounts to \$2.17/person

## Program Activities:

**Watershed scale studies** including data collection, monitoring, data management, and modelling necessary to evaluate the health of the watershed natural resources and changes in health from stresses affecting the watershed that will inform conservation authority land acquisition and management goals and objectives.

**Conservation Area Management Planning** including preparation of land management plans for individual conservation areas including detailed inventories and surveys to create baseline documentation of natural features and conservation values, to identify and guide restoration activities and the ongoing development of public use infrastructure and programming.

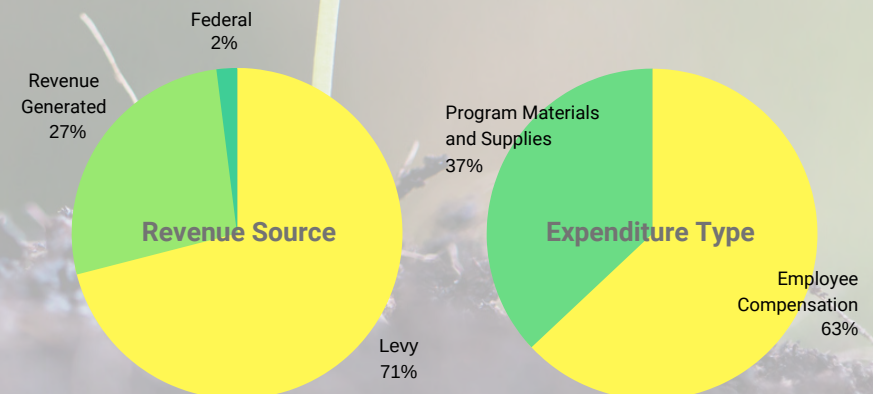
**Acquisition of conservation land** is consistent with the Board-approved Land Acquisition Strategy, acquiring land for the purpose of natural heritage/flood protection, and providing opportunities for environmental awareness, appreciation and recreational activities.

**Conservation Area enforcement** including monitoring, management and enforcement actions to ensure the maintenance of land title, ecological integrity of conservation authority-owned properties, and public safety.

**Stewardship and restoration** by working with partners to identify and undertake activities that lead to watershed resiliency such as protect and enhance water resources, natural cover, habitat quality and address the impact of invasive species.

**Conservation Area property management** including property maintenance, landscape management, trail maintenance and snow clearing services, facilities/infrastructure maintenance including the daily operation and maintenance of the administrative offices and other CLOCA buildings.

**Vehicle and equipment operations** includes corporate vehicle and equipment maintenance by staff in a state of good repair. Staff also coordinate the replacement, assessment and dispersal of the assets.



# YPDT CAMC Groundwater

## Purpose:

The York Peel Durham Toronto – Conservation Authority Moraine Coalition (YPDT CAMC) is a coalition of 13 agencies working together to better understand and manage water resources.

The Oak Ridges Moraine-focused program stretches from the Credit and Nottawasaga Watersheds in the west to the Trent River in the east and reaches from the shores of Lake Ontario northwards to beyond Lake Simcoe and the Kawartha Lakes. The program provides a multi-agency, collaborative approach to collecting, analyzing and disseminating water resource knowledge as a basis for effective stewardship of water resources. Agencies and consultants look to the program to provide the regional geological and hydrogeological context for their ongoing technical studies and management initiatives.

## Key 2020 Projects

- Continue to collect data to improve understanding of groundwater resources
- Work with Durham Region staff to improve groundwater modelling

## Quick Facts

- The YPDT CAMC program is administered by CLOC and funded by the Regions of York, Peel, Durham and the City of Toronto
- The Oak Ridges Moraine is a regional hydrologic feature and source of drinking water for over 200,000 people in the GTA.
- CLOC's 2018 Levy support for the YPDT program amounts to \$0.25/person

## Program Activities:

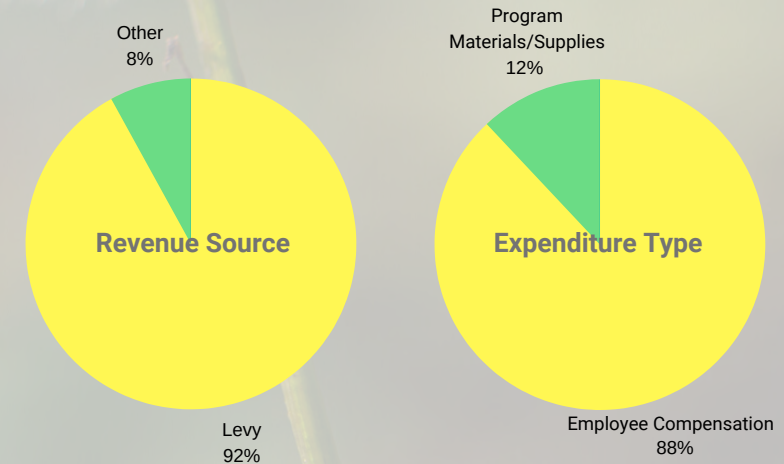
**Build and maintain a master database** of water-related information that is accessible to all partner agencies.

**Build and maintain numerical groundwater flow model(s)** that can be used to address any number of issues that arise at the partner agencies.

**Provide technical support to Source Protection Program teams** to ensure that source water interpretations are consistent with regional understanding.

**Provide technical support to planning authorities** to ensure that Official Plan policies are developed in a manner which makes them consistent with up-to-date groundwater science as derived from the program.

**Provide technical support to all partnered agencies** for addressing other provincial legislation.



# Community Engagement

## Purpose:

The Community Engagement team delivers education, outreach and stewardship programs as well as developing and implementing CLOC's corporate communication products. The programs work with learners of all ages, interests and abilities by providing experiences across our watersheds to raise awareness, impart knowledge, create understanding and inspire action that leads to real and lasting change.

## Key 2020 Projects

- Expand educational programs to include climate change, human health and natural hazards
- Implement the first Conservation Area Trail Stewards Program for Lynde Shores Conservation Area

## Quick Facts

- Since the first Watershed Festival in 1998, this region-wide, collaborative education program has engaged approximately 80,000 Grade 4 students
- CLOC's 2018 Levy support for community engagement amounts to \$1.27/person

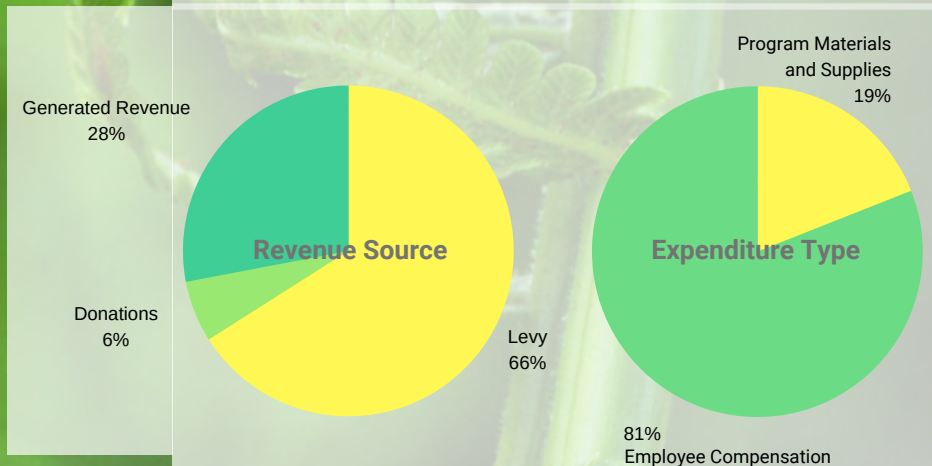
## Program Activities:

**Our education programs target Grades 1 to 12** through curriculum-based environmental education programs and support various secondary and post-secondary programs like co-op placements and research. With community partners we deliver the annual Durham Children's Watershed Festival.

**Our outreach program** includes our annual Purple Woods Maple Syrup Festival, attending events hosted by our watershed communities and engaging the public in exploring and improving our conservation areas.

**The stewardship program focuses on land improvements** that further contribute to enhancing and restoring natural heritage features to achieve healthy watershed outcomes.

**Our communication ensures the public, partners and stakeholders are informed** through our website, printed and electronic reports and documents, signage in our Conservation Areas and traditional and social media platforms.



# Corporate Services

## Purpose:

Corporate Services provides leadership and management in the delivery of services central to the successful functioning of the entire organization.

Corporate Services is an enabling service, supporting the other six service areas in the organization.

## Key 2020 Projects

- Continue to engage the province in the formulation of regulations defining provincially mandated activities
- Initiate discussions with the Region on municipal mandated activities and funding requirements
- Continue to ensure efficient, effective program delivery through internal operations review
- Initiate Corporate Strategic Plan Update

## Quick Facts

- CLOC employs 49 full-time employees
- CLOC's 2018 total annual Levy support amounts to approximately \$10/person
- Through a Shared Service Agreement, CLOC's GIS/IT staff provide information management support to five other Conservation Authorities
- As part of CLOC's Strategic Plan, 112 tasks were identified in 2016 to be implemented over a five-year period; to-date over 90% of the tasks are complete

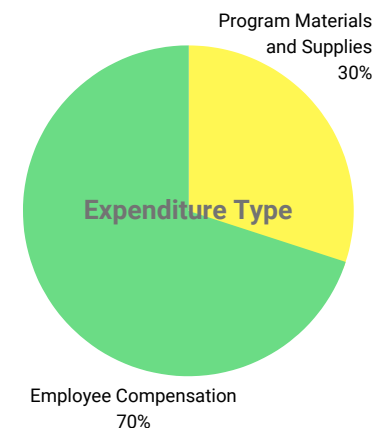
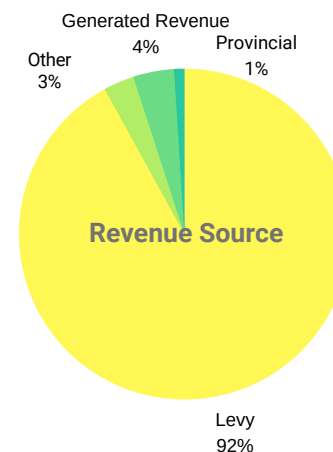
## Program Activities:

**Governance and organization effectiveness** including developing and implementing the strategic plan, establishing effective relationships with key partners and ensuring timely, innovative, cost-efficient and quality services are being provided to watershed residents, clients, partners and municipalities. Provision of administration support for the Board of Directors and staff.

**Preparation and administration of the annual budget**, financial reporting, safeguarding of financial resources, investments and cash flow management, capital asset management, accounts payable and receivable, purchasing and procurement, and financial policy development and implementation.

**Organizational human resources and health and safety** to maximizing organizational productivity through systems and programs that focus on acquiring, developing and retaining top talent. Also responsible for ensuring that all employment legislation is adhered to and that programs are in place to reduce the risk of employee injury and illness.

**IT and GIS support services**, technical infrastructure management, application support and services and technical support for the various business units. GIS provides the deployment, management and administration of CLOC's Geographic Information System and related spatial and tabular data holdings.





