



The Regional Municipality of Durham

Finance & Administration Committee Agenda

Council Chambers
Regional Headquarters Building
605 Rossland Road East, Whitby

Tuesday, February 8, 2022

9:30 AM

Please note: In an effort to help mitigate the spread of COVID-19, and to generally comply with the directions from the Government of Ontario, it is requested in the strongest terms that Members participate in the meeting electronically. Regional Headquarters is closed to the public, all members of the public may [view the Committee meeting](#) via live streaming, instead of attending the meeting in person. If you wish to register as a delegate regarding an agenda item, you may register in advance of the meeting by noon on the day prior to the meeting by emailing delegations@durham.ca and will be provided with the details to delegate electronically.

1. Roll Call

2. Declarations of Interest

3. Adoption of Minutes

A) Finance & Administration Committee meeting – January 18, 2022 Pages 7 - 11

4. Statutory Public Meetings

There are no statutory public meetings

5. Delegations

There are no delegations

6. Presentations

There are no presentations

7. Administration

7.1 Correspondence

7.2 Reports

There are no Administration Reports to be considered

8. Finance

8.1 Correspondence

8.2 Reports

- A) Durham College Community Investment Grant Request –
Trades Facility Upgrades (2022-F-5) 12 - 18
- B) Audit and Accountability Fund, Intake #3 – Approved Projects
and Transfer Payment Agreements (2022-F-6) 19 - 22

9. Business Plan and Budget Review and Property Tax Study

9.1 Presentations

- A) Elaine Baxter-Trahair, Chief Administrative Officer, Nancy Taylor, Commissioner of Finance, Don Beaton, Commissioner of Corporate Services, and Nicole Pincombe, Director, Business Planning and Budgets, re: The 2022 Regional Business Plans and Budgets for Property Tax Purposes, including General Purpose, Solid Waste Management and Durham Region Transit (2022-F-4)

9.2 Correspondence

- A) Memorandum from the Transit Executive Committee, re:
2022 Durham Region Transit Business Plans and Budgets
(2022-DRT-2) 23

Recommendation: Refer to consideration of Report #2022-F-4
- B) Memorandum from the Health & Social Services Committee,
re: 2022 Health Department Business Plans and Budgets
(2022-MOH-1) 24

Recommendation: Refer to consideration of Report #2022-F-4
- C) Memorandum from the Health & Social Services Committee,
re: 2022 Social Services Department Business Plans and
Budgets (2022-SS-1) 25

Recommendation: Refer to consideration of Report #2022-F-4

- D) Memorandum from the Planning & Economic Development Committee, re: 2022 Planning and Economic Development Department Business Plans and Budgets (2022-P-6) 26
Recommendation: Refer to consideration of Report #2022-F-4
- E) Memorandum from the Works Committee, re: 2022 Works Department General Tax and Solid Waste Management Business Plans and Budgets (2022-W-13) 27
Recommendation: Refer to consideration of Report #2022-F-4
- F) Memorandum from the 9-1-1 Management Board, re: 9-1-1 Management Board 2022 Budget 28
Recommendation: Refer to consideration of Report #2022-F-4
- G) Memorandum from the Durham Regional Local Housing Corporation, re: 2022 Durham Regional Local Housing Corporation Business Plan and Budget 29
Recommendation: Refer to consideration of Report #2022-F-4

9.3 Business Plans and Budgets

- A) Conservation Authorities 2022 Business Plans and Budgets
- Central Lake Ontario
 - Kawartha Region
 - Ganaraska Region
 - Toronto and Region
 - Lake Simcoe Region
- B) Durham Regional Police Service 2022 Business Plans and Budgets
- C) Durham Region Transit 2022 Business Plans and Budgets
- D) Health 2022 Business Plans and Budgets
- Public Health
 - Paramedic Services
- E) Social Services 2022 Business Plans and Budgets
- Emergency Management and Program Support Services
 - Social Assistance
 - Children's Services

- Family Services
 - Housing Services
 - Long Term Care and Services for Seniors
- F) Planning & Economic Development 2022 Business Plans and Budgets
- Planning
 - Economic Development and Tourism
 - Rapid Transit and Transit Oriented Development Office
- G) Works 2022 Business Plans and Budgets
- Works – General Tax
 - Solid Waste Management
- H) Finance & Administration 2022 Business Plans and Budgets
- Regional Council
 - Regional Chair's Office
 - Chief Administrative Officer
 - Corporate Services
 - Emergency 9-1-1 Telephone System
 - Finance
 - Corporate Items
 - Durham Regional Local Housing Corporation
 - Durham OneNet Inc.

9.4 Reports

- A) 2022 Strategic Property Tax Study (2022-F-3) 30 - 51
- B) The 2022 Regional Business Plans and Budgets for Property Tax Purposes, including General Purpose, Solid Waste Management and Durham Region Transit (2022-F-4) 52 - 134

[Link to 2022 Business Plans and Budgets – Conservation Authorities](#)

[Link to 2022 Business Plans and Budgets – Durham Regional Police Services Board](#)

[Link to 2022 Business Plans and Budgets – Durham Region Transit](#)

[Link to 2022 Business Plans and Budgets – Health](#)

[Link to 2022 Business Plans and Budgets – Social Services](#)

[Link to 2022 Business Plans and Budgets – Planning and Economic Development](#)

[Link to 2022 Business Plans and Budgets – Works](#)

[Link to 2022 Business Plans and Budgets – Regional Chair's Office](#)

[Link to 2022 Business Plans and Budgets – Regional Council](#)

[Link to 2022 Business Plans and Budgets – Office of the Chief Administrative Officer](#)

[Link to 2022 Business Plans and Budgets – Corporate Services](#)

[Link to 2022 Business Plans and Budgets – Finance](#)

[Link to 2022 Business Plans and Budgets – Emergency 9-1-1 Telephone System](#)

[Link to 2022 Business Plans and Budgets - Corporate Items](#)

[Link to 2022 Business Plans and Budgets – Durham Regional Local Housing Corporation](#)

[Link to 2022 Business Plans and Budgets – Durham OneNet Inc.](#)

[Link to 2022 Business Plans and Budgets – Regional Headquarters](#)

[Link to 2022 Fees and Charges](#)

10. **Advisory Committee Resolutions**

There are no advisory committee resolutions to be considered

11. **Confidential Matters**

There are no confidential matters to be considered

12. Other Business

13. Date of Next Meeting

Tuesday, March 8, 2022 at 9:30 AM

14. Adjournment

Notice regarding collection, use and disclosure of personal information:

Written information (either paper or electronic) that you send to Durham Regional Council or Committees, including home address, phone numbers and email addresses, will become part of the public record. This also includes oral submissions at meetings. If you have any questions about the collection of information, please contact the Regional Clerk/Director of Legislative Services.

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2097.

The Regional Municipality of Durham

MINUTES

FINANCE & ADMINISTRATION COMMITTEE

Tuesday, January 18, 2022

A regular meeting of the Finance & Administration Committee was held on Tuesday, January 18, 2022 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 9:30 AM. Electronic participation was offered for this meeting.

1. Roll Call

Present: Councillor Foster, Chair
Councillor Collier, Vice-Chair
Councillor Ashe
Councillor Drew
Councillor Leahy
Councillor Mulcahy
Councillor Nicholson
Regional Chair Henry
***all members of Committee participated electronically**

Also

Present: Councillor Grant
Councillor Smith
Councillor Wotten

Staff

Present: E. Baxter-Trahair, Chief Administrative Officer
D. Beaton, Commissioner of Corporate Services
N. Taylor, Commissioner of Finance
B. Bridgeman, Commissioner of Planning and Economic Development
T. Fraser, Committee Clerk, Corporate Services – Legislative Services
B. Goodwin, Director, Financial Solutions, Utility Management and Business Development
L. Huinink, Director, Rapid Transportation & Transit Oriented Development, Office of the Chief Administration Officer
J. Hunt, Regional Solicitor/Director of Legal Services, Corporate Services – Legal
R. Inacio, Systems Support Specialist, Corporate Services – IT
J. Kilgour, Director, DEMO
D. Ramkissoon, Manager, Investment Portfolio
R. Walton, Regional Clerk/Director of Legislative Services
L. Fleury, Legislative Officer and Deputy Clerk Pro Tem, Corporate Services – Legislative Services

2. Declarations of Interest

There were no declarations of interest.

3. Adoption of Minutes

Moved by Councillor Ashe, Seconded by Councillor Drew,

(1) That the minutes of the following meetings be adopted:

- Regular Finance & Administration Committee meeting held on December 14, 2021; and
- Special Finance & Administration Committee meeting held on December 15, 2021.

CARRIED

4. Statutory Public Meetings

There were no statutory public meetings.

5. Delegations

There were no delegations.

6. Presentations

There were no presentations.

7. Administration

7.1 Correspondence

There was no correspondence.

7.2 Reports

A) 2022 Municipal Elections Compliance Audit Committee (2022-A-1)

Report #2022-A-1 from D. Beaton, Commissioner of Corporate Services, was received. D. Beaton responded to questions around how the participating bodies for the Compliance Audit Committee would share resources.

Moved by Councillor Leahy, Seconded by Councillor Mulcahy,

(2) That we recommend to Council:

- A) That the draft Terms of Reference included as Attachment #1 to Report #2022-A-1 of the Commissioner of Corporate Services be approved.

- B) That the Regional Clerk be authorized to bring forward a by-law for the remuneration and appointment of a roster of individuals as per the draft Terms of Reference; and
- C) That at such time as the above by-law is enacted by Council, that the 2022 Municipal Election Compliance Audit Committee be deemed to be established in accordance with the Municipal Elections Act.

CARRIED

8. Finance

8.1 Correspondence

There was no correspondence.

8.2 Reports

A) Statement of Investment Policy and Goals (2022-F-1)

Report #2022-F-1 from N. Taylor, Commissioner of Finance, was received. N. Taylor responded to a question on whether the new Statement of Investment Policy and Goals would allow the Region to invest in a more progressive manner.

Moved by Councillor Mulcahy, Seconded by Councillor Leahy,
(3) That we recommend to Council:

That the proposed Statement of Investment Policy and Goals, attached to Report #2022-F-1 of the Commissioner of Finance, be approved.

CARRIED

B) Public Process for the Passage of a New Regional Transit Development Charge By-law (2022-F-2)

Report #2022-F-2 from N. Taylor, Commissioner of Finance, was received. N. Taylor responded to questions with respect to the use of Development Charges to offset Transit related development costs.

Moved by Councillor Leahy, Seconded by Councillor Drew,
(4) That we recommend to Council:

- A) That the Statutory Public Meeting of Regional Council, as required by the Development Charges Act, 1997 be held on April 27, 2022 in the Regional Council Chambers, or virtually if required by public health guidelines, at the beginning of the regular Regional Council meeting to consider the passage of a new Regional Transit Development Charge By-law;
- B) That the proposed Region's Regional Transit Development Charge By-law and Background Study, as required by the Development Charges Act, 1997,

be released to the public at no charge upon request to the Regional Clerk's Department and posted on the Region's website, commencing April 12, 2022; and

- C) That staff be authorized to place appropriate notification in newspapers of sufficient general circulation in Durham Region and the Regional website setting forth the date, time, location and purpose of the Statutory Public Meeting and the date and contact for the release of the proposed Development Charge By-law and Background Study.

CARRIED

9. **Advisory Committee Resolutions**

There were no advisory committee resolutions to be considered.

10. **Confidential Matters**

There were no confidential matters to be considered.

11. **Other Business**

11.1 Regional Budget Process

Councillor Ashe requested information on the upcoming Regional Budget process.

N. Taylor confirmed that Budget reports will be considered by the Planning and Economic Development, Works, Transit Executive and Health and Social Services Committees during the first week of February. She added that the Finance and Administration Committee is scheduled to meet for one day on February 8th to consider the budgets, but the meeting could reconvene on February 9th following the Committee of the Whole meeting if necessary. She noted that the 2022 budget will contain the priority items as identified by Council.

12. **Date of Next Meeting**

The next regularly scheduled Finance & Administration Committee meeting will be held on Tuesday, February 8, 2022 at 9:30 AM in Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

13. **Adjournment**

Moved by Councillor Nicholson, Seconded by Councillor Mulcahy,
(5) That the meeting be adjourned.

CARRIED

The meeting adjourned at 9:45 AM

Respectfully submitted,

A. Foster, Chair

L. Fleury, Legislative Officer



The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Commissioner of Finance
Report: #2022-F-5
Date: February 8, 2022

Subject:

Durham College Community Investment Grant Request – Trades Facility Upgrades

Recommendation:

That the Finance and Administration Committee recommend to Regional Council:

- A) That a Community Investment Grant of \$600,000, representing 7.5 per cent of the \$8.0 million estimated capital cost, be approved to Durham College for upgrades to the Whitby Campus trades facilities, including the construction of a new Trades Innovation Centre, subject to the submission of final capital construction cost estimates and the project receiving sufficient funding to enable project completion;
 - B) That, subject to the satisfaction of approval conditions, a funding agreement be established between the Region of Durham and Durham College outlining the following terms and conditions of payment:
 - Milestones to be achieved over the term of the agreement
 - Amount and timing of payment after milestone completion
 - Annual project reporting
 - Recognition of funding from the Region of Durham; and
 - C) That the Regional Chair and Regional Clerk be authorized to execute the funding agreement.
-

Report:

1. Purpose

- 1.1 The purpose of this report is to seek conditional approval from Regional Council for a \$600,000 Community Investment Grant to Durham College for capital upgrades to the Whitby Campus trades facilities and the establishment of a new Trades Innovation Centre. The provision of the grant will be conditional on the proposed project receiving sufficient funding from other sources that will allow for project completion.

- 1.2 Conditional approval from Regional Council is requested as Durham College is still in the process of securing financial contributions toward the project. Project completion is contingent on the project receiving financial support from senior levels of government. Durham College is currently in discussions with both the Federal and Provincial Government on potential financial commitments.

2. Background

- 2.1 The Durham Region Community Investment Grant Policy was approved by Regional Council on October 23, 2019. The policy details the requirements and process associated with Community Investment Grant funding applications related to healthcare and post-secondary education institution capital infrastructure projects.

- 2.2 All requests for capital infrastructure funding are evaluated using a business case approach, which involves the following components:

Regional Community Investment Funding Business Case Components

- Demonstrate alignment with Regional strategic priorities.
- Clearly defined desired project outcomes, including Region-wide benefits.
- Analysis of alternative options capable of generating desired outcomes.
- Sound technical, economic, financial, and cost-benefit assumptions.
- Detailed review of available financing and long-term financial implications.
- Assessment of potential risks.

- 2.3 In addition to demonstrating alignment with the business case components, post-secondary education institutions are required to conform to a specific funding formula. The following conditions must be met for post-secondary education institutions to receive capital project funding through the Region's Community Investment Grant Policy:

- The need for Provincial project approval;
- The proposed financing must include donations raised from the community;
- Region's contribution representing a maximum of 7.5 percent of the total project cost;
- Funds will only be provided for long-term capital assets;
- Must provide proof of project benefits to residents of the entire Region; and,
- Approval of funding subject to a Regional Community Investment Grant Funding Business Case.

3. Previous Reports and Decisions

- 3.1 Details on the Durham Region Community Investment Grant Policy are outlined in Report #2019-F-34.

4. Durham College Trades Facility Upgrades

- 4.1 Durham College is completing significant upgrades to its original trades training facilities, including the construction of a new Trades Innovation Centre. The proposed upgrades will focus on several key trades, including welding, metalwork, hydraulics, automotive, as well as the mobile and tower crane programs.
- 4.2 The project includes the construction of a new Trades Innovation Centre, which will:
- Connect diverse trades to collaborate and develop new industry solutions;
 - Provide opportunity for innovative partnerships between students, institutions, training providers, industry, employers, charities and communities; and,
 - Enhance and drive innovation in skilled trades through unique hands-on creative spaces.
- 4.3 In addition, the project includes the replacement of the advanced hydraulic lab, enhancements to the industrial maintenance mechanical lab, expansion and modernization of the trade fundamentals lab, and the creation of an automotive simulation lab.
- 4.4 The Trades Innovation Centre will include wood working space, a metal shop, a 3D printer, tools and equipment for multiple trades, an electronics simulation area, and “think tank” spaces for collaborative problem-solving.
- 4.5 The Trades Innovation Centre would also become the sixth applied research centre at Durham College, joining the centres for social innovation, cybersecurity, mixed reality capture, artificial intelligence, and craft brewing.
- 4.6 The design phase of the facility upgrades began in late 2021, with demolition and construction expected to begin in early 2022. The project is expected to be completed in six months; however, this timeline could be impacted by supply chain issues and pandemic related labour disruptions. Assuming the construction timeline continues as planned, occupancy of the new facility is expected in the fall of 2022.

5. Capital Funding Request

- 5.1 Durham College has requested a \$600,000 Community Investment Grant from the Region to support the capital upgrades of their Whitby Campus trades facilities, including the construction of a new Trades Innovation Centre. The request equates to 7.5 per cent of the total eligible capital construction cost of approximately \$8.0 million.

5.2 Durham College will be committing approximately \$2.0 million of internal funding toward this project. Although the College has not received any financial support from the Federal or Provincial Governments to date, discussions with both levels of government are underway. The College has also submitted applications for provincial grants to support specific areas of the renovations, such as the automotive simulation lab.

6. Project Support and Community-Wide Benefits

6.1 Durham College is in the final stages of the “Building for Skills” fundraising campaign that was launched to support the construction of the new Centre for Skilled Trades and Technology building. The campaign has nearly reached its \$10 million fundraising goal. The College has now implemented a “closing the gap” strategy to secure the remaining funds. The Region approved a \$2.0 million investment grant towards this project in 2020.

6.2 As the “Building for Skills” campaign received numerous donations from community partners, the College will not be launching another campaign for the trade facilities upgrades. However, Durham College has received \$250,000 toward skilled trades and technology programs from a partnership agreement with Ontario Power Generation (OPG). The College will be applying these funds toward the trade facility upgrades and will continue conversations with other industry partners on additional contributions.

6.3 The facility upgrades will provide significant benefit to the entire community as the trades programs at Durham College enroll students from all over Durham Region. The Trades Innovation Centre will also support the College’s long history of diversity and inclusion initiatives for trades students, such as the Young Women in Skilled Trades and Technology (YWSTT) conference. The conference is hosted by Durham College annually and brings together grade 7 and 8 students, from across the Region, for two days of exploration and inspiration aimed at connecting girls with careers in the traditionally male-dominated fields of science, technology, and skilled trades.

6.4 Investing in skilled trades facilities will also help address the shortage of skilled labour in the Region. According to the 2021 Government Relations survey conducted by the Ajax-Pickering Board of Trade, a shortage of skilled labour was listed as the number one barrier to business growth.

6.5 The reopening of the General Motors plant in Oshawa has also resulted in increased demand for skilled trades as over 200 of the new positions require a background in machining and millwrighting.

7. Project Risks

7.1 The most significant risk to this project is the availability of funds. Financial commitments from senior levels of government have yet to be secured and no fundraising campaign is being undertaken. There is also a risk that pending provincial grant applications are unsuccessful.

7.2 The risk to the Region is minimal as approval of the Community Investment Grant would be conditional on the project receiving sufficient funding to enable project completion. If necessary, Durham College will also mitigate this risk by completing the project in stages.

7.3 Additional risks include the potential for significant cost overruns as a result of pandemic related material and labour shortages. Additional costs may cause further delays as additional funds will need to be sought.

8. Compliance with the Post-Secondary Education Institution Funding Formula

8.1 The Community Investment Grant Policy sets out a funding formula with conditions that post-secondary education institutions must meet in order to receive capital project funding from the Region of Durham. Table 1 below illustrates how the Durham College request measures against the funding criteria.

Table 1: Post-Secondary Education Institution Funding Formula Compliance

Condition	Details
Must have provincial project approval	This project does not require provincial approval.
Proposed financing must include donations raised from the community	Durham College is applying \$250,000 in partnership funding from OPG toward this project. Durham College is also in talks with senior levels of government on potential financial contributions.
Region's contribution representing a maximum of 7.5 percent of the total project cost	Total project costs are currently estimated at \$8.0 million, with a request for \$600,000 from the Region of Durham. The \$600,000 request represents the prescribed 7.5 per cent of total eligible project costs.
Must be long-term capital asset	Requested funds are for the capital upgrades and construction of the Whitby Campus trades facilities.
Proof of benefits to entire Region	Durham College attracts students from all across Durham Region and investments in skilled trades will help close the skilled trades gap in Durham identified by the Ajax-Pickering Board of Trade.
Submission of a business case	Final business case was submitted to the Region of Durham in December 2021.