## 2020 Business Plan

## Kawartha Conservation Authority

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>	622	622	638	4	642
<b>2 Special Benefiting Programs</b>					
Watershed Planning	136	136	138	-	138
Watershed Specific Projects	7	7	7	-	7
<b>Special Benefiting Programs</b>					
<b>Subtotal</b>	143	143	145	-	145
<b>3 Special One-Time Funding</b>					
Kawartha - Watershed Planning Update - Water Resources	40	40	30	-	30
Kawartha - Website Design and Implementation	9	9	7	-	7
Kawartha - Digitization of Corporate Records	10	10	5	-	5
<b>Special One-Time Funding</b>					
<b>Subtotal</b>	59	59	42	-	42
<b>4 Land Management Funding</b>	15	15	15	-	15
<b>Net Program Expenses</b>	<b>839</b>	<b>839</b>	<b>840</b>	<b>4</b>	<b>844</b>





January 13, 2020

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 2020 Preliminary Budget**

Dear Chair and Members of the Finance and Administration Committee:

We are pleased to provide our 2020 Preliminary Budget, supported in principle by our Board of Directors, for a 30-day review period by Resolution #131/19:

**RESOLUTION #131/19**

**MOVED BY: ANGUS ROSS  
SECONDED BY: RON HOOPER**

**RESOLVED THAT**, the 2020 Draft Budget with a programs and projects overview be circulated to the member municipalities.

**CARRIED**

The document outlines the conservation programs and projects proposed for delivery in 2020 in accordance with the Strategic Plan, and associated funding requirements.

The scope of operating programs has been maintained at the previous years' service levels. The Operating Levy and General Benefiting Levy are shared by the municipal partners based on apportionment percentages supplied to us by the Ministry of Natural Resources and Forestry. The apportionment percentage is based on current value assessment (CVA) information generated by MPAC. Individual municipal increases vary due to changes in the CVA apportionment year over year. Information on apportionment can be found on page 11 of the Budget document.

Our request for Operating Levy is \$656,880, which meets the Region's guideline of 2.5% and includes a CVA adjustment to levy of \$4,319.

We have proposed Special Projects for the Region of Durham totalling \$145,145 for your consideration. This request also meets the Region's guidelines.

We have submitted a Special Request for funding for Watershed Planning as the final year of a two-year project at a cost of \$30,000 in 2020. The purpose of this project is to ensure that Durham Region has the most up to date

**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



information related to Water Resource Systems and Watershed Planning to assist with Municipal Conformity Review exercises. Further, as per the Planning Services Partnership Memorandum of Understanding (MOU) with Durham Region, Kawartha Conservation is responsible for providing comments and information to 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.

Additionally, we have submitted Special Requests for your support for the Website Design project of \$7,080 and Information Management project of \$5,310, for a total of \$12,390. 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 will be updated and improved for on-line application submissions, on-line payments and improved information dissemination. 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 2020 Preliminary Operating Budget and associated municipal levies on February 27, 2020. Special projects proceed based on municipal funding approvals.

The budget document is provided electronically in digital format. It is intended to be printed as a two-sided document. While scrolling through online, you will see pages left blank. If you would prefer hard copies of the document, please contact Melanie Dolamore, Corporate Services Assistant, [mdolamore@kawarthaconservation.com](mailto:mdolamore@kawarthaconservation.com) or extension 216.

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, Chair, 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 km<sup>2</sup> within watershed

**Municipality of Trent Lakes**  
237 km<sup>2</sup> within watershed

**Township of Brock**  
36 km<sup>2</sup> within watershed

**Township of Scugog**  
457 km<sup>2</sup> within watershed

**Township of Cavan Monaghan**  
8 km<sup>2</sup> within watershed

**Municipality of Clarington**  
10 km<sup>2</sup> within watershed

**TOTAL 2,563 km<sup>2</sup> Within Watershed**



**T: 705.328.2271**

**277 Kenrei Road, Lindsay ON K9V 4R1**

**GenInfo@KawarthaConservation.com**

**KawarthaConservation.com**



Member of



**Conservation ONTARIO**  
Natural Champions

**DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2020-2024)**

**Kawartha Region Conservation Authority**

<b>OPERATIONS BUDGET</b>	<b>2019 Actual</b>		<b>2020 Forecast</b>		<b>2021 Forecast</b>		<b>2022 Forecast</b>		<b>2023 Forecast</b>		<b>2024 Forecast</b>	
	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
<b>KAWARTHA REGION C.A.</b>												
<b>Base Operations Program</b>	<b>604,193</b>		<b>622,011</b>	<b>2,786,477</b>	<b>641,880</b>	<b>2,786,477</b>	<b>657,928</b>	<b>2,831,253</b>	<b>674,376</b>	<b>2,878,295</b>	<b>691,236</b>	<b>2,926,515</b>
Assessment Growth (Base)	7,552		7,775	22,388	8,024	22,948	8,224	23,521	8,430	24,110	8,640	24,432
Economic Adjustment (Base)	7,552		7,775	22,388	8,024	22,948	8,224	23,521	8,430	24,110	8,640	24,432
Adjustment of CVA Apportionment	2,714		4,319	-	-	-	-	-	-	-	-	-
Board approved												
<b>SUB-TOTAL</b>	<b>622,011</b>		<b>641,880</b>	<b>2,831,253</b>	<b>657,928</b>	<b>2,832,373</b>	<b>674,376</b>	<b>2,878,295</b>	<b>691,236</b>	<b>2,926,515</b>	<b>708,516</b>	<b>2,975,379</b>
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
<b>Guideline Compliant Funding Request</b>	<b>637,011</b>		<b>656,880</b>	<b>2,846,253</b>	<b>672,928</b>	<b>2,847,373</b>	<b>689,376</b>	<b>2,893,295</b>	<b>706,236</b>	<b>2,941,515</b>	<b>723,516</b>	<b>2,990,379</b>



**KAWARTHA REGION CONSERVATION AUTHORITY  
SPECIAL PROJECTS**

SPECIAL BENEFITING PROJECTS		2019 Budget			2020 Budget		2021 Budget		2022 Budget		2023 Budget	
		Region's 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	135,900	138,000	198,900	146,000	206,000	148,000	208,000	150,000	210,000		
	<b>Sub-total</b>	<b>135,900</b>	<b>138,000</b>	<b>198,900</b>	<b>146,000</b>	<b>206,000</b>	<b>148,000</b>	<b>208,000</b>	<b>150,000</b>	<b>210,000</b>		
	Aquatic Resource Management Plans	-	-	-	-	-	-	-	-	-		
	<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
	Groundwater Management	-	-	-	-	-	-	-	-	-		
	<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
	Watershed Monitoring	-	-	-	-	-	-	-	-	-		
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
Climate Change	-	-	-	-	-	-	-	-	-			
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
Watershed Specific Projects/Studies												
Website design and implementation	7,100	-	-	-	-	-	-	-	-			
DECFCA trail strategy & security plan	-	7,145	7,200	-	-	-	-	-	-			
<b>Sub-total</b>	<b>7,100</b>	<b>7,145</b>	<b>7,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
PUBLIC USE	Conservation Area Management Plans	-	-	-	-	-	-	-	-			
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
REGULATION	Flood Forecasting/Warning											
	Stream Gauge Repair/Replacement	-	-	-	-	-	-	-	-			
	<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
Natural Hazard Mapping	-	-	-	-	-	-	-	-				
<b>Sub-total</b>	<b>143,000</b>	<b>145,145</b>	<b>206,100</b>	<b>146,000</b>	<b>206,000</b>	<b>148,000</b>	<b>208,000</b>	<b>150,000</b>	<b>210,000</b>			
<b>Guideline Compliant Capital Funding Request</b>		<b>143,000</b>	<b>145,145</b>	<b>206,100</b>	<b>146,000</b>	<b>206,000</b>	<b>148,000</b>	<b>208,000</b>	<b>150,000</b>	<b>210,000</b>		
<b>Additional Capital Funding Request</b>												
Watershed Planning Update- Water Resources		40,000	30,000	30,000	-	-	-	-	-			
<b>One time project funding:</b>												
Website design and implementation		8,706	7,080	20,000	-	-	-	-	-			
Information Management		10,124	5,310	15,000	5,300	15,000	5,300	15,000	5,300			
<b>Sub-total</b>		<b>58,830</b>	<b>42,390</b>	<b>65,000</b>	<b>5,300</b>	<b>15,000</b>	<b>5,300</b>	<b>15,000</b>	<b>5,300</b>			
<b>Total Capital Funding Requests</b>		<b>201,830</b>	<b>187,535</b>	<b>271,100</b>	<b>151,300</b>	<b>221,000</b>	<b>153,300</b>	<b>223,000</b>	<b>155,300</b>	<b>225,000</b>		

# Kawartha Conservation

## General Benefitting Projects

### Website Redesign

This project is a continuation of the work started in 2019 and will allow Kawartha Conservation to initiate municipal, community and staff consultation to build the framework for a new user-friendly corporate website with two priority focuses:

- Enable customers to quickly, easily and efficiently find the information they need, and utilize online services provided with a particular aim to improve planning and permitting services.
- Promote our conservation areas and natural areas as an economic development and tourism initiative to support the overall tourism and development initiatives of our municipal partners.

The project will be completed in the second quarter of 2020.

### 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.

The digitization of corporate records is projected to be an ongoing project to transfer our paper files to a digital format for the next five years.

**KAWARTHA CONSERVATION  
2020 General Benefitting Project Budget  
GENERAL BENEFITING PROJECTS**

**Draft**

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Website design and update	\$ 5,000	\$ 45,000	\$ 20,000	\$ -	\$ -
Digitization of corporate records	15,000	15,000	15,000	15,000	15,000
	<b>\$ 20,000</b>	<b>\$ 60,000</b>	<b>\$ 35,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

**Apportionment share:**

City Kawartha Lakes	59.9204	\$ 12,028	\$ 36,084	\$ 20,972	\$ 9,021	\$ 9,021
Region of Durham	35.3997	7,025	21,075	12,390	5,310	5,310
Municipality of Trent Lakes	4.3251	877	2,632	1,514	649	649
Cavan Monaghan	0.3549	70	209	124	53	53
	<b>100.0000</b>	<b>\$ 20,000</b>	<b>\$ 60,000</b>	<b>\$ 35,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

## Kawartha Conservation

### Proposed Special Benefiting Project

#### Watershed Planning 2020

The purpose of this project is to ensure that Durham Region has the most up to date information related to Water Resource Systems and Watershed Planning to assist with Municipal Conformity Review exercises. Further, as per the Planning Services Partnership Memorandum of Understanding (MOU) with Durham Region, Kawartha Conservation is responsible for providing comments and information to 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. In 2017, the Growth Plan for the Greater Golden Horseshoe and Greenbelt Plan were updated and contain several policies that are of mutual interest to Durham Region and Kawartha Conservation, for example those related to the management of water resources.

- Work towards filling gaps in existing watershed management plans to ensure they conform with various provincial policy requirements.
- Ground-truth information that contributes to the identification of Ecologically Significant Groundwater Recharge Areas, specifically wetlands and cold-water streams.
- Continually update information related to the Water resources system (e.g. Key hydrological features and areas) and Natural heritage System (e.g. Significant wetlands, significant valley lands etc.)
- Provide information to planning staff to ensure conformity with provincial planning directives.

**KAWARTHA CONSERVATION  
2020 Preliminary Special Project Budget  
SPECIAL BENEFITING PROJECTS**

Draft

Region of Durham	Actual 2018	Budget 2019	Budget 2020
<b>WATERSHED PLANNING</b>			
<b>Sources of Revenue</b>			
Special project funding, Region of Durham	\$ -	\$ 40,000	\$ 30,000
<b>Expenditures</b>			
Direct labour	\$ -	\$ 17,800	\$ 6,200
In-house expertise	-	14,200	14,700
Supplies & professional fees	-	1,400	1,700
Travel and equipment	-	3,000	4,600
Project administration fee	-	3,600	2,800
	\$ -	\$ 40,000	\$ 30,000



## 2020 Business Plan

## Ganaraska Region Conservation Authority

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>	469	469	481	13	494
<b>2 Special Benefiting Programs</b>					
Watershed Planning	30	30	30	-	30
Aquatic Resources/Fisheries	15	15	15	-	15
Groundwater Management	34	34	35	-	35
Watershed Monitoring	38	38	40	-	40
Natural Heritage Mapping	51	51	51	-	51
Natural Hazard Mapping	15	15	15	-	15
Watershed Specific Projects	49	49	49	-	49
<b>Special Benefiting Programs</b>					
<b>Subtotal</b>	232	232	235	-	235
<b>3 Special One-Time Funding</b>					
Ganaraska - Enterprise Data					
Management Platform	35	35	-	-	-
<b>Special One-Time Funding</b>					
<b>Subtotal</b>	35	35	-	-	-
<b>4 Land Management Funding</b>	37	37	37	-	37
<b>Net Program Expenses</b>	<b>773</b>	<b>773</b>	<b>753</b>	<b>13</b>	<b>766</b>



**Ganaraska Region  
Conservation Authority**

2216 County Road 28  
Port Hope, ON L1A 3V8

Phone: 905-885-8173  
Fax: 905-885-9824  
www.grca.on.ca

MEMBER OF  
CONSERVATION ONTARIO

January 9, 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: 2020 Operating and Special Projects Budget**

Please find the attached Ganaraska Region Conservation Authority (GRCA) 2020 Operating and Special Projects Budget requests for funding from the Regional Municipality of Durham. In keeping with the Regional Municipality of Durham's funding guidelines, the operations budget is based on a 2.5% increase and a 1.5% increase in the special projects budget. The CVA apportionment adjustment as provided by the province have been included in the submission. The Ganaraska Region Conservation Authority is not requesting any special funding.

Your consideration of our submission is appreciated. Should you have any questions or require further information, 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

c.c. Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management  
Dana Howes, Senior Economist

## Ganaraska Region Conservation Authority

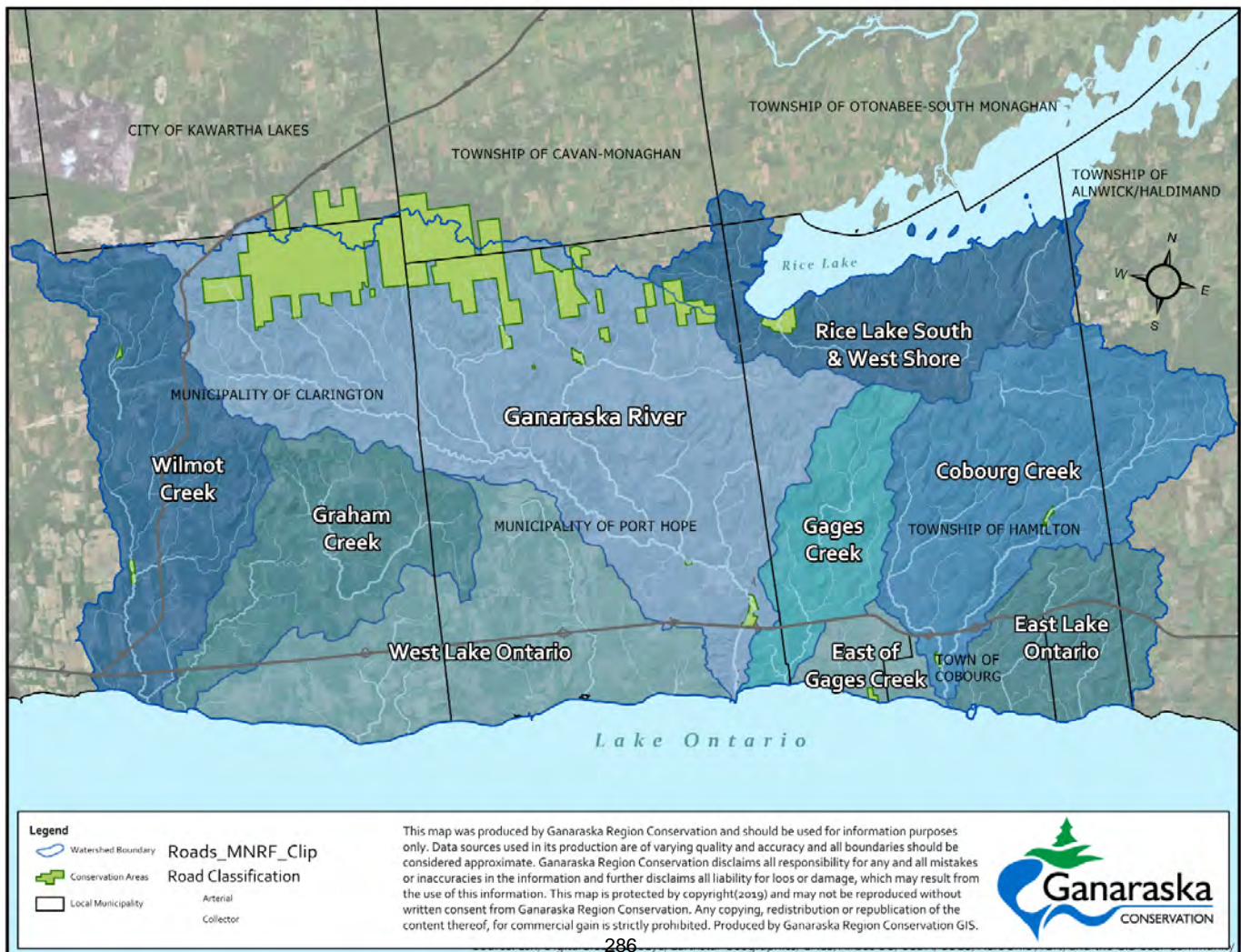
The Ganaraska Region Conservation Authority (GRCA) was formed in October 1946 under the Conservation Authorities Act and is one of the oldest conservation authorities in Ontario.

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 (2020-2024)**

OPERATIONS BUDGET	2019	2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast	
	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>Base Operations</b>	<b>457,825</b>	<b>469,271</b>	<b>1,133,476</b>	<b>493,762</b>	<b>1,161,813</b>	<b>506,106</b>	<b>1,190,858</b>	<b>518,758</b>	<b>1,220,630</b>	<b>531,727</b>	<b>1,251,145</b>
Assessment Grow (Base)	5,723	5,866	14,168	6,172	14,523	6,326	14,886	6,484	15,258	6,647	15,639
Economic Adjustment (	5,723	5,866	14,168	6,172	14,523	6,326	14,886	6,484	15,258	6,647	15,639
CVA Adjustment prior year		12,759									
<b>TOTAL</b>	<b>469,271</b>	<b>493,762</b>	<b>1,161,813</b>	<b>506,106</b>	<b>1,190,858</b>	<b>518,758</b>	<b>1,220,630</b>	<b>531,727</b>	<b>1,251,145</b>	<b>545,021</b>	<b>1,282,424</b>