9. Financial Implications

- 9.1 Funding for this request would be drawn from the Durham Region Healthcare Institution Reserve Fund, which is the source for Community Investment Grant funding. Funding will be subject to the submission of final capital construction cost estimates and be conditional on the project receiving sufficient funding to enable project completion.
- 9.2 As of December 31, 2021, the Durham Region Healthcare Institution Reserve Fund had an uncommitted balance of approximately \$27.4 million. Additional commitments for Grandview Children's Centre (\$5.035 million) and Lakeridge Health (up to \$37.5 million), that were approved by Regional Council as part of the 2021 Regional budget, will be drawn in future years and will require escalating annual contributions to the Reserve Fund.
- 9.3 Funds would be distributed based on the completion of specific project milestones. The milestones and payment arrangements will be agreed upon and included in a detailed funding agreement between the Region and Durham College.
- 9.4 The funding agreement will include details on the following terms and conditions:
- Total amount of funding to be provided
 - Milestones to be achieved
 - Amount and timing of payment after milestone completion
 - Annual project reporting
 - Conditions under which payment will be withheld or cancelled
 - Recognition of funding from the Region of Durham

10. Relationship to Strategic Plan

- 10.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:
- a. Influence the social determinants of health to improve outcomes for vulnerable populations
 - b. Support a high quality of life for all through human services delivery
 - c. Expand access to existing life stabilization programs

11. Conclusion

- 11.1 It is recommended that a \$600,000 Community Investment Grant be approved to Durham College for capital upgrades to the Whitby Campus trades facilities. Funding will be subject to the submission of final capital construction cost estimates and be conditional on the project receiving sufficient funding to enable project completion.

Respectfully submitted,

Original Signed By

Nancy Taylor, BBA, CPA, CA
Commissioner of Finance

Recommended for Presentation to Committee

Original Signed By

Elaine C. Baxter-Trahair
Chief Administrative Officer



The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Commissioner of Finance
Report: #2022-F-6
Date: February 8, 2022

Subject:

Audit and Accountability Fund, Intake #3 – Approved Projects and Transfer Payment Agreements

Recommendation:

That the Finance and Administration Committee recommends to Regional Council:

- A) That the Regional Chair and Clerk be authorized to execute the required by-laws for the Audit and Accountability Fund Transfer Payment Agreement's between the Province of Ontario and the Region of Durham for the three projects approved for funding under the third intake of the Audit and Accountability Fund; and
 - B) That the Regional Chair and Clerk be authorized to execute the necessary Transfer Payment Agreements and any other related documents required by the Province.
-

Report:

1. Purpose

- 1.1 The purpose of this report is to seek authorization to execute the necessary by-laws required to permit the Region of Durham to enter into the Audit and Accountability Fund Transfer Payment Agreement's (TPA) with the Province of Ontario for three recently approved projects aimed at finding service delivery efficiencies.

2. Background

- 2.1 On August 16, 2021, the Province of Ontario announced the launch of a third application intake under the Audit and Accountability Fund. The Audit and Accountability Fund provides funding to municipalities for third party reviews that aim to identify service delivery efficiencies.

2.2 Successful applicants are required to retain an independent third-party reviewer to conduct a service delivery review. The reviewer will provide specific, actionable recommendations for cost savings and efficiency improvements through a final Independent Third-Party Reviewers Report. The final report must be published on the successful applicant's website by February 1, 2023.

3. Previous Reports and Decisions

3.1 There have been no previous reports on this topic.

4. Regional Projects Submitted for Funding

4.1 Regional staff submitted three projects for consideration under the third intake of the Audit and Accountability Fund. Details on the projects are provided below.

1. Region of Durham Data and Service Review

4.2 The CAO's Office - Strategic Initiatives division and the Corporate Services – Information Technology division are developing a Data Insights Portal to act as a centralized data repository for the storage of Regional data. The third-party reviewer will be responsible for:

- Developing a municipal service reference model to support classifying data resources, high level data ownership, business process/service relationships, and common corporate data sets;
- Developing a conceptual data architecture diagram to create a consolidated picture of data resources and show the relationships between data sources and services;
- Recommending quick-win targets for data sets to be brought into the Data Insights Portal;
- Identifying opportunities for system integration and process automation; and
- Identifying potential duplication of data, barriers, or constraints.

2. Administration and Processing of Underground Locates Requests

4.3 The purpose of this review is to identify opportunities for effectiveness and efficiency in the Region's Locates request processes. The review will include the following:

- Document the current utilities Locates administration and delivery functions and processes between the five maintenance depots and the Traffic Field services depot;
- Review and assess current compliance levels in each depot and recommend opportunities for improvements;
- Research best practices and evaluate opportunities for process improvements; and

- Recommend an implementation plan for changes to current practice, including reallocation of functions between the depots, fleet and equipment requirements, internal and external resourcing needs, and centralization/decentralization of specific operating and/or administrative functions.

3. Winter Maintenance Operations Review

4.4 The purpose of this review is to identify opportunities for effectiveness and efficiency in the Region's winter maintenance processes. The review will include the following:

- Review and document the current processes of administering/delivering winter maintenance services across the five maintenance operations depots;
- Identify risk management strategies and best practices to respond to winter events and identify opportunities for improvements;
- Research best practices and evaluate options for process improvement in winter maintenance operations, including the need for enhanced coordination with local area municipalities during significant winter events for active transportation facilities;
- Recommend best practices from a sustainability perspective; and
- Recommend an implementation plan for any proposed changes to current practices, including shift schedules, internal versus contractor resource allocation, reciprocal arrangements with local area municipalities, fleet and equipment needs, and strategies for climate change.

5. Project Approval and Transfer Payment Agreement

5.1 On January 27, 2022, the Region received notification that all three project applications were successful. Each project was approved for up to \$101,760 in provincial funding.

5.2 The Region has since received an individual TPA for each project, which outlines the terms and conditions of funding. In order to execute the agreement, Regional Council is required to execute a by-law authorizing the Region to enter into the agreement with the Province by March 1, 2022.

6. Financial Implications

6.1 All eligible costs will be funded through the Audit and Accountability Fund allocation as the fund does not require a municipal contribution. Any changes to operating costs that result from the third-party reviews will be included in future departmental operating budgets.

6.2 All project procurement will be conducted in accordance with the Region's Purchasing By-Law.

7. Relationship to Strategic Plan

7.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:

- a. Position Durham Region as the location of choice for business;
- b. Enhance community safety and well-being;
- c. Optimize resources and partnerships to deliver exceptional quality services and value;
- d. Collaborate for a seamless service experience;
- e. Demonstrate commitment to continuous quality improvement and communicating results; and
- f. Drive organizational success through innovation, a skilled workforce, and modernized services.

8. Conclusion

8.1 The Region has been successful in obtaining grant funding, through the Audit and Accountability Fund, for three projects aimed at identifying service delivery efficiencies. The Provincial Government has provided Transfer Payment Agreement's for each project, with each agreement requiring the execution of by-law to enter into the agreement.

8.2 This report has been prepared with the assistance of the CAO's Office - Strategic Initiatives division, Corporate Services - Information Technology division and Works - Transportation division who will oversee and coordinate the three service delivery improvement reviews.

Respectfully submitted,

Original Signed By

N. Taylor, BBA, CPA, CA
Commissioner of Finance

Recommended for Presentation to Committee

Original Signed By

Elaine C. Baxter-Trahair
Chief Administrative Officer



Memorandum

TO: Finance & Administration Committee
FROM: Simone Samuel, Committee Clerk
DATE: February 2, 2022
RE: Resolution adopted by the Durham Region Transit Executive Committee at their meeting held on February 2, 2022

Corporate Services
Department –
Legislative Services

2022 Durham Region Transit Business Plans and Budgets (2022-DRT-02)

Moved by Commissioner Anderson, Seconded by Commissioner Barton,
That we recommend to the Finance and Administration Committee for
subsequent recommendation to Regional Council:

That the 2022 Business Plans and Budgets of Durham Region Transit be
approved.

CARRIED

Simone Samuel

S. Samuel
Committee Clerk

- c. B. Holmes, General Manager, Durham Region Transit
- N. Taylor, Commissioner of Finance
- N. Pincombe, Director, Business Planning and Budgets
- R. Walton, Director of Legislative Services/Regional Clerk



Memorandum

TO: Finance & Administration Committee
FROM: Kaitlin Smith, Committee Clerk
DATE: February 3, 2022
RE: Resolution adopted by the Health & Social Services Committee at their meeting held on February 3, 2022

Corporate Services
Department –
Legislative Services

2022 Health Department Business Plans and Budgets (2022-MOH-1)

Moved by Regional Chair Henry, Seconded by Councillor Carter,
That we recommend to the Finance and Administration Committee for
subsequent recommendation to Regional Council:

That the 2022 Business Plans and Budgets of the Health Department be
approved.

CARRIED ON A RECORDED VOTE

Kaitlin Smith

K. Smith
Committee Clerk

- c. R.J. Kyle, Commissioner and Medical Officer of Health
N. Pincombe, Director, Business Planning and Budgets
R. Walton, Director of Legislative Services/Regional Clerk



Memorandum

TO: Finance & Administration Committee
FROM: Kaitlin Smith, Committee Clerk
DATE: February 3, 2022
RE: Resolution adopted by the Health & Social Services Committee at their meeting held on February 3, 2022

Corporate Services
Department –
Legislative Services

2022 Social Services Department Business Plans and Budgets (2022-SS-1)

Moved by Councillor Carter, Seconded by Councillor Anderson,
That we recommend to the Finance and Administration Committee for
subsequent recommendation to Regional Council:

That the 2022 Business Plans and Budgets of the Social Services Department
be approved.

CARRIED ON A RECORDED VOTE

Kaitlin Smith

K. Smith
Committee Clerk

- c. S. Danos-Papaconstantinou, Commissioner of Social Services
N. Pincombe, Director, Business Planning and Budgets
R. Walton, Director of Legislative Services/Regional Clerk



Memorandum

TO: Finance & Administration Committee

FROM: Tiffany Fraser, Committee Clerk

DATE: February 1, 2022

RE: Resolution adopted by the Planning & Economic Development Committee at their meeting held on February 1, 2022

Corporate Services
Department –
Legislative Services

2022 Planning and Economic Development Department Business Plans and Budgets (2022-P-6)

Moved by Regional Chair Henry, Seconded by Councillor Highet,
That we recommend to the Finance and Administration Committee for
subsequent recommendation to Regional Council:

That the 2022 Business Plans and Budgets of the Planning and Economic
Development Department be approved.

CARRIED ON THE FOLLOWING
RECORDED VOTE:

Yes

Councillor Grant
Regional Chair Henry
Councillor Highet
Councillor Kerr
Councillor Lee
Councillor Yamada
Chair Ryan

No

Councillor Joe Neal

Members Absent: None

Declarations of Interest: None

Tiffany Fraser

T. Fraser
Committee Clerk

- c. B. Bridgeman, Commissioner of Planning and Economic Development
N. Taylor, Commissioner of Finance
N. Pincombe, Director, Business Planning and Budgets
R. Walton, Director of Legislative Services/Regional Clerk



Memorandum

TO: Finance & Administration Committee

FROM: Nela Prasad, Assistant Secretary to Council

DATE: February 2, 2022

RE: Resolution adopted by the Works Committee at their meeting held on February 2, 2022

Corporate Services
Department –
Legislative Services

2022 Works Department Business Plans and Budgets (2022-W-13)

Moved by Councillor Marimpietri, Seconded by Councillor McLean,
That we recommend to the Finance and Administration Committee for
subsequent recommendation to Regional Council:

That the 2022 Business Plans and Budgets of the Works Department's General
Tax and Solid Waste Management operations be approved.

CARRIED

Nela Prasad

N. Prasad
Assistant Secretary to Council

- c. S. Siopis, Commissioner of Works
N. Taylor, Commissioner of Finance
N. Pincombe, Director, Business Planning and Budgets
R. Walton, Director of Legislative Services/Regional Clerk



Memorandum

TO: Finance & Administration Committee

FROM: Tiffany Fraser, Committee Clerk

DATE: January 25, 2022

RE: Resolution adopted by the 9-1-1 Management Board at their meeting held on January 25, 2022

Corporate Services
Department –
Legislative Services

9-1-1 Management Board 2022 Budget

Moved by M. Simpson, Seconded by T. Cheseboro,
That we recommend to the Finance & Administration Committee for
subsequent recommendation to Regional Council:

That the 2022 Business Plans and Budget for the 9-1-1 Emergency Service System be approved including the financing of the following capital works from the Region's Capital Project Reserve:

- \$303,384 for the implementation of the Komutel Software NG911.

CARRIED

Tiffany Fraser

T. Fraser
Committee Clerk

- c. N. Taylor, Commissioner of Finance
N. Pincombe, Director, Business Planning and Budgets
M. Simpson, Director, Risk Management, Economic Studies and Procurement
P. Hallett, Inspector, Communications/9-1-1 Unit, Durham Regional Police Service
J. Wichman, Communications/9-1-1 Technical Manager, Durham Regional Police Service
R. Walton, Director of Legislative Services/Regional Clerk



Memorandum

TO: Finance & Administration Committee

FROM: Durham Regional Local Housing Corporation

DATE: January 26, 2022

RE: Resolution adopted by the Durham Regional Local Housing Corporation Board at their meeting held on January 26, 2022

Durham Regional

Local Housing Corporation

2022 Durham Regional Local Housing Corporation Business Plan and Budget

Moved by Councillor Lee, Seconded by Councillor Wotten,
That the Board of Directors recommend to the Finance and Administration Committee for subsequent recommendation to Regional Council:

That the 2022 Business Plans and Budget for the Durham Regional Local Housing Corporation be approved.

CARRIED

Alan Robins

Alan Robins
Secretary, Durham Regional Local Housing Corporation

- c. N. Taylor, Commissioner of Finance
- N. Pincombe, Director of Business Planning, Budgets & Risk Management
- R. Walton, Director of Legislative Services/Regional Clerk



The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Commissioner of Finance
Report: #2022-F-3
Date: February 8, 2022

Subject:

2022 Strategic Property Tax Study

Recommendation:

That the Finance and Administration Committee recommend to Regional Council:

- A) For the 2022 property taxation year, the municipal property tax ratios for the following property classes for the Regional Municipality of Durham be set, consistent with the 2021 ratios, as follows, and the requisite by-law be prepared, and approval be granted,

New Multi-Residential	1.1000
Landfill	1.1000
Pipelines	1.2294
Farmland	0.2000
Managed Forests	0.2500

Commercial Broad Class

(including Shopping Centres, Office Buildings, Parking Lots and Residual)

Occupied	1.4500
Vacant Land	1.4500
Excess Land	1.4500
On Farm	1.4500

Industrial Broad Class

(including Large Industrial and Residual)

Occupied	2.0235
Vacant Land	2.0235
Excess Land	2.0235
On Farm	2.0235

- B) To achieve greater fairness and equity in the Current Value Assessment (CVA) system and property taxation policy, the Province be requested to:
- update the Provincial statutory rate applicable to nuclear generating facilities;
 - institute an annual mechanism to ensure the rate continues to be updated in the future, and;
 - redirect proxy property tax payments currently paid by the Region's two nuclear generating facilities to the Ontario Electricity Financial Corporation (OEFC) for the Ontario Hydro stranded debt to the host municipalities and the Region following retirement of the stranded debt.

Report:

1. Purpose

- 1.1 The annual Strategic Property Tax Study accompanies the annual Business Plans and Budgets and provides an update on various property assessment and taxation items. As one of the Region's primary revenue sources, it is important to, where possible, ensure a sustainable property tax assessment base. To achieve this, property tax policy decisions must consider the long-term impacts on the assessment base and on all regional property taxpayers.
- 1.2 The following factors have historically been considered when evaluating potential property tax policy options or changes:
- **Taxpayer Equity** – property tax policy should treat similar regional taxpayers in a similar fashion regardless of geographic location or property tax class.
 - **Market Effects** – tax policy should not unduly affect or distort business decisions.
 - **Property Tax Competitiveness** – consideration should be given to the impact property tax policy has on the Region's overall competitiveness with respect to other jurisdictions.
 - **Impact on Property Owners** – prior to adopting any new policy or policy change, a complete understanding of the properties affected, and the extent of the impact must be understood and considered.
- 1.3 In 2021, budgeted Regional property tax revenue was \$726.6 million or 48.8 per cent of the total \$1.488 billion gross expenditures for Regional property tax supported services.
- 1.4 The 2022 Strategic Property Tax Study provides information and analyses on a number of property tax items, including:
- assessment base trends including growth and the declining non-residential share of total taxes, placing upward pressure on the municipal residential property tax rates;
 - the provincial postponement of the current value assessment (CVA) reassessment until at least the 2024 property taxation year;

- provincial policy changes announced in 2021 including strengthening the governance and accountability of the Municipal Property Assessment Corporation (MPAC);
 - Update on the CVA at risk in assessment disputes;
 - review and comparison of Durham’s municipal property tax ratios;
 - average residential home and non-residential property tax comparison;
 - upper tier municipal taxation with respect to vacant residential homes; and
 - looking forward and next steps.
- 1.5 There are no proposed changes to the municipal property tax ratios for the 2022 taxation year.

2. Previous Reports and Decisions

- 2.1 Strategic Property Tax Studies are prepared and presented annually. The 2021 Property Tax Strategy ([Report #2021-F-04](#)) was presented on February 9, 2021.
- 2.2 Regional Council considered the following two substantive property tax policy items in November of 2021.
- [Report #2021-F-28](#) - Regional Council approved that the multi-residential municipal property tax ratio remains at 1.8665 for the 2022 property taxation year. The report provided information on Durham Region’s residential sector assessment and taxation.
 - [Report #2021-F-29](#) - Regional Council approved not proceeding with the small business property subclass at this time. Information and analysis on the optional small business property subclass including impacts on other property owners and implementation and administrative challenges were outlined.

3. Background

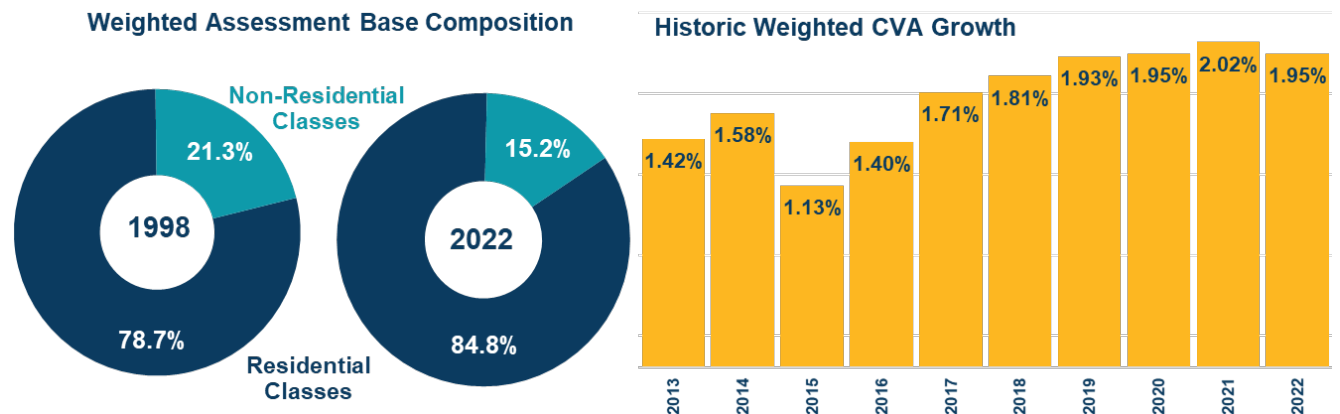
- 3.1 Property taxation is the single largest source of funding for the Region, averaging approximately 50 per cent of the annual funding required to deliver the property tax supported services. This study is produced annually to keep key stakeholders, including Regional Council, informed on recent developments in property assessment and taxation policy as well as long-term trends, risks, and financial impacts.

4. The Assessment Base

Assessment Growth

- 4.1 Historically, Durham Region's residential growth and reassessment valuation changes have been strong relative to the non-residential classes, contributing to a continual decrease in the proportionate share of non-residential assessment in the assessment base.