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

SPECIAL PROGRAMS/PROJECTS		Project or Ongoing	2019 Budget		2020 Budget		2021 Budget		2022 Budget		2023 Budget		2024 Budget		
			Region's Cost	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	
PROTECTION	<b>Watershed Planning/Sub Watershed Planning</b>														
	Port Granby/Bouchette Creek Watershed Plan	Project	30,000	30,000	30,000	60,000	30,000	60,000	30,000	60,000	35,000	70,000	35,000	70,000	
	Climate Change Strategy/Adaptation	Project													
	Watershed Plan Update	Project							30,000	60,000	30,000	60,000	30,000	60,000	
	<b>Sub-total</b>		<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>60,000</b>	<b>30,000</b>	<b>60,000</b>	<b>60,000</b>	<b>120,000</b>	<b>65,000</b>	<b>130,000</b>	<b>65,000</b>	<b>130,000</b>	
	<b>Aquatic Resource Management Plans/Fisheries Management Plans</b>														
	Annual Watershed Report Cards & Updates	Project	15,000	15,000	15,000	30,000	15,000	30,000	15,000	50,000	15,000	50,000	15,000	50,000	
	Fisheries Management Plan Update						20,000	20,000	20,000	20,000	25,000	25,000	25,000	25,000	
	<b>Sub-total</b>		<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>30,000</b>	<b>35,000</b>	<b>50,000</b>	<b>35,000</b>	<b>70,000</b>	<b>40,000</b>	<b>75,000</b>	<b>40,000</b>	<b>75,000</b>	
	<b>Groundwater Management</b>														
				34,423	34,423	35,398	70,796	35,000	70,000	40,000	80,000	45,000	90,000	50,000	100,000
	<b>Sub-total</b>			<b>34,423</b>	<b>34,423</b>	<b>35,398</b>	<b>70,796</b>	<b>35,000</b>	<b>70,000</b>	<b>40,000</b>	<b>80,000</b>	<b>45,000</b>	<b>90,000</b>	<b>50,000</b>	<b>100,000</b>
	<b>Watershed Monitoring</b>														
		Ongoing		37,500	37,500	40,000	80,000	40,000	89,000	43,000	95,000	45,000	100,000	48,000	110,000
<b>Sub-total</b>			<b>37,500</b>	<b>37,500</b>	<b>40,000</b>	<b>80,000</b>	<b>40,000</b>	<b>89,000</b>	<b>43,000</b>	<b>95,000</b>	<b>45,000</b>	<b>100,000</b>	<b>48,000</b>	<b>110,000</b>	
<b>Natural Heritage Mapping</b>															
Natural Heritage Strategy Phase II - Invasive Species	Ongoing		51,000	51,000	51,000	51,000	53,000	89,000	55,000	90,000	57,000	93,000	59,000	95,000	
	Project		-	-	-	-	20,000	60,000	20,000	60,000					
<b>Sub-total</b>			<b>51,000</b>	<b>51,000</b>	<b>51,000</b>	<b>51,000</b>	<b>73,000</b>	<b>149,000</b>	<b>75,000</b>	<b>150,000</b>	<b>57,000</b>	<b>93,000</b>	<b>59,000</b>	<b>95,000</b>	
<b>Watershed Specific Projects/ Studies</b>															
Oak Ridges Moraine Coalition- Ecologist	Ongoing		46,000	46,000	46,000	92,000	46,000	87,000	48,000	89,000	48,000	89,000	50,000	100,000	
Oak Ridges Moraine Coalition	Ongoing		2,500	2,500	2,500	2,500	3,000	31,000	3,000	31,000	4,000	34,000	4,000	34,000	
Administration Building Capital Improvements										25,000	50,000	25,000	50,000		
<b>Sub-total</b>			<b>48,500</b>	<b>48,500</b>	<b>48,500</b>	<b>94,500</b>	<b>49,000</b>	<b>118,000</b>	<b>51,000</b>	<b>120,000</b>	<b>77,000</b>	<b>173,000</b>	<b>79,000</b>	<b>184,000</b>	
PUBLIC USE	<b>Conservation Area Management Plans</b>														
	Ganaraska Forest Management Plan														
<b>Sub-total</b>			-	-	-	-	-	-	-	-	-	-	-	-	
REGULATION	<b>Flood Forecasting/Warning</b>														
	Stream Gauge Replacement	Project	-	-	-	-	-	-	-	-	6,000	8,000	6,000	8,000	
	<b>Sub-total</b>										<b>6,000</b>	<b>8,000</b>	<b>6,000</b>	<b>8,000</b>	
	<b>Natural Hazard Mapping</b>														
	Clarington Floodline Update - NDMP Partner	Project	15,232	15,232	15,232	37,000	30,000	60,000	30,000	60,000	30,000	60,000	30,000	60,000	
	Generic Regulation Policy and Mapping	Project	-	-	-	-	32,000	70,000	35,000	70,000	35,000	70,000	-	-	
Lake Ontario Shoreline Erosion/Flid Mapping	Project	-	-	-	-	15,000	30,000	-	-	-	-	-	-		
Update Hazard Policies & Procedures	Project	-	-	-	-	-	-	-	-	16,000	16,000	16,000	16,000		
<b>Sub-total</b>			<b>15,232</b>	<b>15,232</b>	<b>15,232</b>	<b>37,000</b>	<b>77,000</b>	<b>160,000</b>	<b>65,000</b>	<b>130,000</b>	<b>81,000</b>	<b>146,000</b>	<b>46,000</b>	<b>76,000</b>	
<b>TOTAL CAPITAL</b>			<b>231,655</b>	<b>231,655</b>	<b>235,130</b>	<b>423,296</b>	<b>339,000</b>	<b>696,000</b>	<b>369,000</b>	<b>765,000</b>	<b>416,000</b>	<b>815,000</b>	<b>393,000</b>	<b>778,000</b>	
Oak Ridges Moraine Conservation Plan & Gap Filling															
	<b>Sub-total</b>														
Special Funding Requests															
	Watershed Plan Update - Climate Change	Project		-											
	Lake Ontario Shoreline Mgmt Plan Update	Project		-											
	Enterprise Data Management Platform	Project	35,376	35,376	-	-									
<b>Sub-total</b>			<b>35,376</b>	<b>35,376</b>											
Regional Land Securement															
	<b>Sub-total</b>			<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	





## 2020 Business Plan

## Toronto and Region Conservation Authority

By Program (\$,000's)	2019		2020		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Proposed Budget \$
<b>1 Operating Programs</b>	642	642	657	-	657
<b>2 Special Benefiting Programs</b>					
Administrative Office Building	42	42	42	-	42
Watershed Planning	107	107	111	-	111
Aquatic Resources/Fisheries	68	68	70	-	70
Watershed Monitoring	206	206	206	-	206
Natural Heritage Mapping	120	120	116	-	116
Flood Forecasting/Warning	55	55	58	-	58
Natural Hazard Mapping	31	31	38	-	38
Watershed Specific Projects	196	196	197	-	197
<b>Special Benefiting Programs Subtotal</b>	<b>825</b>	<b>825</b>	<b>838</b>	<b>-</b>	<b>838</b>
<b>3 Special One-Time Funding</b>					
Toronto and Region - Emerald Ash Borer	200	200	-	-	-
Recovery from Land Conservation and Protection Reserve Fund	(200)	(200)	-	-	-
<b>Special One-Time Funding Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>4 Land Management Funding</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>-</b>	<b>41</b>
<b>5 YPDT Ground Water Management</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>175</b>
<b>Net Program Expenses</b>	<b>1,683</b>	<b>1,683</b>	<b>1,711</b>	<b>-</b>	<b>1,711</b>

Chief Executive Officer



January 23, 2020

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 2020 – 2023 Budget Request**

Toronto and Region Conservation Authority (TRCA) is pleased to provide the budget submission covering the period 2020 to 2023. The general levy request for 2020 and for subsequent years is 2.22%, impacted mostly by wage, employee benefit and similar inflationary pressures. TRCA's 2020 operating budget will amount to approximately \$48 million. Durham's 2020 share of TRCA's operating budget, as represented by the general levy, is \$596,000. This amount is included within the Region's operating allocation to TRCA of \$656,600.

TRCA was able to make reductions to meet the 1.5% envelope for Special Benefitting Programs for 2020 and will continue to work with Durham Region staff to offset costs in the interim. TRCA will work with the Region to create a 2020 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 2020 request for Special Benefitting Programs funding amounts to \$795,850, an increase of \$13,550 or 1.73% over 2019. 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.

TRCA anticipates changes to regulations under the Conservation Authorities (CA) Act to occur later this year or early next year, impacting the 2021 fiscal year and all years thereafter. Changes to the CA Act regulations will require adjustments to Memorandums of Understanding (MOUs) or Service Level Agreements (SLAs) for all non-core services provided to TRCA's upper and lower tier municipal partners. TRCA activities are currently being assessed and staff are proactively preparing MOUs and SLAs with municipal staff taking into account potential budgetary impacts.

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 read 'John MacKenzie', with a long horizontal stroke extending to the right.

John MacKenzie, M.Sc.(PI) MCIP, RPP

## 2020-2023 TRCA Durham Region Budget Submission 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 updated 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 new 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.

## 2020-2023 TRCA Durham Region Budget Submission Executive Summary

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.



**Toronto and Region Conservation Authority  
2020 Budget Submission  
Region of Durham**

By Program	Approved Budget	Projected Budget				2020 over 2019	2020 over 2019
	2019	2020	2021	2022	2023	Change \$	Change %
<b>General Benefiting Operating Levy</b>	<b>642,350</b>	<b>656,600</b>	<b>674,600</b>	<b>692,600</b>	<b>711,600</b>	<b>14,250</b>	<b>2.22%</b>
Land Management Expenditures	41,000	41,000	41,000	41,000	41,000		
One Time - Emerald Ash Borer - Durham Region	200,000	-	-	-	-		
One Time - National Disaster Mitigation Program	400,000	-	-	-	-		
<b>Special Benefiting Programs</b>							
Duffins-Carruthers Watershed Plan Implementation	48,000	49,000	50,000	51,000	52,000		
Durham Stewardship Program	50,000	51,000	52,000	53,000	54,000		
Watershed Plan Development	-	-	45,000	46,000	46,000		
Watershed and Environmental Report Cards	-	-	29,000	36,000	36,000		
Climate Change - Research and Adaptation	9,000	11,000	11,000	11,000	11,000		
<b>Watershed Planning</b>	<b>107,000</b>	<b>111,000</b>	<b>187,000</b>	<b>197,000</b>	<b>199,000</b>	<b>4,000</b>	<b>3.74%</b>
Regional Watershed Monitoring Program	206,000	206,000	217,000	217,000	226,000		
<b>Regional Watershed Monitoring</b>	<b>206,000</b>	<b>206,000</b>	<b>217,000</b>	<b>217,000</b>	<b>226,000</b>	<b>-</b>	<b>0.00%</b>
Terrestrial Natural Heritage Implementation Program	40,000	36,000	37,000	37,000	38,000		
Terrestrial Ecosystem Science Program	19,000	19,000	36,000	36,000	36,000		
Terrestrial Natural Heritage Field Inventory Program	61,000	61,000	64,000	64,000	64,000		
<b>Natural Heritage Mapping</b>	<b>120,000</b>	<b>116,000</b>	<b>137,000</b>	<b>137,000</b>	<b>138,000</b>	<b>(4,000)</b>	<b>-3.33%</b>
Flood Gauging (Flood Maintenance)	35,000	36,000	36,000	36,000	36,000		
Flood Control Infrastructure Maintenance	20,000	22,000	22,000	22,000	22,000		
<b>Floodworks &amp; Flood Warning System</b>	<b>55,000</b>	<b>58,000</b>	<b>58,000</b>	<b>58,000</b>	<b>58,000</b>	<b>3,000</b>	<b>5.45%</b>
TRCA Flood Line Mapping Program	30,300	38,000	38,000	38,000	40,000		
<b>Flood Vulnerable Areas Map Updates</b>	<b>30,300</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>40,000</b>	<b>7,700</b>	<b>25.41%</b>
Aquatic Ecosystem Science Program	33,000	34,000	34,000	35,000	35,000		
Duffins-Carruthers Fish Management Plan Implementation	35,000	36,000	37,000	37,000	38,000		
<b>Aquatic Resources/Fisheries</b>	<b>68,000</b>	<b>70,000</b>	<b>71,000</b>	<b>72,000</b>	<b>73,000</b>	<b>2,000</b>	<b>2.94%</b>
Durham Watershed Trails Program	65,000	66,000	67,000	68,000	69,000		
Durham Waterfront Trails Program	30,000	30,000	32,000	32,000	32,000		
Managing Hazard Trees Program	42,000	43,000	44,000	45,000	46,000		
<b>Watershed Specific - Trails and Hazard Trees</b>	<b>137,000</b>	<b>139,000</b>	<b>143,000</b>	<b>145,000</b>	<b>147,000</b>	<b>2,000</b>	<b>1.46%</b>
Frenchman's Bay Management Plan Program	10,000	10,000	12,000	12,000	14,000		
Duffins Marsh Restoration Program	35,000	33,850	37,000	37,000	38,000		
Bioregional Seed Crop Program	14,000	14,000	14,000	14,000	14,000		
<b>Watershed Specific - Durham Waterfront</b>	<b>59,000</b>	<b>57,850</b>	<b>63,000</b>	<b>63,000</b>	<b>66,000</b>	<b>(1,150)</b>	<b>-1.95%</b>
<b>Sub-Total</b>	<b>782,300</b>	<b>795,850</b>	<b>914,000</b>	<b>927,000</b>	<b>947,000</b>	<b>13,550</b>	<b>1.73%</b>
YPDT Groundwater Management	175,000	175,000	175,000	175,000	175,000		
<b>Total net Program Costs</b>	<b>2,240,650</b>	<b>1,668,450</b>	<b>1,804,600</b>	<b>1,835,600</b>	<b>1,874,600</b>	<b>(572,200)</b>	<b>-25.54%</b>
<b>Special Funding Requests</b>							
Special - TRCA Headquarters Facility	42,371	42,371	42,300	42,300	42,300		
<b>Unfunded Priorities</b>							
Emerald Ash Borer	-	360,000	360,000	-	-		
Land Acquisition	-	187,500	-	-	-		
<b>Total net Program Costs (including Unfunded Priorities)</b>	<b>2,283,021</b>	<b>2,258,321</b>	<b>2,206,900</b>	<b>1,877,900</b>	<b>1,916,900</b>		