Figure 1
Assessment Base Trends

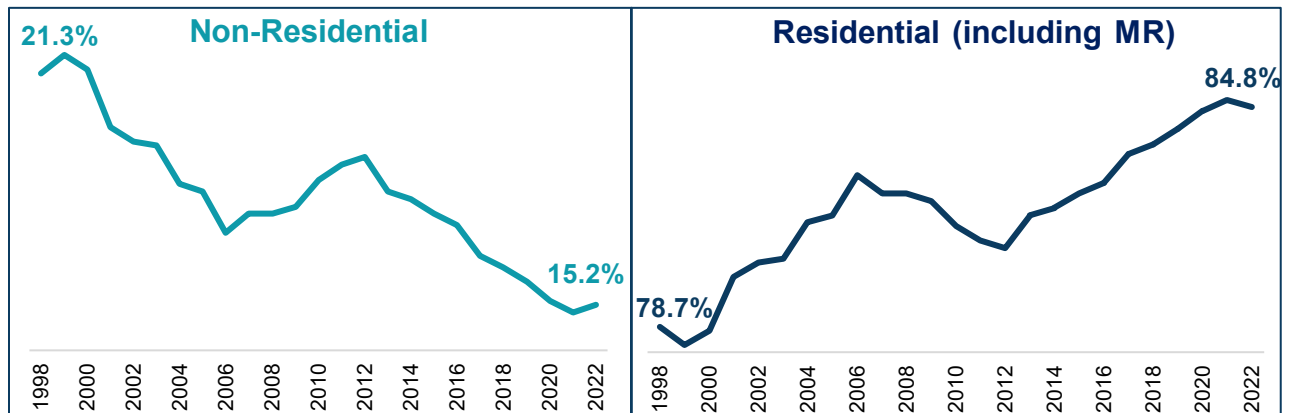


- 4.2 For 2022, the estimated total taxable weighted assessment growth is 1.95 per cent (Figure 1). While this is a decrease from the 2.02 per cent growth in 2021, the 2022 growth is higher than originally projected due, in part, to a few large commercial developments, including a portion of the Durham Live development in Pickering and the Amazon Fulfilment Centre in Ajax, which were added to the assessment roll late in 2021.
- 4.3 Of the 1.95 per cent weighted assessment growth for 2022, 0.10 per cent is attributable to weighted assessment in the Seaton community. Continuing Council's direction ([Report #2018-COW-19](#)), this 0.10 per cent of the 2022 weighted assessment growth has been deferred until the Region begins incurring annual operating expenditures related to the Seaton development.
- This will ensure long term financial sustainability by better matching growth and the related property tax revenue from the Seaton community with the budgeted Regional operating costs to service this community.
 - This treatment is unique due to the large scale of the Seaton community and the intense and rapid planned development that will have a measured impact on Regional expenditures in the near term.
 - The proposed 2022 Business Plans and Budget recommends using a portion of this growth to offset the incremental net operating costs required to staff a new ambulance for the Seaton paramedic station.

Non-Residential Share of Regional Assessment and Taxation Base

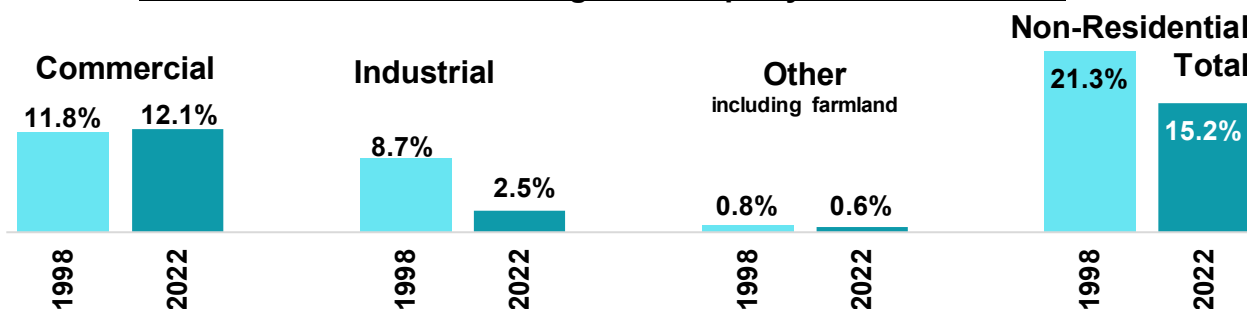
- 4.4 Figure 2 shows the significant decline in the non-residential share of the Region's property tax base since 1998 and the corresponding increase in the residential share of the tax base.

Figure 2
Share of Regional Property Taxes 1998-2022



- 4.5 The only two exceptions to the decline in the non-residential share are explained below:
- Between 2006-2012 non-residential properties experienced higher valuation increases due to reassessments. A significant number of these were partially reversed through subsequent Assessment Review Board (ARB) decisions which contributed to the continued decreasing share from 2012.
 - In 2022, the commercial property class grew by 4.3 per cent due in large part to the addition of two significant new developments, namely a portion of Durham Live Complex in Pickering and the Amazon Fulfilment Centre in Ajax. This is the highest annual increase in the commercial classes since 2007 and resulted in an increase in the non-residential Regional taxation share of 0.2 per cent (from 15.0 per cent in 2021 to 15.2 per cent in 2022).
- 4.6 The decrease in the non-residential share is primarily the result of declines in the industrial property class share as shown in Figure 3. The share of Other decreased as a result of Regional Council decision to phase-down municipal farmland taxes by 20 per cent between 2005 and 2007.

Figure 3
Non-Residential Share of Regional Property Taxes 1998-2022



4.7 The decrease in the non-residential share places upward pressure on the residential municipal property tax rate and has a direct impact when comparing relative tax load as discussed in Section 9 (Municipal Property Tax Comparisons) of this report.

4.8 The changes in Regional property class taxation shares are the result of:

- differences in assessment growth across the property classes;
- different valuation changes across the property classes from reassessments;
- ARB assessment appeal decisions; and
- changes to municipal tax ratios.

4.9 In collaboration with Ontario Tech University, through the CityStudio model, staff have initiated a project examining the anticipated impacts on Durham Region's non-residential property tax assessment as a result of the structural economic change expected to occur with the emergence of the 'e'conomy including the increasing prevalence of online retail and the decline in brick-and-mortar stores.

- This project focuses on reviewing the latest academic research and assessing national and international examples to gain an insight into the impact of these structural economic changes.
- The Finance Department is committed to leveraging these insights by continuing to engage with academic researchers, municipal partners, and relevant experts to provide enhanced analysis that supports proactive Regional specific responses to these structural economic changes.

5. Provincial Postponement of the MPAC Reassessment

5.1 In the November 2021 Economic and Fiscal Update, the Province postponed the property tax reassessment update for both the 2022 and 2023 property taxation years. As a result of this postponement, 2022 and 2023 taxes remain based on an updated return roll using the fully phased-in January 1, 2016 CVA.

- 5.2 As Council is aware, the current assessment cycle is four years with assessment increases phased-in evenly over four taxation years and any assessment decreases applied fully in the first year. Any changes in the phase-in parameters may impact the distribution of the annual tax shifts that can occur with reassessments.
- 5.3 The Province's decision to postpone the reassessment was due in part to the pandemic and additional concerns with respect to the volatility of the residential housing market. However, it is important that, once the economy and housing market stabilizes, the Province return to regular scheduled reassessments to ensure the assessment base remains up-to-date and to avoid future significant property tax shifts amongst taxpayers. This is a significant probability when the next reassessment occurs.
- 5.4 Regional staff will continue to provide updates to Council on the reassessment timing and any phase-in parameters changes when announced by the Province.

6. Provincial Business Education Tax (BET) Rate and PIL Properties

- 6.1 In 2021, the Province took a significant step towards uniform BET rates by instituting a common BET ceiling rate of 0.88 per cent. The Province has confirmed that the 2022 BET rates will remain at the same lower rate (see Attachment 1 for a listing of the 2022 provincial education property tax rates).
- 6.2 As illustrated in Table 4, these lower rates result in an estimated reduction of \$15.6 million in property taxes for Durham Region taxable commercial and industrial property owners compared to the 2020 BET rates. This is of significant benefit for property owners, particularly with ongoing COVID impacts.

Table 4
Estimated 2022 Provincial Education Property Tax Reductions for Durham Commercial and Industrial Property Owners

Broad Property Class	2020 Education Tax Rate	2022 Education Tax Rate	Estimated 2022 Education Reduction	
			\$ millions	
Commercial	0.98%	0.88%	\$10.0	10.2%
Industrial	1.25%	0.88%	\$5.6	28.0%
Total			\$15.6	

- 6.3 Concern was raised by municipalities that the BET reduction would negatively impact local municipalities who retain the education portion of property taxes on certain PIL (payment in lieu of taxes) properties. In response to this concern, the Ministry of Finance confirmed that the BET reductions would not negatively impact municipalities, indicating that the Province will maintain BET rates at the 2020 level for payment-in-lieu (PIL) properties where the education taxes are retained by single and lower-tier municipalities.

6.4 Despite this clarification, for the 2021 property tax year several federal organizations chose to pay the lower taxable education rate, rather than the higher PIL education rate. The federal commercial property presence is low in Durham Region and the resultant underpayment in education property taxes to the local municipalities was approximately \$45,000. Ongoing efforts continue, particularly from municipalities with a large share of federal properties, to encourage the federal entities to maintain their previous support to municipalities.

7. Other Provincial Policy Initiatives in 2021

7.1 The Province introduced several other assessment and taxation policy initiatives in the November 2021 Economic and Fiscal Update. The following is a summary of those initiatives that are relevant to the Region of Durham and the local area municipalities.

- The incentive provided by the Provincial Brownfields Financial Tax Incentive Program (BFTIP) was increased by extending the period of matching education tax assistance from the current three year period to six years for business developments and ten years for residential developments.
- Extend the farm property tax treatment currently applied to the processing of maple sap to all edible tree saps – it is not anticipated this change will have a material impact in the Region.
- Increase the current limit of 20 acres to 30 acres for farm woodlots in light of the increasing farm size in Ontario – it is not anticipated this change will have a material impact in the Region.
- Streamline and simplify application process for the farmland property tax class. This will assist farm property owners in making applications to receive the lower farmland municipal and provincial education property tax rates.
- Improve MPAC Board governance by ensuring that a Board vacancy does not impede the Corporation activities provided that two-thirds (nine members) are filled, and municipal representation constitutes a majority.

8. Assessment at Risk Update

8.1 The calculation of property taxes is based on a property's CVA as included in the returned assessment roll provided by MPAC under the authority of the *Assessment Act* and the *Municipal Act, 2001* where:

- MPAC is responsible for the classification and CVA assignment for all individual properties in Ontario; and
- Municipalities must use MPAC information along with budgetary requirements and municipal taxation ratios (within provincial restrictions) to calculate annual property tax rates applicable to individual property tax classifications.

8.2 At any given point in time, a material percent of the Region's assessment base can be involved in an assessment or classification dispute. This can represent a significant financial risk to the Region and the local area municipalities.

- 8.3 There are two processes by which taxpayers can pursue assessment disputes.
- The first process, which is mandatory for residential properties, is the Request for Reconsideration (RfR) process. This is an informal process whereby the property owner requests MPAC review the file and the owner ensures that MPAC has up-to-date and correct property information. Through this review, one of the following two outcomes could occur.
 - MPAC may offer to revise the returned assessment based on more current/accurate information or may confirm the returned assessment as accurate. Should the property owner not agree with the outcome of MPAC's review, they have 90 days to file an appeal to the ARB.
 - If a change in the assessment is proposed by MPAC, a Minutes of Settlement Offer would be provided to the owner and, if it is agreed to by the owner, then the assessment is adjusted. The owner has 90 days to accept the Minutes of Settlement or advance to the next stage of the dispute process (ARB appeal).
 - The second process is an appeal to the ARB, which is an independent adjudicative body within the Ministry of the Attorney General that decides assessment and classification complaints in Ontario. It can take several years for disputes to reach settlement at the ARB, with many of the more complex commercial and industrial-type complaints resulting in processes that stretch far beyond the current four-year assessment phase-in period.

Pandemic Not Relevant in Current Assessment Disputes

- 8.4 MPAC, the ARB and some municipalities have reported an increase in the number of assessment disputes filed by non-residential property owners claiming a decrease in the market value of their property as a result of the ongoing pandemic.
- 8.5 MPAC supports the returned assessment in these instances as the valuation date used in the current taxation cycle (2017-2023) is January 1, 2016 and, in principle, is not be subject to appeal for pandemic related impacts that occur four years later. Staff are actively monitoring settlement and assessment board decisions to assess whether there is an increased risk to the Region as a result of this increase in assessment appeals.

Significant Reduced Assessment Dispute Risk in the Near Term

- 8.6 MPAC and the ARB, through both rule and procedural changes over the last several years and the postponement of the property reassessment scheduled for 2021, have made considerable headway in eliminating the backlog of assessment appeals at the ARB.

8.7 Since 2006, there have been four reassessment cycles with valuation dates as of January 1st, 2005, 2008, 2012 and 2016. During this period there have been 42,756 assessment disputes of which 51 per cent had the assessment confirmed or the dispute withdrawn and 3 per cent remain outstanding as shown in Table 5.

Table 5
Number of Assessment Disputes from 2006 to 2021

	Request for Reconsideration (RfR)	Assessment Review Board (ARB)	Total	
CVA confirmed or dispute withdrawn	11,637	10,043	21,680	51%
Dispute settled	10,066	9,706	19,772	46%
Dispute outstanding	320	984	1,304	3%
	22,023	20,733	42,756	

8.8 The 19,772 settled assessment disputes between 2006 to 2021 have resulted in Regional property tax losses of \$59.2 million. Over half of these disputes (51.5%) were settled through the informal RfR process and resulted in total Regional property tax losses of \$5.6 million. The more complex non-residential disputes were settled at the ARB and account for 90.5 per cent of Regional property tax losses totalling \$53.6 million.

8.9 Figure 6 illustrates the percent of total Regional property tax losses by reassessment cycle and dispute type for the settled disputes. There is an immaterial amount of disputed CVA outstanding in the 2012 CVA cycle and approximately 20 per cent of the disputed CVA in the 2016 CVA cycle remains outstanding.

Figure 6
Total Regional Property Tax Losses Resulting from Settled Assessment Disputes



Current Regional Risk in Outstanding Assessment Disputes

- 8.10 As of December 17, 2021, there were 521 properties with 1,304 outstanding assessment disputes in the Region of Durham for the taxation years 2017 to 2021. These disputes involve \$7.3 billion in total CVA and a total of \$58.8 million in Regional property taxes as detailed in Table 7. The majority of the regional taxation risk (92.4 per cent) is with properties located in Pickering, Ajax, Whitby, and Oshawa.

Table 7
Outstanding Assessment Disputes by Local Municipality
from the 2016 Reassessment Cycle (2017 to 2021)

	Properties		CVA		Regional Taxes (\$m)	
	#	%	\$m	%	\$m	%
Pickering	54	10.4%	1,394.4	19.1%	12.2	20.7%
Ajax	37	7.1%	1,053.6	14.4%	10.3	17.5%
Whitby	60	11.5%	1,904.5	26.1%	16.5	28.1%
Oshawa	287	55.0%	2,458.8	33.8%	15.4	26.1%
Clarington	24	4.6%	297.2	4.1%	2.8	4.8%
Scugog	11	2.1%	51.3	0.7%	0.5	0.9%
Uxbridge	42	8.1%	125.4	1.7%	1.0	1.7%
Brock	6	1.2%	6.2	0.1%	0.1	0.2%
Region	521	100.0%	7,291.4	100.0%	58.8	100.0%

- 8.11 As illustrated in Figure 8, while the majority of the outstanding disputes are in the RfR process (57.2 per cent), the assessment and Regional taxes at risk are almost entirely in the ARB process (97.8 per cent).

Figure 8
Outstanding Assessment Disputes by Type
from the 2016 Reassessment Cycle (2017 to 2021)

	Properties		CVA (\$m)		Regional Taxes (\$m)	
	#	%	\$m	%	\$m	%
Request for Reconsideration (RfR)	298	57.2%	177.9	2.4%	1.3	2.2%
Assessment Review Board (ARB)	223	42.8%	7,113.5	97.6%	57.5	97.8%
	521	100.0%	7,291.4	100.0%	58.8	100.0%

- 8.12 The Region's modelling suggests that, under a medium-risk scenario, the Region could see a further reduction of \$5.5 million in Regional tax losses from the outstanding assessment disputes. Under a low-risk scenario, this is reduced to an estimated \$4.2 million and increases to \$6.9 million under a high-risk scenario. The Region's financial risk inherent in outstanding assessment disputes is adequately covered by the Region's Assessment Appeal Reserve.
- 8.13 Over 80 per cent of the Regional risk and estimated tax losses are concentrated in the four types of properties below and this risk is primarily in Ajax (29 per cent) and Whitby (26 per cent)
- Large commercial retail properties (35 per cent)
 - Multi-residential properties and associated land (29 per cent)
 - Standard industrial and industrial malls (9 per cent)
 - Vacant land (9 per cent)

Significant Assessment Review Board Decision in 2021

- 8.14 In March of 2021, the ARB released an interim decision on a test case involving the valuation of gravel pits in the County of Wellington. The ruling significantly increased MPAC's land value and also reclassified various residential land parcels to the industrial property tax class. The interim decision supported the municipal position and was well received by municipalities. The ARB released an amended decision on October 19, 2021 confirming the adjustment amounts.
- 8.15 All parties had 30 days to serve and file notice of motion for leave to appeal the ARB decision to a higher court. On or about November 12, 2021, MPAC sought leave to clarify the land classifications. It is not known when, or if, MPAC's appeal of the ARB decision will be heard by the higher court.
- 8.16 MPAC has stated that they are awaiting direction on the appeal before making any adjustments to gravel pit assessments with respect to the ARB decision on the County of Wellington appeal.
- 8.17 As illustrated in Table 9, there are 97 gravel pit properties in the Region of Durham with the majority located in the Township of Uxbridge, Municipality of Clarington, the Township of Scugog and the Township of Brock. In 2021, all gravel pit properties in the Region contributed approximately \$770,000 in Regional property taxes.

Table 9
Gravel Pit Properties by Local Municipality

	Properties	2021 CVA	2021 Regional Taxes
	#	\$m	\$m
Pickering	1	0.96	0.007
Ajax	-	-	-
Whitby	-	-	-
Oshawa	1	0.60	0.004
Clarington	26	20.01	0.147
Scugog	11	11.91	0.067
Uxbridge	45	61.02	0.393
Brock	13	20.16	0.151
Region	97	114.66	0.769

8.18 In response to the initial Wellington decision, the Township of Uxbridge appealed the assessment of its gravel pit properties. The Region has been working collaboratively with the Township of Uxbridge on these appeals and has offered support to other local municipalities should they wish to appeal the assessment of the gravel pit properties located in their respective municipalities. The proposed 2022 Business Plans and Budgets includes a provision of up to \$200,000 to be provided from the property tax appeal reserve for these defense initiatives. Staff will continue to update Council on the status of the gravel pit appeals.

9. Municipal Property Tax Comparisons

Municipal Tax Ratios

9.1 A municipal tax ratio is the degree to which an individual property class is taxed relative to the Residential class. If the Commercial municipal tax ratio is 1.45, then its municipal property taxation rate will be 1.45 times the tax rate for the residential class property tax class. Since municipal tax ratios show the degree to which the non-residential classes are taxed relative to the residential class, the ratios have a direct impact on the competitiveness of municipal non-residential property taxes.

Table 10
2021 Municipal Tax Ratio Comparison

	Multi-Residential		Commercial		Industrial		Farmland	
	Ratio	Rank	Ratio	Rank	Ratio	Rank	Ratio	Rank
Durham:	1.8665	4	1.4500	2	2.0235	4	0.2000	2
Toronto	2.0838	9	2.6398	10	2.6135	8	0.2500	5
Peel Region (Mississauga)	1.2656	2	1.5170	4	1.6150	1	0.2500	5
Halton Region	2.0000	7	1.4565	3	2.0907	5	0.2000	2
York Region	1.0000	1	1.3321	1	1.6432	2	0.2500	5
Ottawa *	1.3900	3	1.8400	6	2.5200	7	0.2000	2
Niagara Region	1.9700	6	1.7349	5	2.6300	9	0.2500	5
Waterloo Region	1.9500	5	1.9500	7	1.9500	3	0.2500	5
Hamilton **	2.4407	10	1.9800	8	3.2493	10	0.1767	1
Windsor ***	2.0000	7	2.0140	9	2.3158	6	0.2500	5
Average	1.7967		1.7914		2.2651		0.2277	

Ratios in table have been rounded to four decimal places.

* Ottawa has special classes, the residential commercial and industrial are shown

** Hamilton has a Large Industrial class with a ratio of 3.801

*** Windsor has a Large Industrial class with a ratio of 2.932

- 9.2 As illustrated in Table 10, Durham Region has a competitive Multi-Residential ratio of 1.87. Durham's ratio is marginally above the average of the similar municipal comparators.
- 9.3 Durham Region has a competitive commercial ratio of 1.4500. Durham's ratio is 19 per cent below the average of the comparators (1.7914). Durham has the second lowest ratio.
- 9.4 Durham Region's 2021 industrial municipal ratio is 11 per cent below the average of the comparators (2.2651) in the table. At fourth lowest, Durham is higher than Mississauga, York Region and Waterloo Region.
- 9.5 The Province has mandated a maximum farmland municipal tax ratio of 0.25. Several Ontario municipalities (Durham included) have lowered their ratio from this provincial maximum as a support to the agricultural industry within their jurisdiction.
- 9.6 There are no recommended changes to the Region's municipal property tax ratios for 2022.
- 9.7 The remainder of this section provides a summary of the property tax comparisons across comparable municipalities adjusting for the varying market values. This comparison highlights the degree to which market values affect tax rates and not property taxes.

9.8 Caution should be used in interpreting the results of any municipal property tax comparison as these comparisons do not consider municipal services or service levels and a whole range of other unique municipal characteristics (non-residential assessment levels, urban/rural compositions, geographical density and size, financial sustainability, etc.).

Residential Home Comparison

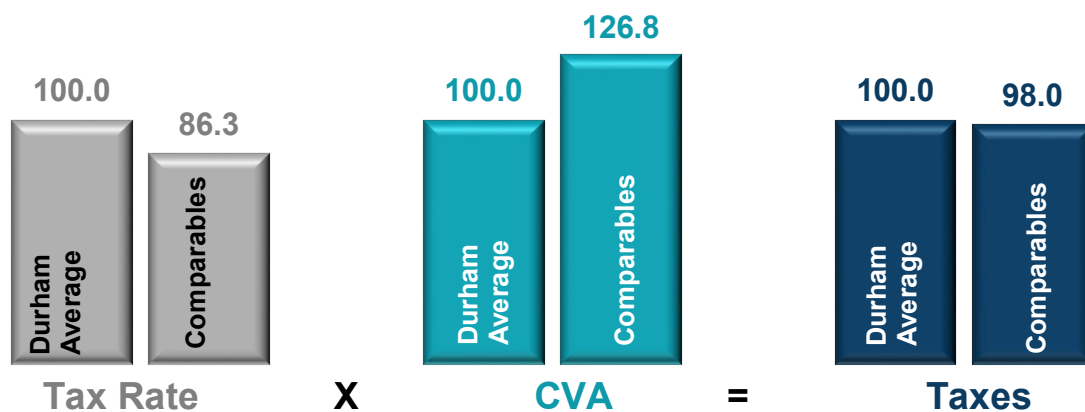
9.9 The following residential home property tax comparison is based on 10 “average” homes from across each of the local municipalities in the Region. The homes were chosen to reflect, as closely as possible, the municipality’s average home in terms of assessment, age, size and building quality.

9.10 MPAC provided the CVAs for the comparator municipalities on which the following analysis is based. The comparison uses 2021 CVA and tax rates as 2022 municipal tax rates are not yet available.

9.11 Tax rates and assessments vary significantly between municipalities. In general, they are inversely related (higher assessments allow for a lower tax rate to generate the same tax dollars).

9.12 The residential home comparison found that the comparable municipal average residential tax rate was 13.7 per cent lower than Durham’s. However, assessment values for the comparators were 26.8 per cent higher. The resultant average property tax (\$) difference between Durham and the comparator’s average is very minor, at approximately 2.0 per cent, as illustrated in Figure 11.

Figure 11
Residential Home Sample Average: Tax Rate, Assessment and Taxation

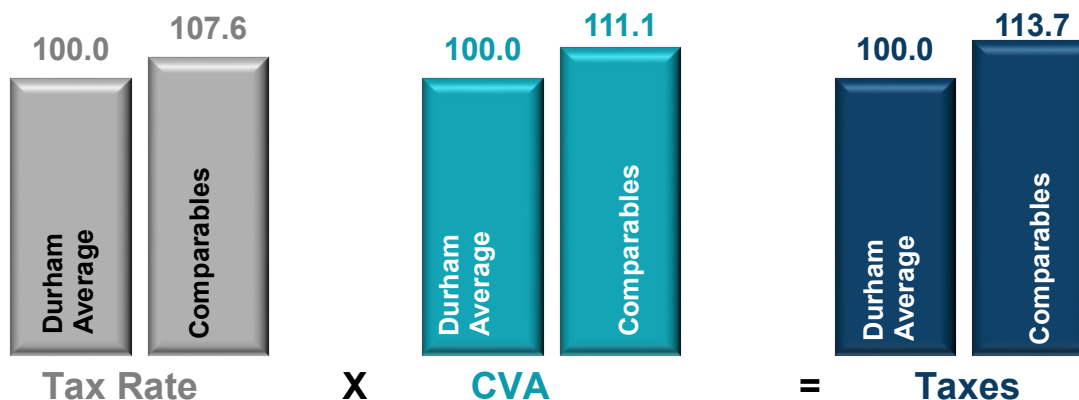


9.13 The majority of the large gap in tax rates can be explained by Durham’s much lower market values (assessments) compared to our comparator municipalities. The gap of 13.7 per cent in tax rates is reduced to 2.0 per cent in tax dollars when Durham’s lower assessments are considered. The geographical size of Durham would be an example of a unique characteristic as a causation factor for this small differential.

Non-Residential Property Tax Comparisons

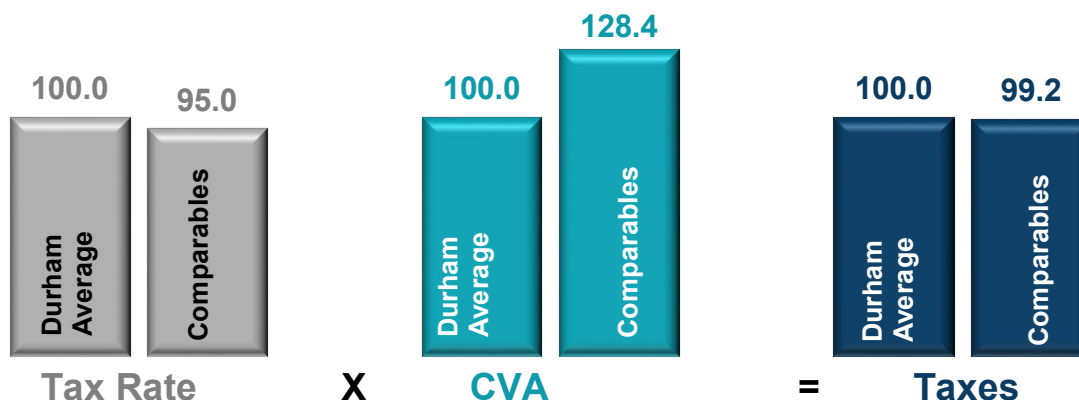
- 9.14 It is difficult to provide a valid non-residential property tax comparison. The primary issue is the uniqueness of the individual properties and the lack of robust sales transactions on which MPAC can base the assessments.
- 9.15 This difficulty has increased over the last few years, as a result of significant assessment appeals launched by the non-residential sector across Ontario for the previous three reassessment cycles and the resultant changes in both specific property assessments and MPAC methodology.
- 9.16 The 2021 municipal ratio analysis (see section 9.1) clearly showed that Durham’s commercial ratio is very competitive with comparator jurisdictions. As well, it is believed that municipal taxation is a lesser consideration in a commercial location decision when compared to factors such as customer density and affluence. Further, commercial growth within the Region has kept pace with residential growth over the past two decades.
- 9.17 Similar to the residential comparison, a commercial comparison based on 18 properties was conducted. As illustrated in Figure 12 tax rates and assessment vary significantly between municipalities.

Figure 12
Commercial Sample Average: Tax Rate, Assessment and Taxation



- 9.18 Although the commercial sample showed a high degree of variability, the average comparator municipal tax rates were 7.6 per cent higher than Durham’s, while the average CVA was also higher by 11.1 per cent. The resultant property tax average of the comparators is approximately 14 per cent higher than in Durham Region.
- 9.19 An industrial comparison based on 12 properties was also conducted and the results are shown in Figure 13.

Figure 13
Industrial Sample Average: Tax Rate, Assessment and Taxation



9.20 A high degree of variability exists in the sample, however the averages show that the Durham Region tax rate is 5.0 per cent higher than the comparators’, while the CVA is 28.4 per cent lower. The resultant property tax average on the comparators is approximately the same as Durham Region.

10. Property Tax Treatment of Nuclear Generating Stations

- 10.1 The two Ontario Power Generation (OPG) nuclear generating stations (NGS) provide a material amount of PIL revenues to the Region. In addition, the City of Pickering and the Municipality of Clarington are also able to retain the education tax portion of these PIL payments.
- 10.2 In December of 2021, Regional Council approved Durham’s Nuclear Sector Strategy 2022-2032 ([Report #2021-COW-37](#)) which recognizes the importance of this sector to the Region’s economy and the vital role it will play in helping the Region advance its strategic priorities.
- 10.3 In 2021 the Region, in collaboration with the City of Pickering and Ontario Power Generation, engaged a consultant to undertake a study of the socio-economic and fiscal impacts relating to the planned retirement and decommissioning of the Pickering NGS facility. It is anticipated that this review will be on-going through 2022 with periodic reporting to both Regional and City Councils.

Provincial Statutory Rate on Generating Facilities

- 10.4 The Province currently bases municipal payments for nuclear generating facilities on legislated statutory rates as outlined in the *Assessment Act*, rather than current value assessment.
 - The prescribed statutory rate set by the Province for assessing nuclear generating facilities is \$86.11/m² of inside ground floor area of the actual generating and transformer station buildings. This rate was set in 1968 and has not been updated.

- As such, the prescribed statutory rate does not consider increased Regional service costs, the time value of money or the reassessment valuation changes of all other properties since 1998.
- 10.5 Of all the provincial statutory rates, those that are applicable to nuclear generating facilities are particularly inequitable to Durham taxpayers due to the presence of the majority of the Province's nuclear generating capacity. This particular statutory rate continues to represent a financial inequity to the Region and its local area municipalities.
- 10.6 It is recommended that the Province, in consultation with the municipal sector, review and update the nuclear generating facility statutory rate of \$86.11 and institute a process by which this rate is annually updated in the future.

Nuclear Generating Facilities Proxy Property Taxes

- 10.7 An additional property tax consideration for the nuclear generating facilities is the alternative assessment and proxy property taxes related to the payment of stranded debt.
- PIL payments on specific generating structures are based on a statutory assessment rate as defined per the *Assessment Act* and are paid to the hosting municipalities.
 - Further proxy property taxes are levied and paid to the Ontario Electricity Financial Corporation (OEFC) and applied against the former Ontario Hydro stranded debt.
 - Details of the alternative assessment are outlined in O. Reg. 423/11 under the Electricity Act, 1998. It is understood that proxy property taxes are the difference between the prescribed statutory rate for designated facilities and what would apply if taxed at its appropriate full CVA.
- 10.8 Given that proxy property tax payments to the OEFC are to be equivalent to what would have been payable by a private corporation based on an MPAC-derived alternative market valuation for these asset classes, Regional staff have previously requested confirmation from the Ontario Ministry of Finance that payments currently being made to the OEFC will instead be paid to the appropriate municipalities in respect of land located in those municipalities given Section 92(3) of the Electricity Act, 1998, which notes potential redirection of payment streams where it references tax treatment following the retirement of the stranded debt and repeal of Part V under Section 84.1 of the Act.
- 10.9 However, there remains a lack of clarity around the future redirection of these proxy property tax payment streams assuming the eventual retirement of the stranded debt. Any future amendments to the regulation that reduce revenues to impacted municipalities should be addressed through alternative sources of funding by the Province.

10.10 It is recommended that the Region continue to seek confirmation from the province that all existing proxy property tax payments made to the OEFC will be redirected to hosting municipalities and the upper tier, where applicable, following retirement of the stranded debt.

11. Municipal Flexibility with Respect to the Tax Treatment of “Vacant” Properties

11.1 Vacant properties, especially within the residential sector, has been getting attention recently considering rising housing prices and the lack of affordable alternatives. Many ideas have been put forward as options for addressing housing challenges and are being studied by all levels of government. This area of research is fluid and being closely monitored by Region staff.

11.2 For the purpose of this study, only the existing flexibility granted to Ontario single and upper tier municipalities with respect to a vacant home property tax will be discussed.

11.3 In the Region of Durham, since 2020, all vacant properties receive identical property tax treatment as occupied properties.

- Over the period 2018 to 2020, Regional Council phased out the tax rate reduction provided to the vacant and excess land subclasses of the broad commercial and industrial classes that had existed since 1998.
- The increase in municipal taxes resulting from the phase out of the tax rate reduction for properties in the vacant and excess land commercial and industrial subclasses was used to finance a decrease in the industrial broad class municipal tax ratio by approximately 10 per cent over the same period.

11.4 Since 2018, under section 338.2 of the *Municipal Act, 2001*, upper and single tier municipalities have been provided the power to impose an additional property tax rate on residential properties that are vacant.

- The rate must be applied to the assessment value and the property must be both taxable (not PIL) and in the residential property class.
- The upper or single tier municipality, through by-law, must state the tax rate and provide a precise definition and conditions for the vacant rate to apply to an individual property.
- The Province will enact through regulation the authority for the upper or single municipal program and the lower tier municipalities in a two-tiered structure are responsible for administering the tax.
- The tax rate can vary between different geographical areas of a two-tiered structure.

11.5 A number of municipalities in Ontario are actively investigating this property tax policy option with both the City of Toronto and the City of Ottawa indicating an intention to implement such a tax in 2023 based on 2022 occupancy.

- 11.6 Similar to the optional small business subclass, this policy option provides municipalities with alternative tools to address their unique circumstances. Programs such as the vacant home tax involve substantial start-up and on-going administrative costs which require a substantial presence of vacant homes to ensure that net taxation revenues and program benefits would be realized.
- 11.7 Staff will continue to closely monitor the implementation of the vacant home tax in both Toronto and Ottawa over the coming year, study the residential sector and real estate market development in the Region and monitor other policy options being considered by senior governments to address housing affordability concerns.

12. Relationship to Strategic Plan

- 12.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:
- Goal 3.1 Economic Prosperity – to position Durham Region as the location of choice for business. Property taxation is a consideration in building a strong and resilient economy that maximizes opportunities for business and employment growth, innovation, and partnership; and
 - Goal 5.1 Service Excellence – to provide exception value to Durham taxpayers through responsive, effective, and financially sustainable service delivery.

13. Conclusion and Looking Forward

- 13.1 While this report's focus is on tax policy matters and includes relative taxation comparisons, it is understood that COVID has had implications for taxation issues. Some policies, such as vacant home tax, may be more appropriate to consider once the reassessment occurs due to the potentially dramatic shifts that could occur at that time given the number of years that have passed without reassessments occurring. It is also worthy of note that the Province has announced interim supports for businesses affected that include property tax and energy rebate programs.
- 13.2 Staff will continue to monitor the following ongoing property taxation and assessment considerations and will provide updates to Committee and Council as additional information becomes available:
- Non-residential declining share of the assessment base and impacts of the "new digital economy";
 - Vacant home tax;
 - Timing of future reassessment cycles;
 - Assessment disputes; and
 - Nuclear generating facilities property tax treatment.

14. Attachments

- Attachment 1: 2022 Provincial Education Property Tax Rates

Respectfully submitted,

Original Signed By

Nancy Taylor, BBA, CPA, CA
Commissioner of Finance

Recommended for Presentation to Committee

Original Signed By

Elaine C. Baxter-Trahair
Chief Administrative Officer

Attachment 1
2022 Provincial Education Property Tax Rates

Property Class		Education Tax Rate		
	Residential		0.00153000	
	Multi-Residential & New Multi-Residential		0.00153000	
Broad	Commercial	Commercial	Occupied, Vacant & Excess Land	0.00880000
		Shopping Centres	Occupied & Excess Land	0.00880000
		Office Buildings	Occupied & Excess Land	0.00880000
		Parking Lots (Commercial)	Occupied & Excess Land	0.00880000
		New Construction	Occupied, Vacant & Excess Land	0.00880000
Broad	Industrial	Industrial	Occupied, Vacant & Excess Land	0.00880000
		Large Industrial	Occupied & Excess Land	0.00880000
		New Construction	Occupied, Vacant & Excess Land	0.00880000
Payment-in-Lieu	(PIL)	Broad Commercial	Occupied, Vacant & Excess Land	0.00980000
		Commercial New Construction	Occupied, Vacant & Excess Land	0.00980000
		Broad Industrial	Occupied & Excess Land	0.01250000
		Industrial New Construction	Occupied, Vacant & Excess Land	0.00980000
		Pipeline		0.00980000
	Pipelines		0.00880000	
	Farmland		0.00038250	
	Small Scale On-Farm (Commercial & Industrial)		0.00220000	
	Managed Forests		0.00038250	
	Farmland Awaiting Development Phase 1		0.00114750	



The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Commissioner of Finance
Report: #2022-F-4
Date: February 8, 2022

Subject:

The 2022 Regional Business Plans and Budgets for Property Tax Purposes, including General Purpose, Solid Waste Management and Durham Region Transit

Recommendations:

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

2022 General Purpose Property Tax Business Plans and Budgets

- A) The 2022 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 \$645,678,000 as detailed within the 2022 Regional Business Plans and Budgets, which are highlighted in this report and summarized as follows:

	2022 Tax Requirements (\$000s)
Regional Operations	
i) Departmental Operations	346,787
ii) Regional Roads Reserve – Growth	12,549
iii) Regional Roads – Rehabilitation Reserve Fund	26,050
iv) Regional Bridges – Rehabilitation Reserve Fund	5,525
Total Regional Operations	390,911
Police Services:	
v) Police Services (exceeds Regional Guideline)	233,318
Total Police Services	233,318
vi) Conservation Authorities	8,917
Special Contributions:	
vii) Land Conservation and Protection Reserve Fund	393
viii) Durham Region Community Investment Grant:	
- Durham College – Whitby Campus	667
- Durham College – Skills Trade Centre (reserve funded)	-
- Durham Region Community Investment Grant (including hospital top up)	5,553
Total Special Contributions	6,613
SUBTOTAL	639,759
ix) Deferral for Seaton Assessment Growth	5,527
x) Adjustment to Assessment Base (re: Assessment under appeal)	392
TOTAL GENERAL PROPERTY TAX PURPOSES	645,678

- B) The 2022 Capital Program for General Property Tax Purposes (excluding Solid Waste, Durham Region Transit and Conservation Authorities' requirements), as outlined in Attachment 4 to this report and as further detailed within the 2022 Regional Business Plans and Budgets, in the amount of \$232,060,000 be approved, and the 2023 to 2031 Capital Forecast in the amount of \$2,023,654,000 be received for information purposes only and subject to future approvals.
- C) Financing for the 2022 Capital Program for General Property Tax Purposes as outlined in Attachment 4 to this report in the amount of \$232,060,000 be approved.

Contributions for Regional Roads and Bridges

- D) A 2022 contribution of \$12,549,000 to the Regional Roads Reserve – Growth be authorized to allow for financing of Road Capital Construction Projects.
- E) A 2022 contribution of \$26,050,000 to the Regional Roads Rehabilitation Reserve Fund be authorized to assist with roads rehabilitation requirements.

- F) A 2022 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 2022 Budget for the Durham Regional Local Housing Corporation be approved at a total net property tax requirement of \$14,019,000.