## 2020 Business Plan

## Lake Simcoe Region Conservation Authority

By Program (\$,000's)	2019		2020		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Proposed Budget \$
<b>1 Operating Programs</b>	257	257	263	(8)	255
<b>2 Special Benefiting Programs</b>					
Watershed Planning	63	63	63	-	63
Watershed Monitoring	43	43	42	-	42
Natural Heritage Mapping	7	7	6	-	6
Conservation Area Management Plans	28	28	28	-	28
Flood Forecasting/Warning	8	8	8	-	8
Natural Hazard Mapping	18	18	18	-	18
Watershed Specific Projects	307	307	317	(7)	310
<b>Special Benefiting Programs             Subtotal</b>	474	474	482	(7)	475
<b>4 Land Management Funding</b>	22	22	22	-	22
<b>Net Program Expenses</b>	<b>753</b>	<b>753</b>	<b>767</b>	<b>(15)</b>	<b>752</b>





January 13, 2020

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 2020-2024 Lake Simcoe Region Conservation Authority

Dear Ms. Taylor;

We are attaching the revised 2020 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 2020 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 guidelines for increase to LSRCA levies approved by the Board of Directors in June 2019 are 2.83% on LSRCA operating budget, 2.34% on the special benefitting and 2.83% special operating. However, our budget submission was adjusted to meet guidelines of 2.5% for operations and 1.5% for special benefitting, to come in on target. The operating budget increases by \$6,405 before the CVA adjustment (\$7,726) for final amount of \$254,862 after CVA. The special benefitting increase is \$7,117 before CVA adjustment (\$6,650) for a total of \$474,950 after CVA. The total request before CVA was for \$744,188 and \$729,812 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 'Mike Walters', written over a light blue horizontal line.

Mike Walters  
Chief Administrative Officer

Attach.

# Durham Region Budget Lake Simcoe Region Conservation Authority

## 1.0 Introduction

The Lake Simcoe Region Conservation Authority (LSRCA) has been dedicated to conserving, restoring and managing the Lake Simcoe watershed since 1951. Thanks to our federal, provincial, municipal, First Nations and community partners, we build on a tradition of success and provide the leadership needed to protect what is natural and restore what has degraded in our watershed.

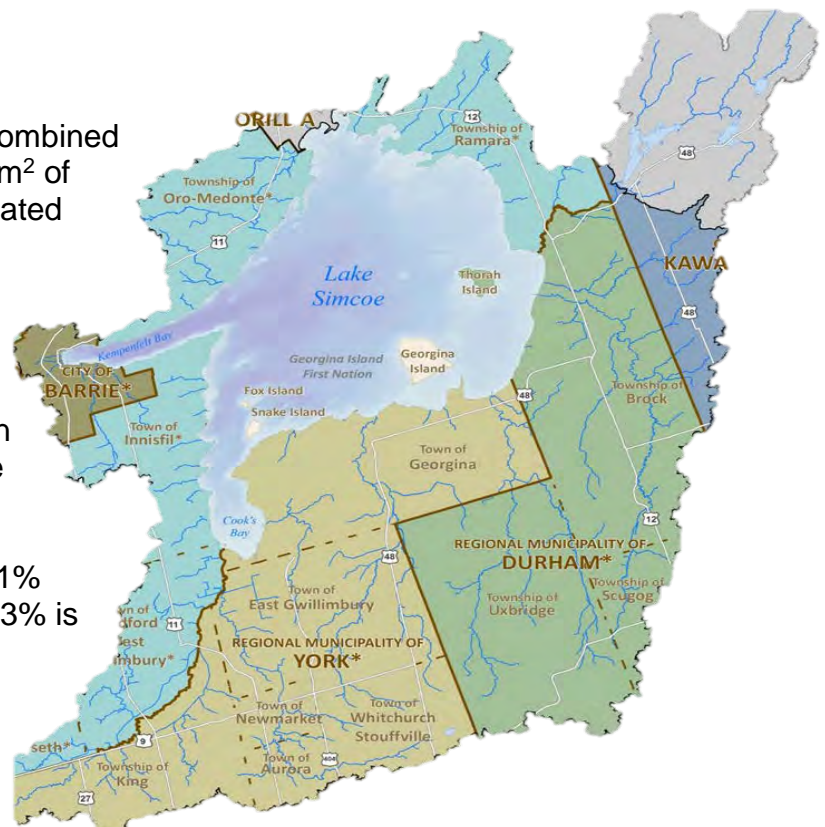
Our Vision for the watershed is a thriving environment that inspires and sustains us for generations to come. This outcome will be achieved through our mission to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.

More specifically the LSRCA works to protect people and their property from flooding and erosion hazards, to protect natural areas and open space, to restore and protect aquatic and natural habitats, to provide recreational and education opportunities to watershed residents, and to provide science-based advice and services.

LSRCA follows the core principles that make conservation authorities unique – watershed jurisdiction, local decision making and funding partnerships. It’s a governance model that has proven effective for government and community partners to make collective and informed decisions that impact the present and future health of the Lake Simcoe watershed.

## 2.0 Our Shared Geography

A total of 21 rivers and streams with a combined length of almost 100 km drain the 793 km<sup>2</sup> of the Regional Municipality of Durham located within the Lake Simcoe watershed. The municipality has 17.5 kilometers of shoreline along Lake Simcoe located in the Township of Brock (6% of the entire Lake Simcoe shoreline). Agriculture is the primary land use within the Region’s portion of the Lake Simcoe watershed at 51% of the total area followed by natural heritage features (wetlands, forests, and grasslands) at 41% and urban areas at 5%. The remaining 3% is comprised of aggregate resources and recreation lands (golf courses).

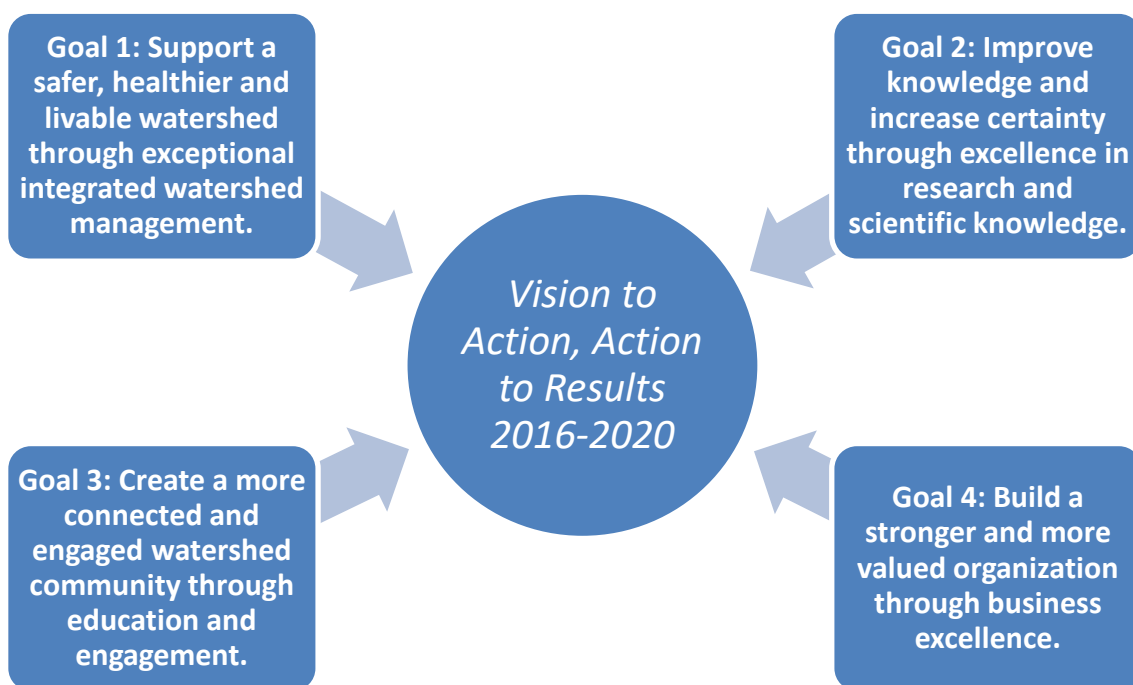


### 3.0 *Vision to Action, Action to Results 2016-2020*

The Regional Municipality of Durham has been a valued member of the Lake Simcoe Region Conservation Authority since 1971. The partnership continues to provide significant benefits to watershed residents made possible through the funding support that the Authority receives especially from its municipal partners. In 2016 the Authority celebrated its 65<sup>th</sup> year in operation with the release of a new five year Strategic Plan entitled *Vision to Action, Action to Results 2016-2020*. The plan was developed after extensive consultations with our partners to where possible better align our business areas to the needs of our municipalities and provide greater value.

42 Strategic priority actions were developed and by the end of this year all will be completed.

#### **Vision to Action, Action to Results contains four key goals:**



In 2020 LSRCA will be developing our next Strategic Plan for 2021-2025. This will involve the engagement of all our municipal partners in the development of activities that will continue LSRCA's focus on conserving and restoring the Lake Simcoe Watershed.

For a complete review of the LSRCA programs and services please visit our website at [www.lsrca.on.ca](http://www.lsrca.on.ca). The LSRCA 2019 Annual Report will be available at the end of January 2020 on-line and a final audited statement will be provided by the end of April.