Conservation Authorities

- H) Funding totalling \$6,445,367 for 2022 operations be approved for the Region's five Conservation Authorities as summarized below:

Central Lake Ontario Conservation Authority	\$4,274,135
Kawartha Region Conservation Authority	681,946
Ganaraska Region Conservation Authority	543,905
Toronto and Region Conservation Authority	689,300
Lake Simcoe Region Conservation Authority	256,081

Total Conservation Authority Operations Funding	\$6,445,367
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- I) Funding totalling \$1,730,374 for 2022 special projects be approved for the Region's Conservation Authorities as summarized below:

Kawartha Region Conservation Authority	\$142,000
Ganaraska Region Conservation Authority	242,237
Toronto and Region Conservation Authority	862,371
Lake Simcoe Region Conservation Authority	483,766

Total Conservation Authority Special Projects Funding	\$1,730,374
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- J) Funding totalling \$200,000 for 2022 land management expenditures be approved for properties within Durham Region as outlined below:

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

Total Conservation Authority Land Management Funding	\$200,000
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- K) The Oak Ridges Moraine Groundwater Program (ORMGP) Initiatives be continued in 2022 at a funding level of \$175,000 for ongoing groundwater protection initiatives jointly funded with the City of Toronto, Region of York and Region of Peel.

- L) The special funding requests as outlined below be approved subject to the accountability of project costs incurred and project completion:
- a) Central Lake Ontario Conservation Authority for phase four of five of the Restoration Program in the amount of \$150,000
 - b) Central Lake Ontario Conservation Authority for Lynde Shores Conservation Area Halls Entrance \$60,000

- c) Central Lake Ontario Conservation Authority Main Office HVAC (phase two of three) \$40,000
 - d) Kawartha Conservation Authority for a final phase of the Watershed Planning project in the amount of \$28,600
 - e) Kawartha Conservation Authority for website design and implementation in the amount of \$7,174
 - f) Kawartha Conservation Authority for phase three of five for the digitization of corporate records in the amount of \$5,380
- M) The special funding request as outlined below be approved subject to securing the remainder of the project funding from the Nature Smart Climate Solutions Fund grant program, the Town of Ajax and project completion and accountability of project costs incurred:
- a) Toronto and Region Conservation Authority for the invasive species management component of the implementation of the Carruthers Creek Watershed Plan project in the amount of \$75,000.
- N) A contribution of \$392,846 to the Land Conservation and Protection Reserve Fund be authorized to assist in financing requests for funding received from the five Conservation Authorities to acquire environmentally sensitive lands within the Region, based on eligibility criteria per the approved Regional Land Acquisition Reserve Fund Policy.

Special Contributions

- O) That the third of three annual funding contributions to Durham College – Whitby Campus be approved, up to a maximum amount of \$666,667 for 2022 with the required financing provided from the Durham Region Community Investment Grant envelope; and further that funds be released at the discretion of the Commissioner of Finance in accordance with the executed funding agreement and the accountability of capital costs.
- P) That the request from Durham College – Whitby Campus through the Region's Community Investment Grant program for the Trades Facility Upgrades be funded from the Durham Region Healthcare Institution Reserve Fund for \$600,000 subject to approval of 2022-F-5.
- Q) That, in addition to the 0.25% dedicated levy included in the 2022 budget to support the prior approval of the Lakeridge Health- Bowmanville site redevelopment, Region staff continue to work towards developing a long-term sustainable funding strategy in support of Lakeridge Health's ten-year master plan which includes the contribution towards a new Greenfield Hospital and the redevelopment of the Ajax/Pickering Hospital as well as the redevelopment of the Oak Valley Health - Uxbridge site and Ontario Shores Centre for Mental Health Sciences - Whitby redevelopment for Council's consideration as part of the 2023 Business Plan and Budget as further information develops.

Solid Waste Management 2022 Business Plan and Budget

- R) The 2022 Business Plan and Budget for Solid Waste Management at a net property tax requirement of \$46,426,000 be approved as detailed in the 2022 Solid Waste Management Business Plan and Budget.
- S) The 2022 Capital Program for Solid Waste Management and financing, as outlined in Attachment 4 to this report and as further detailed within the 2022 Regional Business Plan and Budget for Solid Waste Management, in the amount of \$242,824,000 be approved, with the exception of the Mixed Waste Pre-sort and Anaerobic Digestion Facility project and associated financing at \$242,000,000 which is subject to further reporting and approval by Regional Council.
- T) The 2023 to 2031 Capital Forecast in the amount of \$53,937,000 be received for information purposes only and subject to future approvals.

Durham Region Transit 2022 Business Plan and Budget

- U) The 2022 Business Plan and Budget for Durham Region Transit be approved at a total net property tax requirement of \$68,089,000, as detailed in the 2022 Durham Region Transit Business Plan and Budget.
- V) The 2022 Capital Program for Durham Region Transit, as outlined in Attachment 4 to this report and as further detailed within the 2022 Regional Business Plans and Budget, in the gross amount of \$16,100,000 be approved, and the Capital Forecast for the period 2023 to 2031, totalling \$390,650,000 be received for information purposes only and subject to future approvals.
- W) Financing for the 2022 Capital Program for Durham Region Transit, as outlined in Attachment 4 to this Report, in the gross amount of \$16,100,000 be approved.

Financial Management and Accountability

- X) The Listing of 2022 Regional Fees and Charges, as set forth in the 2022 Regional Business Plans and Budgets be approved and made available to the public and all applicable By-laws be amended accordingly.
- Y) That the Regional CAO and the Commissioner of Finance continue to meet with the DRPS Chief and DRPS CAO to understand the scope of services currently shared by DRPS and the Region and explore further efficiencies between the two organizations.
- Z) Based upon the 2022 Regional Business Plans and Budgets as recommended herein, the Commissioner of Finance be authorized to set 2022 Regional Property Tax Rates for General Purposes, Solid Waste Management and Durham Region Transit and approval be granted for the requisite By-laws.

- AA) For any Regional program change or capital expenditure included within the 2022 Regional Business Plans and Budgets which is proposed to be financed in whole, or in part, from Provincial/Federal subsidies, grants or related revenues, neither staffing, capital nor other related Regional expenditures can be committed until such time as adequate confirmation, to the satisfaction of the Commissioner of Finance/Treasurer is received from the respective provincial/federal ministry to commit to the subsidy, grant or related revenues in accordance with the Regional Budget Management Policy.
- BB) Funding totalling up to \$65,980 be approved for the Pickering Auxiliary Rescue Association with the funding to be provided from within the Finance Department's 2022 Business Plan and Budget to be administered by the Finance Department in consultation with the Durham Regional Police Service based upon services rendered.
- CC) Funding totalling up to \$47,245 be approved for COMRA with the funding to be provided from within the Finance Department's 2022 Business Plan and Budget to be administered by the Finance Department in consultation with the Durham Regional Police Service based upon services rendered.
- DD) In the event that the Restricted Acts after Nomination Day (as defined in the *Municipal Act, 2021*) should apply to the Region for the 2022 Municipal Election, Regional Council delegates authority to the Chief Administrative Officer and Treasurer, in consultation with the applicable Department Head to take action to make any expenditures or incur any liability that is deemed necessary but not included in the Region's 2022 Budget, and provided expenditures or liabilities are required to fulfil the obligations of maintaining and ensuring the appropriate continuity of the Regional operations, including Durham Region Transit and the Durham Regional Local Housing Corporation, and that such actions taken shall subsequently be reported upon to Regional Council.

Such delegation shall be in addition and notwithstanding the provisions of the Region's Purchasing By-law (By-law No. 16-2020, as amended) and the Region's Budget Management Policy. In addition the provision of Sections 19.1 to 19.6 of the Budget Management Policy (Delegation of Authority during Recess of Regional Council) shall be extended to apply in the event that the provisions of the *Municipal Act, 2021* with respect to Restricted Acts after Nomination Day apply to the Region in the 2022 Municipal Election as if such period were a recess of Regional Council.

- 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 2022 BUSINESS PLANS AND BUDGETS (000'S)					
	<u>2021</u>		<u>2022</u>		<u>Total</u>
	<u>Total</u>	<u>Property Tax</u>	<u>Water</u>	<u>Sewer</u>	
	\$	\$	\$	\$	\$
PSAS Additions to Budget					
Tangible Capital Asset Amortization	151,686	97,676	27,651	36,694	162,021
Post-Employment Benefit Expense	13,967	14,485	410	459	15,354
Landfill Closure Costs - Increase/(Decrease) in Liability	(5,214)	(38)	-	-	(38)
Transfers from Reserves and Reserve Funds	109,138	127,840	10,451	18,204	156,495
Proceeds of Debt issued for Regional Purposes	-	134,300	-	-	134,300
Total PSAB Additions	269,577	374,263	38,512	55,357	468,132
PSAS Reductions to Budget					
Gross Tangible Capital Assets Acquisitions	(415,685)	(492,961)	(125,117)	(145,365)	(763,443)
Less: Tangible Capital Asset Recoveries	15,673	-	-	63,388	63,388
Net Tangible Capital Asset Acquisitions	(400,012)	(492,961)	(125,117)	(81,977)	(700,055)
Debt Principal Payments	(12,789)	(11,696)	-	(716)	(12,412)
Transfers to Reserves and Reserve Funds	(136,169)	(110,678)	(9,143)	(23,996)	(143,817)
Contributed Tangible Capital Assets	(16,982)	(426)	(9,575)	(11,196)	(21,197)
Total PSAB Reductions	(565,952)	(615,761)	(143,835)	(117,885)	(877,481)
Net Impact - (Increase) to Accumulated Surplus	(296,375)	(241,498)	(105,323)	(62,528)	(409,349)

Report:

1. 2022 Business Plans and Budget Overview

1.1 This report provides key recommendations regarding the 2022 Regional Property Tax Supported Business Plans and Budgets for General Purposes, Solid Waste Management and Durham Region Transit. The 2022 Business Plans and Budgets and the recommendations herein represent the culmination of a significant effort by Regional staff to develop a budget that:

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

- 1.2 The 2022 Business Plans and Budgets represent a net property tax budgetary increase of 2.6 per cent, slightly higher than the overall 2.5 per cent guideline approved by Regional Council through Report 2021-F-20. The increase of 2.6 per cent provides for:
- Internal operating departments, Durham Region Transit, DRLHC and Conservation Authorities meeting the net guideline of 2.0%.
 - 0.25 per cent dedicated to fund future healthcare investments under the Region's Community Investment Grant Policy.
 - Durham Regional Police Services budget submission approved by the Police Services Board requesting an additional \$ 837,583 in excess of the additional 0.25 percent top up in the guideline report resulting in a 0.35 percent top up and an overall budgetary increase on their budget of 4.54% or 1.4% out of the overall regional budget increase of 2.6%.
- 1.3 The recommended 2022 Business Plans and Budgets represent total gross expenditures of \$1,730.0 million (\$1,239.0 million operating and \$491.0 million capital), requiring a 2022 tax levy of \$760.2 million (\$732.4 million for operating and \$27.8 million for capital).
- 1.4 In developing the recommended 2022 Business Plans and Budgets, staff remained focused on aligning the Business Plans and Budgets with the following five goals of the Region's Strategic Plan as well as responding to the ongoing demands and pressures on the Region's programs and services in response to the COVID-19 pandemic and the Region's continued recovery efforts:
- Environmental Sustainability
 - Community Vitality
 - Economic Prosperity
 - Social Investment
 - Service Excellence.
- 1.5 Key investments in the proposed 2022 Business Plans and Budgets include:
- DRPS - Body Worn Cameras – Year two of a three-year implementation with a 2022 implementation cost of \$531,860. See Section 5 below for details.
 - DRPS – 20 Frontline officers, Crisis Call Diversion Response, and 3 Mental Health Response Officers to support 24/7 mobile crisis response team.
 - 911/DRPS – 9 additional communicators and one communications Supervisor to support current call volumes.
 - DRPS – Creation of a Cybercrime Unit to provide dedicated support for the investigation of cybercrimes that have increased dramatically.
 - Pandemic response – This has been a dominant factor in establishing the business plans for 2022. Details are provided in Section 3. Temporary impacts that have been provided for within the 2022 Business Plans and Budgets are estimated at \$27.6 million.
 - Public Health – New ongoing requirements are stemming from COVID-19 including an expanded scope with respect to infection prevention and control, monitoring and surveillance, and privacy and information security.

- Public Health - Public health will continue to have a significant role in vaccinating children and providing third doses of the COVID-19 vaccine throughout 2022. Several regular programs will continue to be suspended. In 2022 the Health Department will aim to restore priority public health programs and services and focus on urgent recovery efforts including: catching up on childhood immunizations in accordance with the Immunization of School Pupils Act and Child Care and Early Years Act, 2014; proceeding with oral health screening for children under the Healthy Smiles Ontario program; and focusing on addressing mental health needs for residents and those living with addictions.
- LTC investments – Significant investment in long term care to ensure the safety of our vulnerable residents from an operating and capital perspective.
- LTC investments – An increase in Nursing and Personal Care hours from an average of 3.4 hours/resident/day to 3.8 hours/resident/day across each of the Region's four Long Term Care homes.
- LTC investments – Provide 2,500 hours of homemaking services for low income persons in need, an increase from 1,000 hours in 2021.
- Expansion of Primary Care Outreach Program to include one new Advanced Care Paramedic, one new Family Counsellor 2, program materials and a new vehicle and related program material and equipment.
- Increased Paramedic staffing to support opening of new Seaton paramedic response station.
- Implement a new Community Paramedicine Program funded by the Ministry of Long-term Care, including five new Primary Care Paramedics, five new Advanced Care Paramedics, one new Superintendent and all related equipment and vehicles (\$3.7 million).
- Diversity and inclusion – Implement the Community Safety and Well-Being Plan (CSWP) by building robust community capacity to ensure residents get the right services at the right time. The CSWP aligns existing relationships, plans and strategies at the Regional, area municipal, and community level to ensure individuals and families can meet their needs for education, health care, food, housing, income, as well as social and cultural expression. In January 2019, changes to the Police Services Act mandated municipalities across the Province to lead the development of CSWB plans.
- Diversity and Inclusion - Create a Reconciliation Action Plan to identify areas for reconciliation and cultural safety relevant to Indigenous residents and employees to better understand, live alongside of, and work with Indigenous Peoples.
- Diversity and Inclusion - Continue the work of the new Durham Region Anti-Racism Taskforce (DRART) with community stakeholders, Regional staff, and other relevant partners to ensure that Durham Region successfully implements its anti-racism framework in a manner consistent with the principles of the Ontario Human Rights Code and Region of Durham's aim to demonstrate leadership in addressing systemic racism.

- Environment – Climate action and environmental sustainability will receive an even more enhanced focus with Council’s declaration of a Climate Emergency. A status report entitled “2022 Annual Corporate Climate Change Action Plan Update” 2022-COW-3 is on the February 9th, 2022 Committee of the Whole agenda. See Section 2 below for additional details.
- myDurham311 – This is a significant modernization initiative to transform our interactions with our customers through the new Service Durham division. It will impact all facets of the corporation in our customer service delivery. An update presentation is also included on the February 9th, 2022 Committee of the Whole agenda.
- Economic Development – Our strong focus here will be on helping our businesses recover from the severe impact of COVID-19 and advancing the deployment of broadband with the approval to establish a Municipal Services Corporation, pursue additional grant funding, and partner with internet service providers (ISPs).
- Economic Development – Finalize and launch a refreshed Economic Development Strategy and Action Plan.
- Envision Durham – This year will focus on completing Phase 1 of the Land Needs Assessment, undertaking Phase 2 of the Growth Management Study and the drafting of a new Regional Official Plan.
- Completing a proposed Regional Community Improvement Plan with incentives for affordable rental housing (\$0.5 million).
- Rapid Transit and Transit Orientated Development – This will focus on coordinating and implementing rapid transit projects, specifically the GO East Extension to maximize community building and economic benefits associated with rapid transit and continue to refine station implementation frameworks for adoption as part of the Transit Oriented Development Implementation Strategy. The Rapid Transit Office has been moved to the Planning and Economic Development Department portfolio.
- Roads and infrastructure total capital program investment of \$176.0 million with \$32.3 million for Regional transportation projects funded under the Investing in Canada Infrastructure Program, \$75.0 million for rehabilitation of existing infrastructure balanced with \$68.7 million for growth related projects.
- Rotate 4 mobile cameras through 20 Automated Speed Enforcement sites, administer 12 Red Light Camera sites and operate 4 fixed location Automated Speed Enforcement Cameras; Vision Zero collision reduction goal is a 10% reduction in fatal injury collision over a 5-year period.
- Expand sustainable and active transportation by promoting transit and cycling; embracing sustainable urban design principles; increasing availability of EV charging stations at Regional facilities; and exploring alternative fuels for the Regional fleet.
- Position Durham Region as the location of choice for business by servicing strategic Employment Lands; streamlining review and payment processes; and planning for growth.

- Reintroduction of transit service and routes as recovery from the COVID pandemic begins.
- The Regional investment of \$1.3 million in homelessness supports for people experiencing or at risk of becoming homeless through a \$700,000 allocation from the 2020 surplus and building in \$600,000 into the tax base as sustainable funding from the Region.

1.6 The following table provides a high-level overview of the 2022 recommended budget which represents a net property tax impact of 2.6 percent or approximately \$74 for the Region-wide average residential home after assessment growth.

Recommended 2022 Budget		
	2022 Increase (\$ millions)	Tax Impact (%)
Police Service (above guideline)	10.127	1.4
Durham Region Transit	4.799	0.7
Conservation Authorities	0.165	0.0
Solid Waste Management	0.973	0.1
Regional Operations and Other	15.726	2.0
Special Contributions	1.829	0.3
	33.619	4.5
Net Assessment Growth – Budgetary		(1.9)
Property Tax Impact		2.6

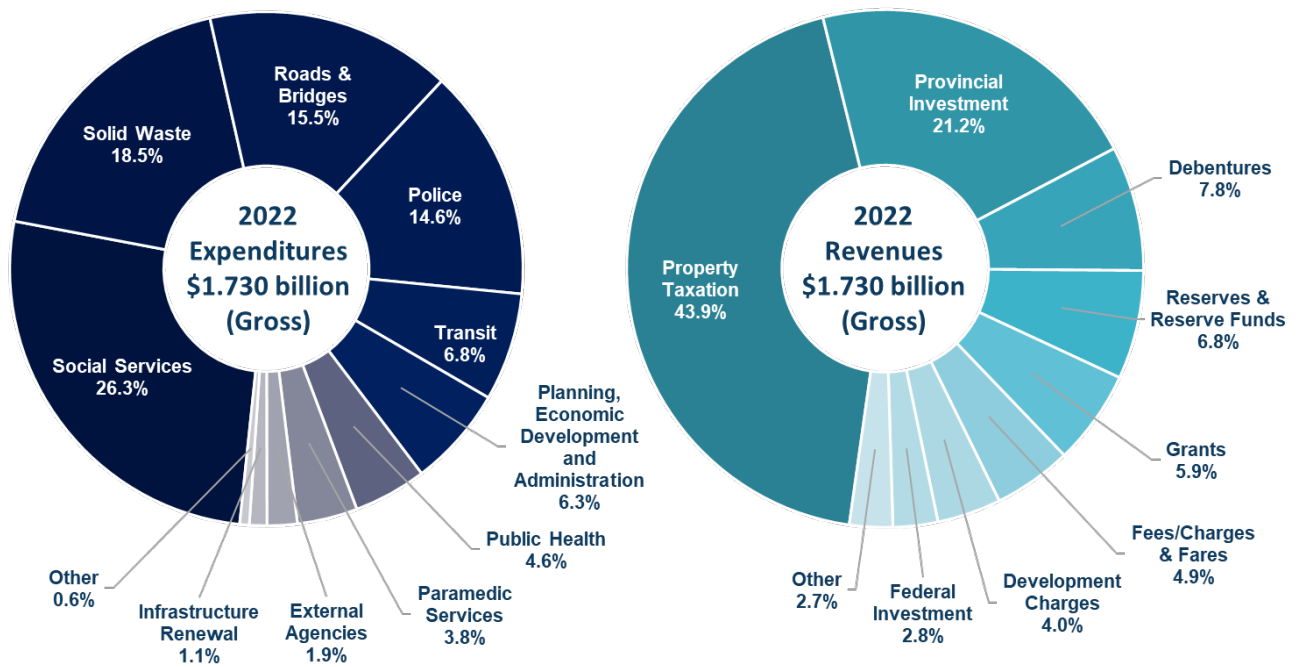
- 1.7 The November 5, 2021 CIP Report 2021-INFO-115 addressed some significant concerns with inflationary pressures, supply chain disruptions and labour shortages. The rising cost of raw materials, along with ongoing supply chain issues are beginning to impact Regional service delivery. Shortages in materials and equipment parts are resulting in increasing project schedule delays and rising costs across every service area. While this trend has already hit many operational business lines, staff are beginning to see early signs of this trend impacting capital projects, particularly with respect to crew and material availability, as well as unit prices. The rising cost of raw materials is projected to impact future capital and operating contracts, which may result in significant cost increases approaching 10 to 20 per cent. While this budget is based on information available during its development, we may see additional reports to Council addressing budget shortfalls requiring additional financing, such as through reserves and reserve funds.
- 1.8 There is always concern around affordability to taxpayers. This is one of the priorities noted in Section 1.1. The challenge of Council is that so many of the Region's services are 'human services' which mean that we are providing essential services to our residents, who are not always taxpayers. The need is great in the community, particularly emphasized through the pandemic. This budget provides significant key investments noted in section 1.5 while meeting the guideline set for internal departments. There are also a number of targeted supports available through the Province of Ontario and the Federal government aimed at assisting particularly hard hit sectors of the economy affected by COVID mitigating measures (such as the [Ontario Launches New Supports for Businesses | Ontario Newsroom](#)).

- 1.9 The following table summarizes the Region of Durham's 2022 gross and net property tax budget. A more detailed schedule outlining the 2022 gross and net property tax and user rate budgets with prior year comparators is provided in Attachment #1 to this report.

**2022 Region of Durham
Recommended Budget for
Property Tax Supported Services**

	Gross Expenditures (\$,000s)	Net Property Tax (\$,000s)
Police Services	252,392	233,318
Durham Region Transit	117,275	68,089
Regional Roads and Infrastructure	267,772	95,070
Solid Waste Management	320,332	46,426
Public Works	588,104	141,496
Public Health	79,195	24,096
Paramedic Services	66,018	34,022
Long-Term Care	135,295	53,878
Social Housing	97,407	52,656
Social Assistance	124,024	21,041
Children's Services	90,944	13,598
Family Services	7,280	5,827
Health & Social Services	600,163	205,118
Governance & Administration	90,550	40,773
Planning & Economic Development	13,126	11,914
9-1-1 Emergency Phone	5,455	5,152
Other Regional Services	109,131	57,839
Outside Agencies	33,043	24,611
Other	29,922	29,722
Outside Agencies and Other	62,965	54,333
Property Tax Supported Services Total	1,730,030	760,193

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



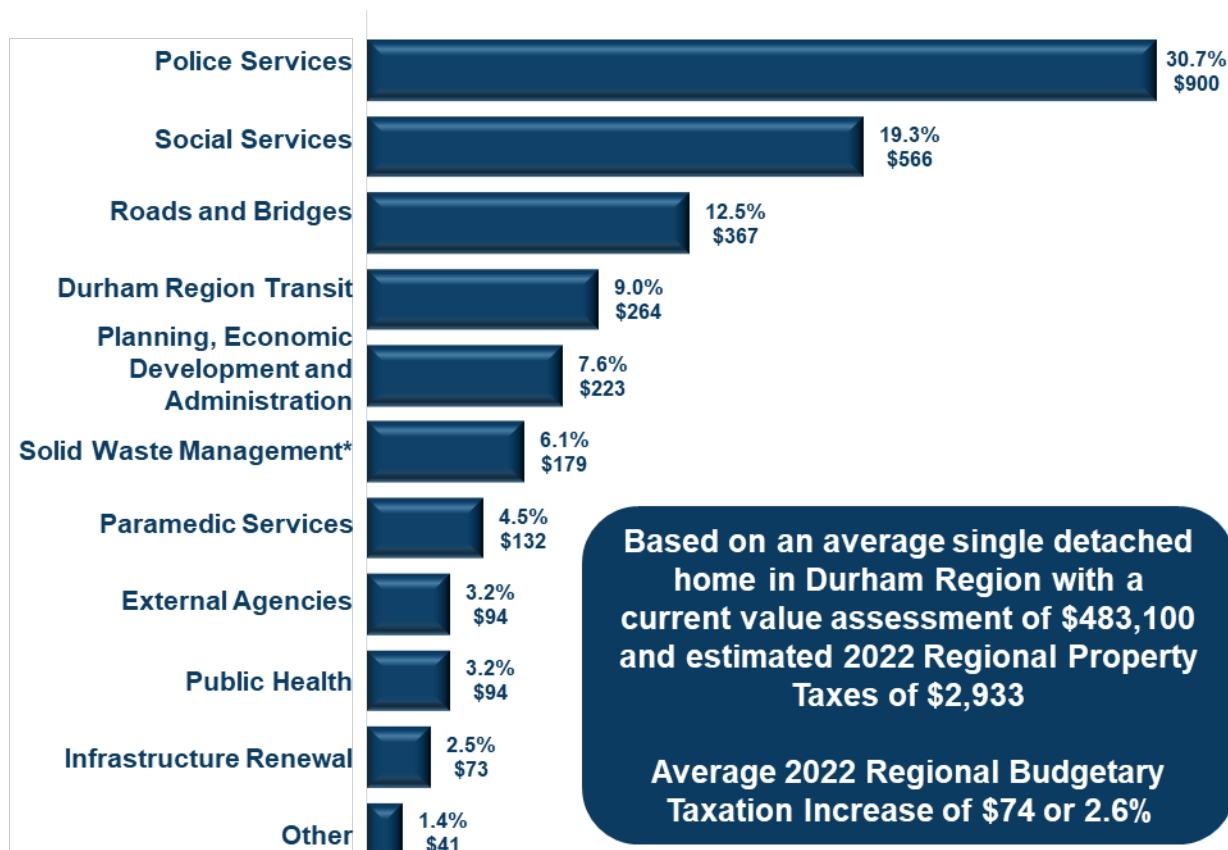
1.11 The gross 2022 property tax supported budget totals \$1.7 billion. The largest gross expenditure areas include:

- Social Services 26.3 per cent
- Waste Management 18.5 per cent
- Roads and Bridges 15.5 per cent
- Durham Regional Police 14.6 per cent
- Regional Transit 6.8 per cent

1.12 The \$1.7 billion property tax supported budget is funded from various sources including:

- Property Taxes 43.9 per cent
- Provincial Investment 21.2 per cent
- Reserve and Reserve Funds 6.8 per cent

1.13 The following graphic provides a breakdown of the Regional portion of the 2022 property tax bill based on the recommended 2022 budget where the average single detached homeowner in Durham will pay approximately \$244 per month, or \$2,933 annually for Regional property tax supported services based on a 2022 current value assessment of \$483,100.



* Solid Waste Management varies by local municipality.

2. Climate Mitigation and Adaptation Measures

2.1 The 2022 Annual Corporate Climate Change Action Plan Update Report 2022-COW-3 is on the February 9th, 2022 agenda. A strategic priority of the CAO's office is to continue to integrate a climate lens into the annual business planning and budgets process to align corporate capital and operating plans with achieving the Region's greenhouse gas reduction target of net zero by 2045. A series of initiatives are included in the 2022 Business Plans and Budgets that will help provide mitigation and adaptation measures and strategies to address the Region's climate change initiatives as a demonstration of corporate leadership, including the following:

- Envision Durham, the Region's Municipal Comprehensive Review of the Durham Regional Official Plan, the Region's principal land use planning document will incorporate mitigation and adaptation policies, a greater focus on transit-oriented development, and a regional natural heritage system that will help address the Region's climate change initiatives.
- Improve rapid transit service and the extension of GO Train service to Bowmanville to reduce greenhouse gas emissions from vehicles.

- Implementation of projects identified under the Regional Cycling Plan, including working with municipal partners will reduce greenhouse gas emissions from vehicles.
- Work with Conservation Authorities to plant more than 100,000 trees in 2021-2022, and close to 750,000 trees by 2025 to help meet the Region's Official Plan woodland cover target of 30% of total land area.
- Launch an innovative Durham Greener Homes Program to help homeowners reduce energy costs and greenhouse gas emissions while generating local jobs and investment.
- Form a Building Industry Liaison Team to foster dialogue and collaboration between municipalities, utilities and the building development industry to enable the transition to low carbon and net zero new construction in Durham Region.
- Promote the use of recycled materials in construction projects.
- Protect, preserve and restore the natural environment including greenspaces, waterways, parks, trails, and farmlands by exploring alternative winter de-icing materials to minimize salt impacts.
- Complete a Biocover Feasibility Project at the Oshawa Landfill to determine the effectiveness of biocover as a methane reduction measure for closed landfills.
- Work with local area municipalities, Conservation Authorities, and other public and private sector partners to implement a flood risk resilience strategy to support increased public awareness and capacity to proactively address the increasing risks of flooding due to climate change.
- Research, develop and launch a sustainable energy alliance that focusses on the strategic alignment between local governments, post-secondary institutions, the energy sector and business partners to address the acceleration of climate action on a regional scale.
- Installation of Electrical Vehicle (EV) chargers at the Ajax, Oshawa/Whitby, Scugog and Sunderland Depots, the Durham York Energy Centre (DYEC), Clarington Municipal Hazardous Special Waste (MHSW), the Durham Recycling Centre (DRC), Seaton Paramedic Station, five Durham Regional Local Housing Corporation properties, Durham Region Transit Westney, Raleigh and Farewell maintenance facilities, and Durham Regional Police Operations Training Centre and East Division for a total gross cost of \$1.2 million, with \$0.365 million in proposed recoveries through pending Zero Emission Vehicle Infrastructure Program (ZEVIP) grant funding.
- Purchase of a new plug-in electric hybrid SUV for the Facilities Maintenance and Operations division at a net cost of \$0.034 million.
- The acquisition of 2 new plug-in, electric hybrid, ½ ton pick up trucks for the Orono and Sunderland Depots at a gross cost of \$0.05 million.
- The replacement of 2 electric hybrid, ½ ton pick up trucks at Duffin Creek WPCP and the Oshawa/Whitby Depot, funded through reserves.
- Out of 54 replacement vehicles for DRPS, 32 will be various hybrid models and 3 will be various electric vehicles as noted in Report 2021-F-38 through prebudget approval.

- Support through the Rapid Transit Office and Corporate Real Estate for the implementation of Bus Rapid Transit on Highway 2.
- Finalizing acquisition of DRT's first battery electric buses and chargers and hybrid electric buses, and continued implementation of solar lighting in DRT bus shelters.
- 50% of replacement ambulances for emergency response are hybrid.
- Evaluation of third-party waste haulage emissions to quantify impact of switching to renewable natural gas or other low-carbon fuel to reduce GHG emissions associated with residential waste collection.
- DRT will also be completing its zero emission fleet and facility feasibility study in 2022, and will be reporting back to the Transit Executive Committee on its fleet transition plan to zero greenhouse gas emission vehicles.
- Significant work is underway for DRLHC Deep Energy Retrofits as reported to Council in December 2021 through Report 2021-COW-35.
- Undertake comprehensive building condition assessments and level 3 energy audits for baseline and development of the greenhouse gas emissions reduction plan and pathway for Regional buildings at an estimated cost of \$2.5 million as approved through Report 2021-F-31.
- The addition of energy savings features incorporated in the optimization of the building at 101 Consumers Drive, in the Town of Whitby. Energy retrofit features have been added to obtain a near-zero energy outcome at a total cost of \$8.4 million as approved through Report 2021-F-31.
- A new full time climate change specialist in Public Health to address public health requirements related to climate change and support the Region's climate change initiatives.

3. COVID-19 Fiscal Impacts on the 2022 Budget

- 3.1 The COVID-19 pandemic continues to have a significant and evolving impact on the Region through increased demands on a number of critical Regional programs and services and changes to how Regional programs and services are delivered. The Region has been very nimble and responsive in adapting to these evolving demands and requirements.
- 3.2 It is anticipated that the Region will continue to face financial pressures throughout 2022 in responding to the pandemic and advancing the Region's recovery plan. For some program areas, like public health and long-term care, permanent changes in how programs and services are provided are expected as a result of the pandemic.
- 3.3 The proposed 2022 Business Plans and Budgets provide funding for both the temporary impacts of the COVID-19 pandemic as well as, where known, the more permanent impacts.

3.4 Section 6 of this report provides additional detail on the permanent program changes that are reflected in the 2022 Business Plans and Budgets as a result of the COVID-19 pandemic. The balance of this section provides a summary of the temporary impacts that have been provided for within the 2022 Business Plans and Budgets which are estimated at \$27.6 million.

3.5 The 2022 Business Plans and Budgets propose to use senior government assistance provided under the Safe Restart Program to help mitigate these temporary fiscal impacts of COVID-19. Currently, use of the provincial/federal Safe Restart Program funds (both the Municipal Stream and the Transit Stream) is restricted to additional COVID-19 related fiscal impacts incurred by March 31, 2022. Staff continue to advocate directly to the province and through transit and municipal finance associations, for the ability to apply the Safe Restart funding that has been announced for the Region on COVID-19 related impacts beyond March 31, 2022.

Should the provincial and federal governments not extend the eligibility date beyond March 31, 2022, the Region will need to consider further cost mitigation measures and the use of reserve funds to finance these temporary pressures.

3.6 Corporate Communications:

- Communicating vital information to Durham residents and businesses surrounding the current pandemic remains a priority for the Region.

3.7 Economic Development:

- The ongoing COVID-19 pandemic has had a devastating effect on the local business community. In response, the workplan of Economic Development and Tourism has shifted to meet the needs of the local business community.
- Through the Durham Economic Task Force (DETF), capacity and resiliency has been created in the local business community through programming that was jointly developed and through the delivery of webinars in topics such as e-commerce and digital marketing.
- Support-Local promotional campaigns have created a groundswell of support and local pride in Durham Region as an amazing, resilient and innovative community.

3.8 Public Health:

- Ongoing COVID-19 response activities require \$16.0 million for temporary staffing, \$144k for personal protective equipment (PPE) and \$93k for storage costs for pandemic supplies. The Province has indicated there will be opportunities to request reimbursement of COVID-19 extraordinary costs including vaccine related expenses in 2022. It is anticipated that provincial one-time funding for COVID-19 extraordinary costs will cover 100 per cent of costs for temporary staff and PPE. Should the provincial and federal governments not extend additional funding support, the Region will need to consider further cost mitigation measures and use of reserve funds.

3.9 Social Services:

- Mandated active screening at all long-term care homes for all staff, contractors, and visitors entering the building. To meet this requirement the 2022 budget proposes temporary screeners, surveillance testing clinic staff and other temporary staff at each of the Region's four long-term care homes (\$2.9 million).
- Cleaning supplies, PPE and infection control supplies for each of the Region's four long-term care homes (\$0.5 million).
- The 2022 budget proposes to fund the \$3.4 million in one-time COVID-19 related costs identified above from senior government funding. If this doesn't materialize, cost cutting measures and the use of reserve funds will be employed.

3.10 Transit:

- Staffing costs to support COVID-19 bus cleaning and disinfecting procedures to ensure the safety of transit operations for DRT customers and staff (\$0.8 million).
- COVID-19 related cleaning and disinfecting products, janitorial services portable washroom rentals and staff PPE (\$1.0 million).
- 2022 fare revenues (including U-Pass) are projected at 68 percent of 2020 budgeted revenues (pre-pandemic) as a result of the ongoing impacts of COVID-19 on travel patterns and public transit ridership (\$9.8 million impact).
- 2022 advertising revenue is also projected to decrease as a result of the ongoing pandemic (\$0.5 million).
- The 2022 proposed Business Plan and Budget for Durham Region Transit includes \$8.0 million in provincial and federal funding under Phase 3 of the Safe Restart Program – Transit Stream to assist in mitigating the impacts of the COVID-19 pandemic on transit operations. Currently only \$4.0 million is available for carry over into 2022. This results in a current anticipated shortfall of \$4.0 million. DRT and Region staff continue to support advocacy to the provincial and federal governments through transit industry and municipal associations for the need for additional Safe Restart funding in 2022 and beyond given expectations that the transit industry will not recover from the pandemic until 2024-25. As mentioned previously this funding is currently restricted to additional COVID-19 related expenditures incurred until March 31, 2022. Should the provincial and federal governments not extend the eligibility date beyond March 31, 2022, the Region will need to consider further cost mitigation measures and use of stabilization reserve funds.

4. Use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds in the 2022 Business Plans and Budgets

- 4.1 Staff have identified and included the sustainable use of reserves and reserve funds, development charges and provincial and federal gas tax to fund one-time expenditures in the 2022 Property Tax Supported Business Plans and Budgets while ensuring the Region's commitment to fiscal responsibility and long-term financial planning have been maintained. This is a significant shift from historical practice to now allow for effective utilization of reserves and reserve funds to mitigate taxation impacts and deliver on Council priorities. The proposed use of reserve and reserve funds is aligned with their intended purpose.
- 4.2 Given the evolving nature of the COVID-19 pandemic and the unknown fiscal impacts that the pandemic and the resulting recovery will continue to have on the Region, there is a possibility that additional draws from reserve and reserve funds over and above the ones identified in the table below will be necessary. Staff will continue to keep Committee and Council updated on the fiscal impacts of the COVID-19 pandemic and its recovery on the Region.
- 4.3 Attachment 5 provides a summary of the contributions from development charges, provincial and federal gas tax and reserve and reserve funds utilized in the 2022 budget.

5. Police Services Board Budget Request

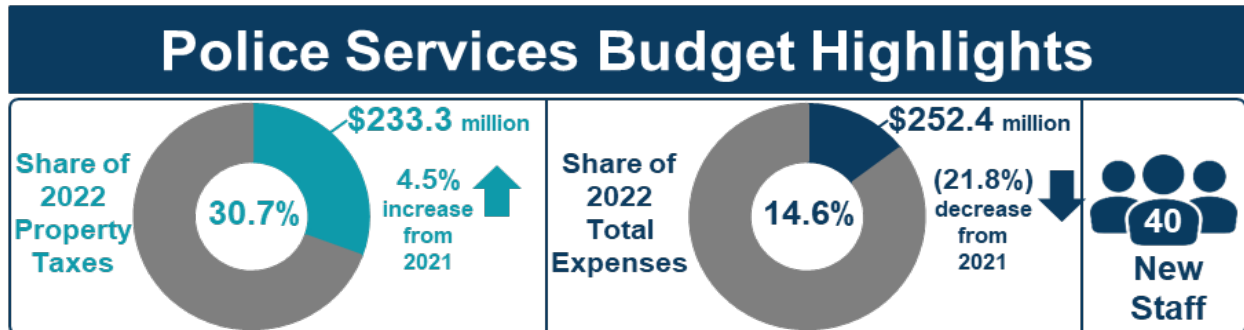
- 5.1 The Durham Regional Police Services Board at their meeting on December 21, 2021 passed the following resolution with respect to their 2022 Budget:

"That the Board accept and approve the final 2022 Budget request for an increase of 4.54%, above the 4.16% budget guideline provided by the Region."

- 5.2 DRPS staff in their initial 2022 Budget Approval Report to the Police Services Board recommended in November 2021 a budget that met the guideline set by Regional Council. The subject report did not accommodate the following three priority program requests by the Board: 20 frontline officers, crisis call diversion response, and 3 mental health response officers. The final budget as submitted incorporated those items with some offsetting cost reductions but they were not sufficient to mitigate the full amount.
- 5.3 The conclusion of the December 21, 2021 Budget Approval report to the Police Services Board is as follows: *"The 2022 proposed budget of \$233.32 million represents an increase of 4.54% over the 2021 budget. It includes frontline staffing, staffing to support a new Cybercrime Unit, staffing to support the 9-1-1 communications call centre, a crisis call diversion response, and funding to support mental health programs."*
- 5.4 The funding request in the amount of \$531,860 for the incremental costs for year two of the three year implementation of the body worn camera program has been included in the proposed budget for Committee and Council's consideration.

6. 2022 Business Plans and Budget – Details

- 6.1 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 2022 and the forecast period.