**Lake Simcoe Region C.A.  
2020 Preliminary Budget Review**

**Schedule 1 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2020-2024)**

OPERATIONS BUDGET	2019 Actual		2020 Request		2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast	
	Region's Cost	Total Costs	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Program Operations	233,967	3,777,596	234,123	3,898,497	233,561	4,008,880	239,400	4,109,102	245,385	4,211,830	251,520	4,317,126
Other Programs												
Assessment Growth (CVA)	(7,380)		(7,192)									
Economic Adjustment (Base)	7,536	120,901	6,630	110,383	5,839	100,222	5,985	102,728	6,135	105,296	6,288	107,928
<b>Budget Request per Guideline</b>	<b>234,123</b>	<b>3,898,497</b>	<b>233,561</b>	<b>4,008,880</b>	<b>239,400</b>	<b>4,109,102</b>	<b>245,385</b>	<b>4,211,830</b>	<b>251,520</b>	<b>4,317,126</b>	<b>257,808</b>	<b>4,425,054</b>

**Schedule 3 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Operating Levy (2020-2024)**

Special Operating Levy	2019 Actual		2020 Request		2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast	
	Region's Cost	Total Costs	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Wages & Benefits	15,405	15,405	15,695	215,525	15,566	218,758	15,955	224,227	16,354	229,833	16,763	235,578
Ed Centre - Operations	6,037	6,037	6,139	67,963	6,054	68,983	6,205	70,707	6,360	72,475	6,519	74,287
Strategic Initiative	214	214			213	2,835	218	2,906	224	2,978	229	3,053
Economic Adjustment (Base)	404	404										
CVA			(534)									
<b>Budget Request per Guideline</b>	<b>22,060</b>	<b>22,060</b>	<b>21,300</b>	<b>283,488</b>	<b>21,833</b>	<b>290,576</b>	<b>22,378</b>	<b>297,840</b>	<b>22,938</b>	<b>305,286</b>	<b>23,511</b>	<b>312,918</b>

**Lake Simcoe Region C.A.  
2020 Preliminary Budget Review**

**Schedule 2 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Benefitting Levy (2020-2024)**

Special Benefitting Levy	2019 Actual		2020 Request		2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast	
	Region's Cost	Total Costs	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Special Benefitting Levy	471,136	3,864,702	474,483	3,928,508	474,950	3,987,286	486,823	4,086,718	498,922	4,188,636	511,396	4,293,102
Economic Adjustment (Base)	5,298		7,117		7,124		7,231		7,484		7,671	
Asset Management					4,749	39,285	4,868	40,266	4,990	41,270	5,115	42,299
Assessment Growth(CVA)	(1,951)		(6,650)				-		-		-	
<b>Budget Request per Guideline</b>	<b>474,483</b>	<b>3,864,702</b>	<b>474,950</b>	<b>3,928,508</b>	<b>486,823</b>	<b>4,026,571</b>	<b>498,922</b>	<b>4,126,984</b>	<b>511,396</b>	<b>4,229,906</b>	<b>524,182</b>	<b>4,335,401</b>

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

One-Time Requests	2019 Actual		2020 Request		2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast	
	Region's Cost	Total Costs	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Infrastructure Maintenance for Scanlon Creek Operations Centre												
Scanlon Creek Operations Centre Renovation Project												
<b>Budget Request per Guideline</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**LAKE SIMCOE REGION CONSERVATION AUTHORITY - Schedule 5**

SPECIAL BENEFITTING LEVY		2019 Actual	2020 Proposed Budget		2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast	
			Request to Region	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
WATERSHED STUDIES AND STRATEGIES	Sustainable Development	24,748	24,492	273,774	24,860	277,881	25,481	284,828	26,118	291,948	26,771	299,247
	Climate Change	21,609	21,616	191,178	21,940	194,046	22,489	198,897	23,051	203,869	23,627	208,966
	Watershed Subwatershed Planning	62,782	62,613	413,107	63,552	419,304	65,141	429,787	66,769	440,531	68,439	451,544
	<b>Total Watershed Studies and Strategies</b>	109,139	108,721	878,059	110,352	891,230	113,111	913,511	115,938	936,349	118,837	959,757
WATER RISK MANAGEMENT	<b>Flood Management and Warning</b>											
	Natural Hazard Mapping	18,590	18,507	108,744	18,784	110,375	19,254	113,134	19,735	115,963	20,229	118,862
	Forecasting and Warning	7,775	7,505	184,016	7,618	186,776	7,808	191,446	8,003	196,232	8,203	201,137
	<b>Water Management/Restoration</b>											
	Assistance Program	51,598	51,316	306,507	52,086	311,105	53,388	318,882	54,723	326,854	56,091	335,026
	<b>Water Science and Monitoring</b>											
	Groundwater	6,430	6,325	108,249	6,420	109,873	6,580	112,620	6,745	115,436	6,913	118,321
	Riverflow	7,880	7,754	132,720	7,871	134,711	8,067	138,079	8,269	141,531	8,476	145,069
Stormwater Performance	2,375	2,355	40,331	2,391	40,936	2,451	41,959	2,512	43,008	2,575	44,083	
<b>Total Water Risk Management</b>	94,648	93,763	880,567	95,169	893,776	97,548	916,120	99,987	939,023	102,487	962,499	
ECOLOGICAL MANAGEMENT	<b>Restoration and Regeneration</b>											
	Assistance Program	130,274	129,284	818,770	131,223	831,051	134,504	851,828	137,866	873,123	141,313	894,952
	<b>Ecosystem Science and Monitoring</b>											
	Lake	9,324	9,187	157,239	9,324	159,598	9,558	163,588	9,797	167,677	10,041	171,869
	Tributary Biologic	10,988	10,854	185,776	11,016	188,562	11,292	193,276	11,574	198,108	11,863	203,061
	Tributary Water Quality	5,900	5,818	99,586	5,905	101,079	6,052	103,606	6,204	106,196	6,359	108,851
	Natural Heritage Mapping	6,862	5,760	113,574	5,846	115,278	5,992	118,160	6,142	121,114	6,296	124,141
<b>Total Ecological Management</b>	163,348	160,901	1,374,944	163,315	1,395,569	167,398	1,430,458	171,583	1,466,219	175,872	1,502,875	
GREENSPACE SERVICES	<b>Management</b>											
	Maintenance and Development	70,343	70,729	293,818	71,790	298,225	73,585	305,680	75,424	313,322	77,310	321,156
	<b>Total Greenspace Services</b>	70,343	70,729	293,818	71,790	298,225	73,585	305,680	75,424	313,322	77,310	321,156
CORPORATE	<b>Governance</b>											
	Lake Simcoe Protection Plan	15,522	15,337	262,519	15,567	266,457	15,956	273,118	16,355	279,946	16,764	286,945
	Conservation Authorities Moraine Coalition	-	4,070	10,000	4,131	10,000	4,235	10,000	4,340	10,000	4,447	10,000
	<b>Information Management</b>											
	Program Information Management	15,763	15,708	193,853	15,943	196,761	16,342	201,680	16,750	206,722	17,169	211,890
	Strategic Initiatives	-	-	-	-	-	-	-	-	-	-	-
	<b>Facility Management</b>											
Asset Management - Vehicles and Equipment Maintenance	5,718	5,721	34,747	5,807	35,268	5,952	36,150	6,101	37,054	6,254	37,980	
<b>Total Corporate</b>	37,004	40,836	501,119	41,448	508,486	42,485	520,948	43,547	533,722	44,634	546,815	
<b>TOTAL CAPITAL</b>	474,483	474,950	3,928,508	482,074	3,987,286	494,127	4,086,718	506,479	4,188,636	519,139	4,293,102	
<b>Asset Management</b>	-	-	-	4,749	39,285	4,868	40,266	4,990	41,270	5,115	42,299	
<b>TOTAL CAPITAL INCLUDING STRATEGIC INITIATIVES AND ASSET MANAGEMENT</b>	474,483	474,950	3,928,508	486,824	4,026,571	498,995	4,126,984	511,469	4,229,906	524,254	4,335,401	

<b>Regional Land Securement</b>	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Total Regional Land Securement</b>	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

**PROGRAM SUMMARY**



**2020 Business Plan**

**Durham Regional Police Service**

By Program (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Patrol Operations	68,155	70,339	73,035	-	73,035
2 Serious & Organized Crime	37,453	38,084	39,707	-	39,707
3 Patrol Support	14,591	14,824	14,713	-	14,713
4 Operational Support	14,712	15,376	15,713	-	15,713
5 NextGen Common Communication Platform	1,049	1,049	1,075	76	1,151
6 Administrative Support	25,672	23,833	24,324	75	24,399
7 Business Services	18,813	19,358	20,097	-	20,097
8 Executive Branch	7,625	6,051	6,214	-	6,214
9 Police Services Board	592	585	600	-	600
10 Headquarters Shared Cost	1,664	1,664	1,463	243	1,706
<b>Net Operating Program Expenses</b>	<b>190,326</b>	<b>191,163</b>	<b>196,941</b>	<b>394</b>	<b>197,335</b>
<b>11 Contribution To The Helicopter Reserve</b>	150	150	250	-	250
<b>12 Debt Service</b>	11,500	11,500	11,000	-	11,000
<b>13 Tangible Capital Assets</b>					
New	484	104	-	317	317
Replacement	4,212	3,756	4,323	-	4,323
Major Capital Projects	-	-	-	8,200	8,200
Contribution from Reserve / Reserve Fund	(60)	(60)	-	(8,200)	(8,200)
<b>Tangible Capital Assets Subtotal</b>	<b>4,636</b>	<b>3,800</b>	<b>4,323</b>	<b>317</b>	<b>4,640</b>
<b>Net Program Expenses</b>	<b>206,612</b>	<b>206,613</b>	<b>212,514</b>	<b>711</b>	<b>213,225</b>
<b>Summary of Increase (Decrease)</b>			<b>\$5,901</b>		<b>\$6,612</b>
			<b>2.86%</b>		<b>3.20%</b>



**2020 Business Plan**

**Durham Regional Police Service**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	4,885	Economic Increases
Salaries & Benefits	1,748	Annualization - 32 Positions
Operating Expenses	97	Inflationary Increases
Tangible Capital Assets - New & Replacement	507	Increased requirements
Reserves	195	Decreased contribution from the Helicopter Reserve to fund operating expenses of the helicopter
Reserves	100	Increased contribution to the Helicopter Reserve
Debt Servicing Costs	(500)	Removal of debt payments for Clarington Police Complex Phase 2
Provincial Subsidy	(507)	Provincial funding
Recoveries from 911	(419)	Higher 911 staffing recoveries related to annualization of 2019 staff
Revenues / Recoveries	(205)	Higher revenue related to Criminal Background Check and Auction Proceeds
	5,901	



## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Durham Regional Police Service

#### Program Changes for 2020 Budget

\$000's

#### PERSONNEL STRENGTH

Authorized strength has been held steady since 2011, with a minor increase in 2015 and more recently a modest increase in 2019 (+ 26 positions). The 2020 budget includes additional growth in frontline and investigative staffing required to sustain the level of services required by the communities served.

Total 2020 Police Authorized Strength will remain flat at 904.

Total 2020 Civilian Full Time Equivalent (FTE's) will remain flat at 367.7 representing 307 full time members, plus the equivalent of 60.7 FTE's in part-time support.