Operating:

- A number of Key Targets are included in the DRPS budget documents. One of note is 2,300 hours for foot and bicycle patrols, compared to 1,694 completed in 2020.
- Increased support from Region of Durham Legal Services through the allocation of an additional Solicitor (offset by a reduction in external legal costs).
- Body Worn Camera Program - Year two of the three year phased implementation including 3 additional Video Management Technicians and other operating costs to support the rollout to all divisions (2023 incremental remaining of \$371.5k).
- Increased resources to 9-1-1 to support current call volume associated with both DRPS and Emergency 9-1-1.
- Increase in the Helicopter Reserve Fund contribution to ensure sufficient funding is available to maintain the helicopter (\$0.1 million).
- Additional supports to the 24/7 Mobile Crisis Response Team.
- Communications Crisis Call Diversion Program to reduce uniform officer’s attendance at mental health related calls, through the proactive diversion to mental health crisis workers.
- Additional front-line officers for West Division.
- Creation of a Cybercrime Unit to provide dedicated support for the investigation of cybercrimes.

Staffing:

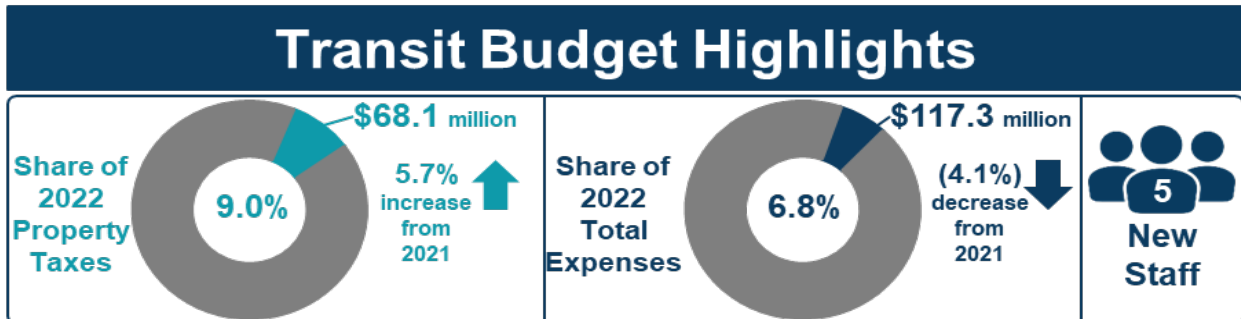
- 3 Video Management Technicians to support the Body Worn Camera Program.
- 9 Communicators addressing the call volume associated with DRPS and 9-1-1.
- 1 Communications Supervisor for DRPS and 9-1-1.
- 3 Mental Health Officers supporting the 24/7 Mobile Crisis Response Team.
- 1 Video Technician supporting the new Cybercrime Unit.
- 1 Cyber Analyst supporting the new Cybercrime Unit.
- 1 Cyber Investigator supporting the new Cybercrime Unit.
- 20 Frontline Officers supporting the West Division.
- 1 IT Help Desk staff, converted from Part-time.

Capital:

- The Police Services capital program totals \$6.247 million and includes funding for vehicles, equipment purchases and facility maintenance and information technology renewal.

Risks and Uncertainties:

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



Operating:

- Provides for up to 551,075 revenue hours of service (an increase of 12,398 hours). As year one of DRT’s “The Route Ahead” 2022-2025 service strategy, the 2022 service plan includes 486,153 hours of conventional scheduled service and 64,922 hours of DRT On Demand service throughout rural and low demand urban areas of the Region. The total annual cost of the 2022 service plan (net of fare revenue) is \$1.5 million compared to the 2021 budgeted service hours. Of this, approximately \$1.1 million represents a return to service with \$0.4 million for expanded service.
- As detailed in Section 3.0, the COVID-19 pandemic continues to have significant impacts on the delivery of DRT services and in projected fare and advertising revenues with the 2022 fiscal impact projected to be \$8.0 million. The proposed budget includes the use of \$8.0 million in provincial and federal funding under Phase 3 of the Safe Restart Program (transit stream) to assist in mitigating this fiscal impact, relying on the province to top up as there is only \$4.0 million funding remaining.
- Continue strategic planning activities to support DRT recovery and long-term planning and continuous improvement efforts, including demand responsive stakeholder engagement, site security consulting service, on time performance analytics platform, dispatch and control centre process improvements, and emergency management process study (\$0.5 million).

Staffing:

- Three DRT ambassador positions to support ridership recovery.
- One Data Analyst expanding DRT’s data analyst capabilities.
- One Project Manager of Sustainability to lead DRT’s transition to zero emission vehicles and other sustainability initiatives.
- Combined cost of \$0.3 million in 2022, \$0.6 million annualized.

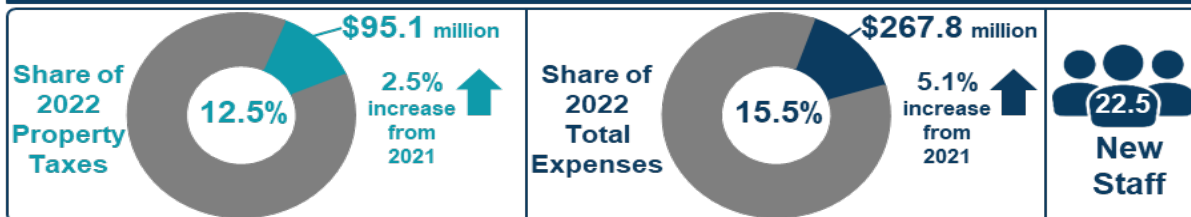
Capital:

- Details on Durham Region Transit’s capital program are provided in Section 8.0 of this report.

Risks and Uncertainties:

- Significant uncertainty in the recovery of transit ridership and fare and U-Pass revenues following the COVID-19 pandemic.
- Safe Restart Funding is proposed to be used to assist in mitigating the impacts of the COVID-19 pandemic on transit operations. This funding is currently insufficient to meet the projected needs for 2022, even if carry over of remaining Phase 3 funds is permitted.
- For 2022 there is uncertainty as to what impacts the COVID-19 pandemic may have on Durham’s share of the provincial gas tax revenues. The Ministry of Transportation has indicated that they will monitor the impacts to key elements affecting the provincial gas tax allocations, such as municipal transit ridership and the availability of funding that is generated from the sale of gasoline. A one-time top up has been announced.

Roads and Bridges Budget Highlights



Operating:

- Durham Vision Zero countermeasures totaling \$1.27 million for the ongoing delivery of red-light camera technology and automated speed enforcement.
- Increases in road maintenance costs in response to growth and historical service demands totaling \$0.2 million.
- Increased temporary resources to support the ongoing establishment of the fibre backbone totaling \$160k, fully recovered from Durham OneNet Inc.
- Support to transit and regional development charge background studies and by-law renewals.
- Continued work on Durham Live traffic related impacts.
- Participate in Seaton Front-ending Agreement Phase 2 negotiations.
- Resources to delivery priority facility projects including modular housing and the Clarington Police Complex Phase 2 and to undertake sustainability review, prepare actions and deliver projects aimed at reducing the carbon footprint of existing and planned Regional facilities.

Staffing:

A total of 22.910 new full time equivalent employees (FTEs) to support the delivery of capital projects and operating activities are proposed. The cost of some of these positions is allocated at varying levels to capital projects or maintenance activities:

- Senior Project Coordinator - Construction (0.716 FTE) to support design reviews, tenders and supervision of capital construction budgets and deadlines.
- Project Supervisor in Transportation Design (1 FTE).
- Project Engineer to advance Regional Cycling Network in coordination with Planning and local municipalities (1 FTE).
- Project Managers in Transportation Infrastructure (1 FTE).
- Works Technician 2 (Road Occupancy) in Transportation Infrastructure (1 FTE).
- Supervisor of Development and Studies in Transportation Infrastructure (1 FTE).
- Policy Analyst in Facilities, Design, Construction and Asset Management (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.288 FTE).
- Senior Project Coordinator in Facilities, Design, Construction and Asset Management (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.288 FTE).
- System Mechanic (Dispatch Group) in Facilities Maintenance and Operations (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.288 FTE).
- Works Technician 5 (Contract Group) in Facilities Maintenance and Operations (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.288 FTE).
- Works Technician 5 to support increased volume of traffic capital/maintenance, new development etc. (1 FTE).
- Business Analyst to support corporate users on Maximo software (position is shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.250 FTE).
- Works Technician 3 (Security Group) in Facilities Maintenance and Operations (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.288 FTE).
- Mobile Maintenance Mechanic (Custodial Group) in Facilities Maintenance and Operations (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.288 FTE).
- GIS Specialist in Maintenance Operations (1 FTE).
- Technical Assistant in Maintenance Operations (1 FTE).
- District Technician at Sunderland Depot (costs are shared with Water Supply, Sanitary Sewerage and Works General Tax) (0.366 FTE).
- Clerk 3 for Durham Vision Zero in Traffic Operations (1 FTE).
- Project Engineer for Rapid Transit (1 FTE).
- Project Manager for EMMS in Works Financial Services (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.250 FTE).
- Leasing Specialist in Real Estate (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.600 FTE).

Temporary to Permanent Conversions:

- Seven Labourer positions in Maintenance Operations (7 FTE)
- Works Technician 1 in Traffic Operations (1 FTE)
- Works Technician 2 in Traffic Operations (1 FTE)

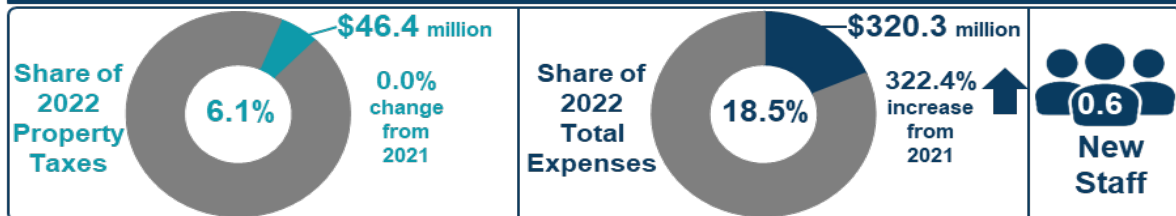
Capital:

- Details on the capital program are provided in Section 7.0 of this report.

Risks and Uncertainties:

- Growth across the Region will increase the demand for services to support residents and businesses as well as the operational and maintenance requirements for Regional infrastructure.
- Significant increase in commodity pricing and global supply chain issues putting pressure on program budgets and capital project delivery.
- 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.
- Risks related to legislative changes including compliance with the Excess Soil Management regulation, response requirements of Ontario One-Call program, etc.

Solid Waste Management Budget Highlights



Operating:

- Continuation of procurement process for AD/MWP facility, including completion of RFP and final recommendations to Council including a financing strategy. Once completed the facility will contribute to an increase in Durham’s diversion rate.
- Implementation of the new Long-Term Waste Management Plan 2021-2040.
- Increased supply of blue box, green bin, and bin lids reflecting growth and demand totaling \$0.257 million.

Staffing:

A total of 0.570 new full time equivalent employees (FTEs) are proposed as follows:

- Policy Analyst in Facilities, Design, Construction and Asset Management (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.055 FTE).
- Senior Project Coordinator in Facilities, Design, Construction and Asset Management (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.055 FTE).
- Business Analyst to support corporate users on Maximo software (position is shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.100 FTE)
- System Mechanic (Dispatch Group) in Facilities Maintenance and Operations (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.055).

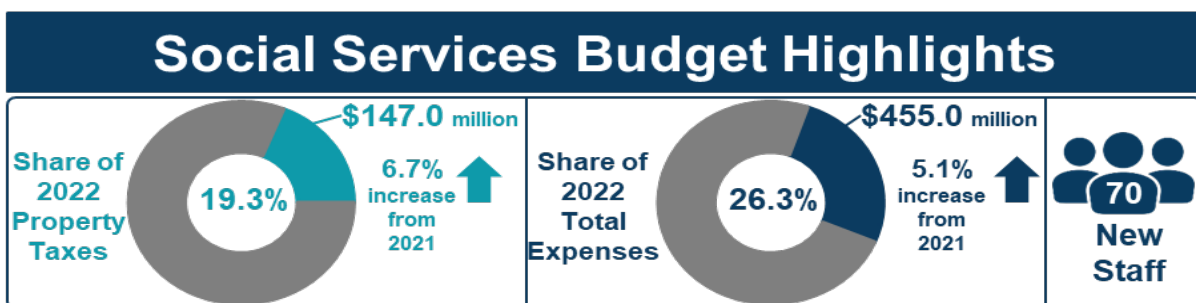
- Works Technician 5 (Contract Group) in Facilities Maintenance and Operations (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.055).
- Works Technician 3 (Security Group) in Facilities Maintenance and Operations (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.055).
- Mobile Maintenance Mechanic (Custodial Group) in Facilities Maintenance and Operations (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.055)
- Project Manager for EMMS in Works Financial Services (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.10 FTE).
- Leasing Specialist in Real Estate (costs are shared with Water Supply, Sanitary Sewerage, Works General Tax and Solid Waste) (0.040 FTE).

Capital:

- Details on the capital program are provided in Section 7.0 of this report.

Risks and Uncertainties:

- Risks related to legislative changes, regulations and provincial reviews including:
- Ontario Regulation 449/21 – Hazardous and Special Products (HSP) was published on June 8, 2021. This regulation, formerly referred to as Municipal Special and Hazardous Waste (MSHW) will transition to Extended Producer Responsibility (EPR) on October 1, 2021. The new regulation imposes full EPR on a limited number of consumer products. The move to EPR with the limited number of products means that the Region will continue to receive significantly more HSP materials than what has been designated under EPR at a continued cost.
- 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



Operating:

The Social Services 2022 Business Plans and Budgets includes a number of programs designed to support vulnerable populations during the recovery from the pandemic, assist with the additional costs of delivery of social services due to COVID-19 and invest in social infrastructure and service delivery enhancement in a number of program areas.

- Children’s Services cost sharing for early learning and child care administration shows the reduction of \$1.4 million in provincial funding for administration a one-time transitional grant of \$3.2 million in fee subsidy (\$1.1 million), and funding for childcare providers (\$2.1 million).

- With partners, provide an Ontario Autism Program (OAP) Caregiver Mediated program that provides time-limited services for young children based on their individual needs. The evidence-based program will help young children learn new skills and meet individualized goals in the areas of social communication and play and build the capacity of caregivers to support their children. \$0.5 million in Provincial subsidy, and related expenses, including supports for the Durham Region Health Department is proposed in the 2022 budget.
- \$1.3 million is proposed in the Regional Investment in Homelessness Supports budget to increase supports for people experiencing, or at risk of becoming homeless, partially funded by a \$0.7 million contribution from the Operating Impact Stabilization Reserve Fund as approved by Council (#2021-F-31) a reallocation of \$0.2 million from the Social Investment Fund in the Region's Social Assistance Budget and an additional base increase in property tax funding of \$0.4 million for community homelessness prevention initiatives.
- \$1.1 million in Federal subsidy, and related outflows, related to a one-time increased investment in the Reaching Home program for 2021 / 2022.
- \$1.5 million is proposed in the Community Housing Provider, Commercial Rent Supplement, and Durham Region Rent Supplement programs for changes in provider payments (\$0.8 million) and a decrease in federal funding (\$0.7 million).
- Support expansion of Primary Care Outreach Program.
- Continue to investigate licensed child care options to support families working shifts or in rural areas.
- Increase in Nursing and Personal Care hours from an average of 3.4 hours / resident / day to 3.8 hours / resident / day at each of the Region's Long Term Care homes.
- Participation as a prototype site for the Ontario Works Intake and Benefit Administration Unit with the Ministry of Children, Community and Social Services is ongoing.
- Development and implementation of a "Future State of Nursing" model and work on a virtual medicine model for LTC will be pursued.
- An increase in Regional tax support to the Durham Region Local Housing Corporation to bring total support to \$14.0 million.
- As detailed in Section 3.0 the COVID-19 pandemic continues to have significant temporary impacts for long-term care and other Social Services Programs. The 2022 budget proposes to fund the \$3.4 million in one-time COVID-related costs from senior government funding.

Staffing:

A total of 70 new positions are proposed as follows:

- An increase of one Family Counsellor 2 position in Family Services to expand the Primary Care Outreach Program (PCOP) and provide social work outreach services to vulnerable populations, including those who are unsheltered and under-housed, and who may have mental health and addiction challenges. (Note: position cost is recovered from the Health Department budget).
- An increase of one Program Assistant in Housing Services to provide additional administrative support with the implementation of the Enterprise Maintenance Management System and tenant management assistance for residents of Durham Regional Local Housing Corporation (DRLHC) properties. (Note: position cost is recovered from the DRLHC budget)

- An increase in one Facilities Maintenance Mechanic in Housing Services to provide support for the delivery of maintenance repairs and monitoring of operational building systems for the DRLHC. (Note: position cost is recovered from the DRLHC budget).
- An increase of one Senior Project Coordinator in Housing Services to provide support for the delivery of maintenance projects for the DRLHC. (Note: position cost is recovered from the DRLHC budget).
- To ensure that infection control best practices are maintained, one new full time Infection Control Nurse at Hillsdale Estates, effective March 1, 2022
- An increase of two Assistant Chef positions, effective July 1, 2022 to allow for more in-house cooking to increase resident satisfaction with meal delivery, partially offset by a reduction in food costs.
- An increase of one Administrative Services Coordinator at Lakeview Manor, effective January 1, 2022, to provide administrative assistance to the nursing leadership team, partially offset by a reduction in temporary staffing.
- An increase of one Supervisor position, effective January 1, 2022, to oversee the Beaverton and Port Perry Adult Day Programs, partially offset by a reduction in temporary staffing.
- The Senior's Safety Office is proposing the addition of one Seniors Safety Advisor Assistant, effective July 1, 2022 to assist the community in dealing with Senior Safety issues.
- An increase of sixty (60) new permanent positions for Long Term Care (#2021-SS-14) and an associated increase in part-time staff to increase Nursing and Personal Care and Allied Health levels per resident per day, offset by an increase in Provincial subsidy. This investment has led to an increase in Nursing and Personal Care hours from an average of 3.4 hours / resident / day to 3.8 hours / resident / day at each of the Region's Long Term Care homes.

Capital:

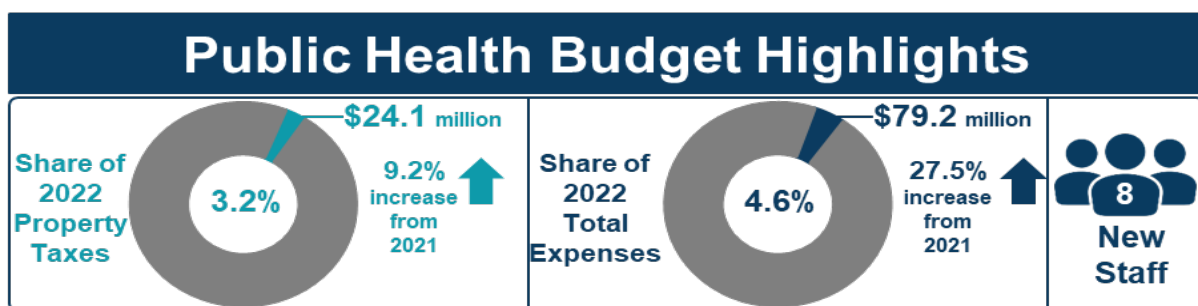
The Social Services 2022 Capital Budget works to improve our facilities and equipment to enhance the level of services to our residents. The DRLHC 2022 Capital Budget has significant capital investments. Highlights of the capital plan include:

- \$0.2 million is proposed in the 2022 budget to replace the electrical distribution and fire alarm systems at Ajax, Lakewoods, Pickering and Whitby Early Learning Child Care centres.
- \$0.1 million is proposed to replace the roof at Whitby Early Learning Child Care Centre.
- The 2022 DRLHC budget includes a \$22.24 million capital project for deep energy efficient retrofits at four DRLHC Senior's housing properties. As approved by Council (2021-COW-35), the Region has applied for up to \$10 million in federal funding (\$5 million grant and \$5 million low interest loan) under the Federation of Canadian Municipalities' (FCM) Green Municipal Fund (GMF) Sustainable Affordable Housing (SAH) Program and \$0.4 million in funding from the Toronto Atmospheric Fund. The Region has committed \$6.8 million in Building Canada Community-Building Fund financing (formally federal gas tax funding) (2021-COW-36) and \$1.0 million from the Climate Mitigation and Environmental Initiatives Reserve Fund towards the Region's share of this project. Approval of this project is contingent on approval of the Region's funding application and final financing strategy.