<b>Program 5 - Nextgen CCP</b>	<b>76</b>
<ul style="list-style-type: none"> <li>◆ Nextgen CCP - Voice Recording System Upgrade Total Cost \$400k, offset by partner recoveries \$84k and recovery from the 911 Management Board \$240k</li> </ul>	76
<b>Program 6 - Administrative Support</b>	<b>75</b>
<ul style="list-style-type: none"> <li>◆ Information Technology - Funding to support a cloud based solution to securely store, share and manage unstructured data, contracted for in 2018.</li> </ul>	75
<b>Program 10 - Headquarter Shared Costs</b>	<b>243</b>
<ul style="list-style-type: none"> <li>◆ Overall 2.5% (\$42k) increase from 2019 approved budget, made up of a base budget reduction of \$201k and a program change of \$243k</li> </ul>	243
<b>Program 13 - Tangible Capital Assets</b>	<b>317</b>
<ul style="list-style-type: none"> <li>◆ Administrative Support:                             <ul style="list-style-type: none"> <li>* One data storage device to support the E-Crimes server expansion project that began in 2018 and will require annual additions through 2021.</li> </ul> </li> </ul>	317
<b>Total Program Changes for 2020</b>	<b>711</b>



**2020 Business Plan**

**Durham Region Transit**

**Major Services and Activities**

<b>Value for customers</b>	<p>Create value for transit customers</p> <ul style="list-style-type: none"> <li>◆ Make navigating the DRT network more obvious (information, wayfinding, DRT and PULSE brands)</li> <li>◆ Disseminate information, and deliver ridership fare incentives</li> <li>◆ Leverage PRESTO's convenience and functionalities (in support of transit use, mobility integration)</li> <li>◆ Keep improving the bus stop environment (safety, accessibility, comfort, cleanliness)</li> <li>◆ Communicate real-time service information to customers</li> <li>◆ Refresh DRT's Service Strategy (focus on high-order transit, Regional growth, innovations like OnDemand)</li> </ul>
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<b>Effectiveness in delivery</b>	<p>Enhance effectiveness at delivering transit services</p> <ul style="list-style-type: none"> <li>◆ Focus and prioritize safety as the fabric of our organizational culture</li> <li>◆ Continue cyclical training in customer service excellence and inclusiveness</li> <li>◆ Strengthen employee engagement and internal communications</li> <li>◆ Specify design requirements for DRT's new garage and start planning with a new division</li> <li>◆ Keep honing our ability to deliver the services that have been planned (care of the fleet, recovery from incidents)</li> <li>◆ Continue to remove barriers to accessibility (improving processes, preserving effective use of resources)</li> <li>◆ Align with and measure against performance targets and standards</li> </ul>
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<b>Financial efficiencies</b>	<p>Identify, pursue and achieve financial efficiencies</p> <ul style="list-style-type: none"> <li>◆ Strive for sustained fare revenue to protect our revenue-cost ratio (strategic at low-income, fare integration)</li> <li>◆ Strategically invest in required PRESTO and other fare collection equipment</li> <li>◆ Refine the asset plan to sustain needed and timely growth</li> <li>◆ Continue to replace our fleet and shape its composition (route productivity, energy efficiency, maintenance costs)</li> <li>◆ Keep harmonizing service planning, delivery and administrative processes</li> <li>◆ Pursue external funding sources</li> </ul>
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**2020 Business Plan**

**Durham Region Transit**

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

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Provide quality transit alternatives for healthy lifestyles.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop strategies to implement the objectives outlined in the Transportation Master Plan and the Transit Service Strategy.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Incorporate asset replacement principles that are based on long term sustainability.</li> </ul>	

**Strategic Goals**

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

## PROGRAM SUMMARY

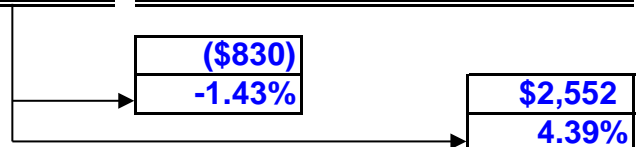


### 2020 Business Plan

### Durham Region Transit

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	13,316	13,011	13,499	733	14,232
2 Operations	43,060	42,876	43,725	785	44,510
3 Maintenance - Equipment	21,801	21,735	20,250	2,446	22,696
4 Specialized Service	6,538	6,786	6,679	65	6,744
5 Northern Service	1,418	1,675	1,758	312	2,070
6 Facilities Management	2,158	2,178	2,110	387	2,497
7 Debt Service	1,034	1,034	1,030	-	1,030
8 Headquarters Shared Cost	71	71	62	11	73
<b>Operating Subtotal</b>	89,396	89,366	89,113	4,739	93,852
9 Bus Rapid Transit	161	163	166	-	166
<b>Tangible Capital Assets:</b>					
10 New	1,224	1,223	-	1,144	1,144
11 Replacement	214	214	44	152	196
<b>Tangible Capital Assets Subtotal</b>	1,438	1,437	44	1,296	1,340
<b>Total Program Expenses</b>	<b>90,995</b>	<b>90,966</b>	<b>89,323</b>	<b>6,035</b>	<b>95,358</b>
<b>Revenue Programs</b>					
Fares	(21,660)	(21,755)	(21,920)	(553)	(22,473)
U-Pass	(6,613)	(6,390)	(6,390)	(388)	(6,778)
Provincial Gas Tax	(2,589)	(2,589)	(1,611)	(1,702)	(3,313)
Advertising	(1,280)	(1,280)	(1,280)	(10)	(1,290)
Other	(28)	(32)	(32)	-	(32)
ODSP Discount Pass	(350)	(350)	(350)	-	(350)
Recovery from Reserve / Reserve Fund	(420)	(420)	(420)	-	(420)
<b>Total Revenue Programs</b>	(32,940)	(32,816)	(32,003)	(2,653)	(34,656)
<b>Net Program Expenses</b>	<b>58,055</b>	<b>58,150</b>	<b>57,320</b>	<b>3,382</b>	<b>60,702</b>

### Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2020 Business Plan

### Durham Region Transit

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	638	Economic adjustments
Salaries & Benefits	129	Annualization - 2 positions
Salaries & Benefits	(133)	Remove one-time item
Operating Expenses	(120)	Remove one-time items
Operating Expenses	677	Inflationary increases - contracted services, insurance, other
Operating Expenses	(14)	Utilities
Operating Expenses	(618)	Fuel
Operating Expenses	(9)	Headquarters shared cost
Various	(312)	Line-by-Line Review savings
Major Repairs - Vehicles	(978)	Remove one-time item
Minor Assets & Equipment/Major Repairs & Renovations	(50)	Remove one-time items
Operating Expenses	540	Annualization - 2019 route adjustments
Tangible Capital Assets - New/Replacement	(1,393)	Remove one-time items
Fare Revenue	(165)	Annualization - 2019 route adjustments
Provincial Gas Tax	978	One-time funding of Major Repairs removed
	(830)	

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Durham Region Transit

(\$,000's)

#### Administration

<ul style="list-style-type: none"> <li>◆ New position: 1 Safety &amp; Training Coordinator, effective July 1, 2020, to deliver safety oversight to all divisions within DRT, ensure a comprehensive records management program is in place as per legislatively required, and provide liaison with other key safety related working groups. (Annualized cost is \$112k)</li> <li>◆ Restructuring Marketing &amp; Communications group to align resources to meet increasing demands for timely customer communication, media relations, and marketing and outreach initiatives supporting existing and potential customers.</li> <li>◆ Increase to Advertising (\$30k), and Printing and Reproduction (\$24k), to meet requirements for customer outreach and communications campaigns, such as fleet decal updates and radio advertising for DRT marketing initiatives.</li> <li>◆ Hardware-Software Maintenance cost adjustments, including: increase to Trapeze maintenance related costs (\$7k), savings on PRESTO maintenance due to upcoming Metrolinx device refresh (-\$43k), and increase in other needs based on forecasted requirements (\$22k).</li> <li>◆ Increase to Courier Service based on historical actuals and forecasted requirements related to coin transport and processing services.</li> <li>◆ One-time Professional and Technical Services for development of a Multi-Year Strategic Plan (\$100k), Simcoe Street Rapid Transit Study (\$60k), Nova Articulated Bus Maintenance Training (\$55k), and Communications &amp; Outreach Support costs (\$25k). On-going Professional and Technical Services for implementation of new surveying methods on the annual DRT customer survey (\$20k), as well as various on-going professional fees (\$11k).</li> <li>◆ Increase in PRESTO transaction fees based on agreement with Metrolinx.</li> <li>◆ Various adjustments based on historical actuals and forecasted requirements.</li> </ul>	<p>56</p> <p>53</p> <p>54</p> <p>(14)</p> <p>28</p> <p>271</p> <p>233</p> <p>52</p> <hr style="border: 0.5px solid black;"/> <p>733</p>
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#### Operations

<ul style="list-style-type: none"> <li>◆ New Positions: 7 Conventional Operators, effective July 1, 2020, as part of the service plan adjustments as detailed in Table 1 below. (Annualized cost is \$670k)</li> <li>◆ Decrease to Part Time Staffing &amp; Benefits (-\$72k), increase to Statutory Holiday Premiums (\$41k) and Overtime (\$85k) as part of the service plan adjustments as detailed in Table 1 below.</li> <li>◆ One time increase to Part Time Staffing as a result of training costs related to Articulated Buses (\$123k), and increase to on-going Part Time Staffing to reflect historical actuals and forecasted requirements (\$238k).</li> <li>◆ Increase to Workplace Safety and Insurance (WSI) Compensation Costs to reflect actuals.</li> <li>◆ Decrease to Shift and Other Premiums (-\$21k), decrease in Overtime (-\$35k) as a result of continuous effort to maximizing usage of operators paid at straight time, and increase to Statutory Holiday Premiums (\$141k) to reflect historical actuals.</li> <li>◆ Increase to Shift and Other Premiums (\$3k) and Overtime (\$5k) as a result of one time training costs related to Articulated Buses.</li> </ul>	<p>335</p> <p>54</p> <p>361</p> <p>135</p> <p>85</p> <p>8</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Durham Region Transit

(\$,000's)

#### Operations (Continued)

♦ Decrease in Transit Bus Contract as a result of the service plan adjustments as detailed in Table 1 below.	(97)
♦ Decrease to GO Local Fare Agreement expenses to reflect end of agreement as of September 2020, detailed in Table 1 below.	(204)
♦ Increase to Route Maintenance for winter maintenance of lengthened bus pads following introduction of Articulated Buses on PULSE routes.	106
♦ Various adjustments based on historical actuals and forecasted requirements.	2
	785

**Table 1**

<b>Summary of DRT 2020 Service Plan Adjustments (\$,000's)</b>						
	West	Central	East	North	Other	Total
<b><u>Operations</u></b>						
Full time Operators Wages & Benefits			335			<b>335</b>
Part time Operators Wages & Benefits	(38)		(34)			<b>(72)</b>
Overtime & Premiums	(223)		349			<b>126</b>
Service Contracts		(97)		216		<b>119</b>
GO Local Fare Agreement					(204)	<b>(204)</b>
<b><u>Maintenance</u></b>						
Overtime & Premiums	2		42			<b>44</b>
Fuel	5	(42)	106	3		<b>72</b>
Auto Materials & Supplies & Leased Tires	9	(2)	174	93		<b>274</b>
<b>Total Expenses</b>	<b>(245)</b>	<b>(141)</b>	<b>972</b>	<b>312</b>	<b>(204)</b>	<b>694</b>
Farebox Revenue	(23)	(45)	(153)	(31)		<b>(252)</b>
<b>Net Cost</b>	<b>(268)</b>	<b>(186)</b>	<b>819</b>	<b>281</b>	<b>(204)</b>	<b>442</b>

**Notes:**

1. 2020 service plan adjustments include \$151k in one-time costs for the automated shuttle pilot in partnership with the Town of Whitby beginning in June 2020.

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Durham Region Transit

(\$,000's)

#### Maintenance - Equipment

<ul style="list-style-type: none"> <li>◆ New positions: 2 Mechanics, effective July 1, 2020, to meet service requirements. (Annualized cost is \$234k) <span style="float: right;">117</span></li> <li>◆ New positions: 2 Service Persons, effective July 1, 2020, to meet service requirements. (Annualized cost is \$176k) <span style="float: right;">88</span></li> <li>◆ One time Temporary staffing increase of 2 supervisors to support backfill of management staff engaged in special work assignment. <span style="float: right;">253</span></li> <li>◆ One time increase to Overtime costs associated with Articulated Bus training (\$101k), offset by decrease to on-going Overtime based on historical actuals and forecasted requirements (-\$3k). <span style="float: right;">98</span></li> <li>◆ Increase in Overtime (\$44k), Auto Materials &amp; Supplies and Leased Tires (\$181k), and Vehicle Gas &amp; Diesel (\$69k), as part of the service plan adjustments as detailed in Table 1 above. <span style="float: right;">294</span></li> <li>◆ Increase to Leased Tires to reflect forecasted requirements. <span style="float: right;">33</span></li> <li>◆ Various Personnel adjustments based on historical actuals and forecasted requirements. <span style="float: right;">12</span></li> <li>◆ Minor Assets &amp; Equipment replacements, including: rolling ladder (\$13k), Wabasto test bench (\$10k), transmission jack (\$10k), rear drive tool boxes (\$8k), big fire cabinets (\$5k), pro link heavy duty vehicle scanner (\$4k), and impact guns (\$2k). <span style="float: right;">52</span></li> <li>◆ Increase in Major Vehicle Repairs. DRT fleet requires significant engine/transmission repairs/replacements due to vehicles approaching end of life and mid-life refurbishment to maintain a consistent high level of service. <span style="float: right;">1,490</span></li> <li>◆ Various adjustments based on historical actuals and forecasted requirements. <span style="float: right;">9</span></li> </ul>	<hr style="border: 0.5px solid black;"/> 2,446
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#### Specialized Service

<ul style="list-style-type: none"> <li>◆ One time increase for a Temporary Eligibility Coordinator to continue the eligibility review process that was started in 2019 to maximize the integrated transit delivery model based on assessment of passenger abilities (\$76k), and on-going increase to Part Time Staffing and Benefits (\$1k) based on historical actuals and forecasted requirements. <span style="float: right;">77</span></li> <li>◆ Various adjustments based on historical actuals and forecasted requirements. <span style="float: right;">(12)</span></li> </ul>	<hr style="border: 0.5px solid black;"/> 65
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#### Northern Service

<ul style="list-style-type: none"> <li>◆ Increase to DRT Contracted Taxis (\$362k), Vehicle Gas &amp; Diesel (\$3k), Auto Materials &amp; Supplies and Leased Tires (\$93k), and decrease to Transit Bus Contracts (-\$146k) as part of the service plan adjustments as detailed in Table 1 above. <span style="float: right;">312</span></li> </ul>	<hr style="border: 0.5px solid black;"/> 312
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## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Durham Region Transit

(\$,000's)

#### Facilities Management

<ul style="list-style-type: none"> <li>◆ Increase to Building Site Salt &amp; Snow Removal to reflect historical actuals.</li> <li>◆ Increase to Building Maintenance for various repairs and maintenance at Westney and Raleigh facilities.</li> <li>◆ Increase to Soil Sampling Analysis at Raleigh tank removal site for mandatory annual monitoring of soil contamination.</li> <li>◆ Increase to Routine Hoist Inspection Maintenance &amp; Repairs based on new vehicle hoist inspection contract and high speed door inspections.</li> <li>◆ Increase to Major Repairs - Machinery &amp; Equipment for rear scissor post replacement on Westney garage hoist.</li> <li>◆ Adjustments to various accounts to reflect historical actuals and forecasted requirements.</li> </ul>	<p>143</p> <p>74</p> <p>75</p> <p>55</p> <p>30</p> <p>10</p> <hr/> <p>387</p>
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#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Transit's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	<p>11</p> <hr/> <p>11</p>
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#### Tangible Capital Assets

**New:**

<ul style="list-style-type: none"> <li>◆ Refer to TCA New Schedule for further details.</li> <li>◆ Major Capital - property tax financing - see TCA New Schedule.</li> </ul>	<p>111</p> <p>1,033</p>
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**Replacement**

<ul style="list-style-type: none"> <li>◆ Refer to TCA Replacement Schedule for further details.</li> </ul>	<p>152</p> <hr/> <p>1,296</p>
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#### **Total Expense Programs**

**6,035**

## EXPLANATION OF PROGRAM CHANGES



### 2020 Program Changes

### Durham Region Transit

(\$,000's)

#### Fares

♦ Annualization of 2019 fare increase, ridership growth and impacts of shifts in fare media used by customers.	(339)
♦ Proposed fare increase effective May 1, 2020.	(269)
♦ Impact of fare initiatives (e.g., Transit Assistance Program).	307
♦ 2020 service plan adjustments revenue impacts as detailed in Table 1.	(252)
	(553)

#### U-Pass

♦ Annualization of 2019 U-Pass rate increase.	(98)
♦ Enrolment increase at Durham College, Ontario Tech University, and Trent University.	(229)
♦ U-Pass rate increase to \$141.75 from \$139.00 effective September 1, 2020.	(61)
	(388)

#### Provincial Gas Tax

♦ One-time Provincial Gas Tax allocation from Capital to address significant engine/transmission repairs/replacements due to vehicles approaching end of life and mid-life refurbishment to maintain a consistent high level of service (\$1,491k), articulated bus training staffing coverage (\$151k), and Simcoe Rapid Transit Study (\$60k).	(1,702)
	(1,702)

#### Advertising

♦ Increase to Advertising Revenue based on anticipated increase in advertising shelters.	(10)
	(10)

#### Total Revenue/Recovery Programs

(2,653)

**Total Program Changes** 3,382



## 2020 Business Plan

Durham Regional Local  
Housing Corporation

### Major Services & Activities

#### Public Housing

- ◆ Provide effective property management services for 1,275 units at 23 sites.
- ◆ Undertake tenant selection and placement, income verification, rent calculation and rent collection activities.
- ◆ Undertake preventative and restorative property maintenance activities.
- ◆ Undertake strategic asset management through capital planning.
- ◆ Address accessibility issues in accordance with legislation.
- ◆ Implement green initiatives where possible through capital expenditure plans.

#### Affordable Housing

- ◆ Provide effective property management services for 17 units at 2 sites.
- ◆ Undertake tenant selection and placement, income verification, rent calculation and rent collection activities.
- ◆ Undertake preventative and restorative property maintenance activities.
- ◆ Undertake strategic asset management through capital planning.
- ◆ Address accessibility issues in accordance with legislation.
- ◆ Implement green initiatives where possible through capital expenditure plans.

**PROGRAM SUMMARY**

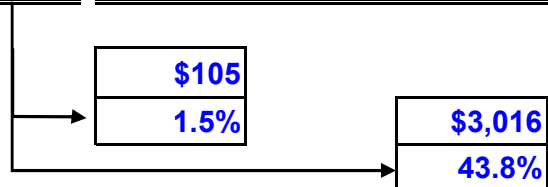


**2020 Business Plan**

**Durham Regional Local Housing Corporation**

BY PROGRAM (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Public Housing	6,712	4,198	4,301	1,411	5,712
2 Affordable Housing	6	6	8	-	8
<b>Operating Subtotal</b>	<b>6,718</b>	<b>4,204</b>	<b>4,309</b>	<b>1,411</b>	<b>5,720</b>
<b>Tangible Capital Assets:</b>					
3 Replacement	2,720	2,720	2,675	6,900	9,575
3 AHP Capital Reserve Funding	(45)	(45)	-	-	-
3 Federal Gas Tax	-	-	-	(5,400)	(5,400)
<b>Tangible Capital Assets Subtotal</b>	<b>2,675</b>	<b>2,675</b>	<b>2,675</b>	<b>1,500</b>	<b>4,175</b>
<b>Total Program Expenses</b>	<b>9,393</b>	<b>6,879</b>	<b>6,984</b>	<b>2,911</b>	<b>9,895</b>

Summary of Increase



**Summary of Budget Changes**

	\$	Comments
Purchased Services from Durham Region	12	Economic increases
Operating Expenses	156	Inflationary increases
Rental Revenue	(63)	Rent increases
	<b>105</b>	

# EXPLANATION OF PROGRAM CHANGES



## 2020 Program Changes

## Durham Regional Local Housing Corporation

(\$,000's)

### Public Housing

- ◆ Adjustment to Property Maintenance (\$163,000) and Grounds Maintenance (\$628,000) to partially address systemic deficit 791

### Major Repairs & Renovations

- ◆ Increase in Major Repairs & Renovations - Replacement (Refer to Schedule) 620

### Tangible Capital Assets

- ◆ Increase in Tangible Capital Assets - Replacement (Refer to Schedule) 6,900
- ◆ Federal Gas Tax Funding (5,400)

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**Total Program Changes** 2,911

## PROGRAM SUMMARY



### 2020 Business Plan

### Social Housing - Corporate

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Social and Affordable Housing:</b>					
1 Provider Payments	35,175	33,839	37,862	-	37,862
2 Commercial Rent Supplement	2,925	3,228	3,290	-	3,290
3 Durham Region Rent Supplement	232	616	616	-	616
4 Strong Communities Rent Supplement	-	-	-	-	-
5 Capital Provision	1,450	1,450	1,450	-	1,450
6 Technical Audits	106	106	106	-	106
Subtotal	39,888	39,239	43,324	-	43,324
7 Rent Supplement Direct Delivery	-	-	-	-	-
8 Rent Supplement and Housing Allowance Shared Delivery	-	-	-	-	-
Subtotal	-	-	-	-	-
<b>Net Program Expenses</b>	<b>39,888</b>	<b>39,239</b>	<b>43,324</b>	-	<b>43,324</b>
<b>Summary of Increase (Decrease)</b>			<b>\$4,085</b>		
			<b>10.41%</b>		
					<b>\$4,085</b>
					<b>10.41%</b>

### Summary of Base Budget Changes

	\$	Comments
Social Housing Provider Payments & Related Costs	4,085	Provincially prescribed
	4,085	