- An investment of \$1.1 million, partially funded by a \$0.8 million contribution from the Operating Impact Stabilization Reserve Fund as approved by Council (#2021-F-31), to replace aging equipment such as ceiling lifts, floor lifts, kitchen appliances and equipment, shower chairs, and furniture to help care for LTC residents
- The proposed new Seaton Long term care facility is reflected in the forecast for 2023 subject to further Provincial and Council approvals.

Risks and Uncertainties:

- The most significant risk for Social Services is the uncertainty of provincial investment. The 2022 budget submission includes provincial funding based on current funding levels and information available from the Province. Reductions in provincial funding have a significant impact on the Region’s own resources and its ability to address community needs.
- There is continued uncertainty with respect to provincial and federal funding to support ongoing COVID-19 response.
- The province is committed to increasing the average hours of daily direct nursing care to four hours over four years and to increasing allied care hours to 36 minutes over the next two years. The impact on Durham is not fully known, however, there is a risk that any new provincially mandated standards of care will not be fully funded. The Fixing Long-Term Care Act, 2021 which is expected to come into force in the spring of 2022, may impact on operations of the homes through changes to regulations and inspection protocols. Regional staff, in partnership with long-term care partners, will continue to advocate for a provincial funding and regulatory changes that meets the needs of our long-term care residents.
- The provincial government is implementing changes to the delivery of employment services in the Province of Ontario. The timing and the scope of the impact on municipal partners, including Durham, is not yet fully known but the transformation is expected to reduce Durham’s resources to assist OW clients.



Operating:

- Aim to restore priority public health programs and services, subject to COVID-19 activities, focusing on catching up on childhood immunizations, oral health screening for children.
- Resources to address the growing mental health needs across the Region.
- Resources to address the increase in addictions, opioid use and increased visits to the Emergency Room.
- Resources to support increased needs related to the Ontario Seniors Dental Care Program, depending upon provincial funding.
- Temporary resources to support the joint Autism program with Social Services.

Staffing:

- Two new full time permanent public health nurses to assist with growing mental health needs and addressing the increase in addictions and opioid use.
- One new full time permanent epidemiologist to address infectious diseases, opioids and public reporting.
- One new full time permanent privacy analyst to address an increase in privacy and information security related requests.
- One new climate change specialist to address climate change from a health perspective.
- One new full time clinical dentist and one new full-time denturist to support the Ontario Seniors Dental Care Program, dependent upon Provincial funding.
- Conversion of one part-time Senior Infant and Child Development Consultant.

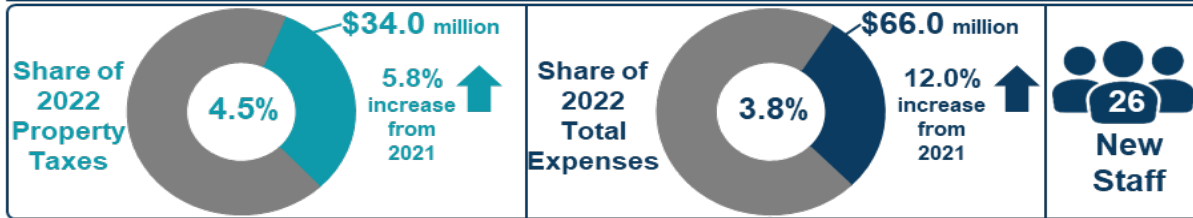
Capital:

- Various replacements of equipment such as vision screening kits, data loggers, computers, monitors.

Risks and Uncertainties:

- The draft 2022 Public Health Business Plans and Budget assumes that all temporary staffing costs and one-time costs for supplies related to the COVID-19 response will be funded 100 per cent by the Province. Additional costs will also be incurred for operating vaccine clinics across the Region to administer third doses and vaccines to children ages 5 to 11.
- Increased need for technology and increased resources to ensure privacy and security of clients and staff for systems and solutions that support improved virtual client interactions .
- An anticipated expanded scope for public health with respect to inspections, monitoring and surveillance is likely to be mandated through new provincial guidelines and protocols.
- Public Health Modernization, which is currently on hold but is anticipated to be restarted, may impact public health funding, governance and organizational structures across the province.
- Growing population leading to an increased need for public health program and services.
- Changing population needs in Durham Region which would impact the way programs and services are delivered.
- Changes to provincial legislation that would impact programs and services.

Paramedic Services Budget Highlights



Operating:

- Addition of the 12 new full time paramedic positions to staff the new Seaton paramedic response station along with one new ambulance and associated equipment. (approx. \$2.0 annualized).
- Convert operating hours of ambulances and related staff implications to result in four additional hours of paramedic service each day.
- Expand PCOP effective July 1, 2022 jointly with Social Services.
- Complete pilot Community Paramedicine Program and Implement new Community Paramedicine Program which will provide support to high intensity needs clients requiring supplemental community paramedicine services beyond home and community care. This includes 5 new primary care paramedics, 5 new advanced care paramedics, one Superintendent and all related vehicles and equipment to be funded by the Ministry of Long Term Care.

Staffing:

- 24 new full time paramedics (12 ACP's and 12 PCP's) and one Superintendent to provide for new service delivery noted above under operating investments for 2022.
- One new senior accounting clerk to accommodate increased needs in scheduling and back-up support.

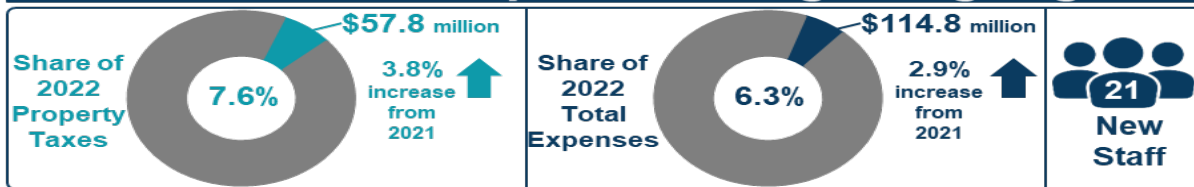
Capital:

- New ambulances required for Seaton, PCOP, and Community Paramedicine Program.
- Replace 10 ambulances with 50% to be hybrid vehicles.
- Replace one emergency response vehicle.
- Regular cyclical replacement of scoop stretchers, stair chairs, and portable medical bags.
- Ongoing funding for the new Clarington Paramedic Response Station (\$1.8 million).

Risks and Uncertainties:

- Provincial changes regarding expectations for public health and paramedics in the distribution and administration of COVID-19 vaccine.
- Ongoing support required by public health and paramedics for congregate living settings, such as long-term care and retirement homes.
- Continued challenges with patient offload delays impacting ability to service 911 requests as call volumes increase.
- Inability to recruit new staff due to challenges with enrollment at community colleges.

Corporate Administration, Planning and Economic Development Budget Highlights



Operating:

- Finalize and launch a refreshed Economic Development Strategy and Action Plan.
- Develop and deliver marketing campaigns through innovative digital channels to grow awareness of the Region, supporting the growth of the EN3 cluster.
- Assist in establishing the newly created municipal services corporation to advance the deployment of broadband infrastructure to unserved and underserved areas of the Region.
- Continue to implement the Local Food Business Retention and Expansion Action Plan to support the retention and expansion of agri-food businesses.
- Advance the development of Envision Durham – key activities include completing Phase 1 of the Land Needs Assessment; development of regional natural heritage system and agricultural system mapping; undertaking Phase 2 of the Growth Management Study and drafting of a new Regional Official Plan.
- Complete and consult on a Regional Community Improvement Plan.
- Advance the recommendations contained in the Regional Cycling Plan Update that will include undertaking a signage and wayfinding strategy, assisting developing school safety plans and working with partners to facilitate a Durham cycling event.
- Achieve the approval of the GO Extension to Bowmanville and prepare for Transit Oriented Development to capitalize on the economic and community building benefits associated with rapid transit investment and continue to build the Rapid Transit Deployment Plan by obtaining further funding for the Durham Scarborough Bus Rapid Transit Corridor and develop the business case for Simcoe Rapid Transit.
- Continue to implement a government relations strategy to advance key priorities with the provincial and federal governments.
- Expand on the early success of CityStudio Durham, including the launch of a new CityStudio Summer Innovation Fellowship Program where students, faculty and regional staff collaborate to solve complex challenges.
- Strengthen Durham's position as Canada's premier nuclear jurisdiction by supporting research, innovation, community engagement, and partnerships through implementation of Region's nuclear sector strategy. Priorities for 2022 include launching the nuclear sector strategy with a virtual event, completing the Financial, Economic, and Social Impact study on the retirement of the Pickering Nuclear Generating Station (PNGS), using consultation and research findings to develop outreach tools to improve nuclear sector awareness, developing orientation materials/sessions for staff and Regional Council, and establishing a nuclear sector information sharing forum.
- Launch the Durham Greener Homes Program and deliver 100 retrofits in the first year of program operations.
- Report on status of Corporate Climate Change Master Plan to reduce GHG emissions in Regional operations.

- Continue the work of the new Durham Region Anti-Racism Taskforce (DRART) with community stakeholders, Regional staff, and other relevant partners to ensure that Durham Region successfully implements its anti-racism framework in a manner consistent with the principles of the Ontario Human Rights Code and Region of Durham's aim to demonstrate leadership in addressing systemic racism.
- Continue to implement the Regional Intelligent Communities framework by supporting signature community projects.
- Implement a strategy to expand tree planting across the Region.
- Improve community engagement on Regional programs and services through an updated digital platform.
- Advance the myDurham311 project through the new Service Durham Division by enhancing the customer journey while creating a consistent, convenient and customized experience.
- Modernize records management through investment in the Region's Electronic Document Management Project. Continuing to promote consistent corporate information practices across the organization while ensuring consistency and accountability through the development of IM policies, employee training, organized websites, network drives, and the acquisition of Enterprise Content Management software to support business users. Continue with Information Governance for the corporation.
- Implement electronic agenda and meeting management technology to increase transparency on the deliberation of Council and Committee, and enhanced sharing of information across the corporation and with the public.
- Co-ordinate and negotiate Seaton Phase 2 front ending agreement.
- Update Transit Development Charges Background Study and Bylaw and commence work on main Region of Durham Development Charges Background Study and Bylaw.
- Continue Budget Modernization Project initiatives.
- Implement proactive investment strategies.
- Upgrade Peoplesoft, including financials and human capital management.
- Continue Technology and Cyber Risk Management program with partnership between Internal Audit and Corporate Services IT Division.

Staffing:

- Onboard Economic Development Specialist for Business Development to execute new programming focused on retaining and expanding key employers in Durham Region approved in 2021 budget.
- Corporate Communications Coordinator (Annualized cost \$101k).
- Corporate Climate Policy Advisor to address the Council declared Climate Change Emergency and oversee work as noted in Section 2 of this report.
- Two Policy Advisors in Government Relations, Strategic Initiatives Division.
- Indigenous Specialist in Diversity Equity and Inclusion Division.
- Manager, Policy Advisor, and Program Assistant to implement the Council approved Community Safety and Wellbeing Plan.
- Economic Analyst 2 to support the Economic Studies division including projects with Corporate wide implications, development charges studies, and MBN Canada participation as examples.
- Senior Financial Analyst 2 to support the Asset Management Plan mandatory provincial program and capital forecasting.

- Payroll Officer to meet volume needs for growth in the organization as well as significant provincial reporting and payroll top up to job functions and overtime as a result of ongoing COVID priorities.
- Business Analyst - Application support in Finance to aid in Peoplesoft and Workforce software enhancements as examples.
- IT Technology Refresh Coordinator to coordinate technology replacement across the organization including warranty, inventory records, tender specifications etc.
- IT Senior Security Specialist to provide security leadership, advice, guidance and project management.
- Prosecution Assistant and Prosecutor for Municipal Bylaw prosecutions with costs to be recovered from Area Municipalities.
- Solicitor – (to support DRPS) - This position will be fully funded in a retainer agreement with the DRPS.
- Paralegal -Tribunals - Paralegal scope of practice includes a number of matters that are currently addressed by lawyers in the division. The use of paralegals will provide a lower cost alternative to managing these files.
- Information Management Technician that assists with records inventory, delivery of training, troubleshooting, records disposition and updating records management software system.
- HR Assistant to conduct and participate in surveys and support job evaluation process.

External Agencies Highlights

Conservation Authorities:

- The 2022 budget for Conservation Authorities includes \$6,445,367 for operations, \$1,730,374 for special benefitting projects and \$200,000 for land management for the Region's five Conservation Authorities.
- The 2022 funding for the Oak Ridges Moraine Groundwater Program (ORMGP) is recommended to remain at \$175,000 to finance ongoing groundwater protection initiatives jointly funded by the City of Toronto, Region of York and Region of Peel.
- In addition, the Conservation Authorities submitted the following requests for special one-time funding from the Land Conservation and Protection Reserve Fund for specific projects and initiatives for Council's consideration. Four of these six projects are a continuation of a multi-year initiative that was approved as part of previous Business Plans and Budgets.
- **Central Lake Ontario Conservation Authority – Restoration Program \$150,000 (Year Four of Five) –** under this program CLOCA will implement restoration projects, apply for funding, prepare progress reports and foster long term partnerships with watershed businesses, community organizations and landowners. Under this program CLOCA can initiate a restoration project that will have an overall ecological benefit, improve watershed health and work to mitigate the impacts of growth and climate change.
- **Central Lake Ontario Conservation Authority – Lynde Shores Conservation Area – Wetland Creation, Main Entrance Creation and Trail \$60,000 –** This funding will provide for a new main entrance, parking lot, additional trail, kiosk signs, washroom building and landscaping.

- **Central Lake Ontario Conservation Authority** – Administrative Office \$40,000 (year two of three) – this project provides for the phased replacement of Central Lake Ontario Conservation Authority’s rooftop HVAC units.
- **Kawartha Conservation Authority** – Final Phase of Watershed Planning \$28,600– 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 in the amount of \$7,174.
- **Kawartha Conservation Authority** – Digitization of Corporate Records \$5,380 (Year Three of Five) – this project is integral to expediting applications and improving customer service along with meeting the requirements under the Information and Privacy Act.
- **Toronto Region Conservation Authority** - Support to TRCA’s Nature Smart Grant Application with matching funds from the Town of Ajax and incorporates our respective ICIP COVID Resilience Infrastructure Grant allocation for Carruthers Creek Watershed Restoration, in the amount of \$75,000 for invasive species management.

Special Funding Requests:

- **Durham College – Whitby Campus** – as part of the 2020 Business Plans and Budgets, Regional Council approved annual funding of \$666,667 per year for three years to a maximum of \$2 million to Durham College support the capital expansion of the College’s Whitby campus. The proposed 2022 Business Plans and Budgets provide for the final annual payment of \$666,667 at the discretion of the Commissioner of Finance and subject to the accountability of capital costs and the achievement of key milestones outlined in the funding agreement.
- **Durham College – Whitby Campus** - for the Trades Facility Upgrades be funded from the Durham Region Healthcare Institution Reserve Fund for \$600,000 subject to approval of 2022-F-5 (further details in the report).

Hospital Funding Requests:

Lakeridge-Bowmanville Site

- On April 26, 2018 the Minister of Health advised Lakeridge Health that the Bowmanville Hospital redevelopment project is included in the Government’s multi-year infrastructure investment plan and will advance as the Ministry considers the broader Master Plan. The March 2019 Provincial Budget confirmed the Government’s commitment to redeveloping the Bowmanville Hospital. The provincial government has also provided a \$2.5 million planning grant to advance the detailed planning of the hospital expansion. In the 2021 Business Plans and Budget, Council committed support to the Bowmanville Hospital redevelopment.

Broader Lakeridge Health Needs Assessment – 10 Year Master Plan

- At the December 8, 2020 Finance and Administration Committee meeting, Lakeridge Health presented their 10 year master plan. The ten-year Master Plan horizon included the Bowmanville Hospital Redevelopment, developing a new greenfield hospital and redeveloping the Ajax Pickering Hospital.

- Support for the broader ten-year plan would require a substantial investment from the Region of Durham. It is important to note that final costs have not been determined and are currently based on an order of magnitude from similar projects completed in the past.

Oak Valley Health- Uxbridge site and Ontario Shores Centre for Mental Health Sciences -Whitby

- Redevelopment is moving through various Ministry of Health approval processes for both facilities noted above. Presentations have been made to Council to apprise of the status of the projects. Formal support has not yet been given due to the current status.

Conclusion:

- A 0.25% dedicated levy has been included in the 2022 budget to support the prior approval of the Lakeridge Health - Bowmanville site redevelopment. Also, Region staff continue to work towards developing a long-term sustainable funding strategy in support of Lakeridge Health's ten-year master plan which includes the contribution of a new Greenfield Hospital and the redevelopment of the Ajax/Pickering Hospital as well as the redevelopment of the Oak Valley Health-Uxbridge site and Ontario Shores Centre for Mental Health Sciences - Whitby redevelopment for Council's consideration as part of the 2023 Business Plan and Budget as further information develops.

7. 2022 Transportation Capital Program

- 7.1 The proposed Regional 2022 Transportation Capital program includes \$176 million in expenses, which represents an increase of \$19.5 million or 12 per cent from 2022 (\$156.5 million). The program includes \$32.3 million in 2022 transportation capital expenses related to transit service, partially funded through the Investing in Canada Infrastructure Program Transit Stream (ICIP).
- 7.2 Net of the ICIP project costs, the proposed 2022 program includes \$68.7 million for network expansion projects, including funding for road construction projects that are anticipated to be ready for tendering in 2022 and preparatory work (i.e. Environmental Assessment, design, land acquisition, and utility relocations), as well as traffic control and other supporting infrastructure.
- 7.3 The 2022 program also includes \$38.7 million for road rehabilitation projects, \$12.8 million for bridge rehabilitation and replacement projects, \$1.5 million for road safety infrastructure and \$3.6 million for traffic control and other rehabilitation costs.

Transportation Capital Nine-Year Forecast (2023-2031)

- 7.4 The total transportation capital expenditure over the 2023-2031 forecast period is estimated at \$1.4 billion. Based on an asset management approach, this level of investment has been identified as necessary to address the various rehabilitation and replacement needs and network expansion projects deemed necessary to accommodate current needs and future development requirements.

- 7.5 Growth-related road expansion projects will be prioritized considering the Durham Transportation Master Plan (2017) and the 2018 Development Charge By-law and Study. Meanwhile, preliminary pavement management modelling indicates that an annual investment of \$45 million throughout the forecast period will be necessary to bring the average pavement condition of the Region's road network from its current Pavement Condition Index (PCI) level of 53 to a service level target of 65. The forecast also includes significant costs related to bridge rehabilitation and replacements, including pressures in 2023 related to the advancement of rehabilitation or replacement work on three bridges in coordination with Metrolinx as it implements the Go Rail East Extension project. Through the Region's annual Asset Management and Business Planning and Budget processes, Regional staff will continue to prioritize and refine future annual bridge needs over the forecast.

Road Infrastructure for Transit

- 7.6 Report #2020-F-19 provides the details of the Region's ICIP projects including road construction, traffic control and environmental assessment projects to support bus rapid transit along the Highway 2 and Simcoe Street corridors. Proposed expenses in 2022 for ICIP bus rapid transit infrastructure along the Highway 2 corridor includes \$5.8 million in grant-ineligible property acquisition expenses, \$4.9 million for pre-construction activities and \$21.6 million in construction expenses.

Active Transportation

- 7.7 The Region acknowledges the need to advance the road infrastructure for active transportation, including cycling, as part of a sustainable transportation system. The 2022 transportation capital plan includes 11.3 km of new cycling infrastructure to be implemented as part of Regional roads construction projects and an additional 1.25 kilometers of signed bicycle kilometers in infill road segments. If achieved, the nine-year forecast would include a further 159 kilometers of new cycling infrastructure, exceeding the targets outlined in the 2021 Council-approved Regional Cycling Plan Update (RCPU). The inclusion of a new Works Department Project Engineer in 2022 is anticipated to facilitate the implementation of \$13.6 million in cycling infill projects over the forecast.

Road Safety

- 7.8 Durham Vision Zero (DVZ) was endorsed by Regional Council on April 24, 2019 and officially launched on May 29, 2019. The Region continues to work collaboratively with road safety partners to achieve the long-term vision of zero deaths and injuries on Regional and local municipal roads, with a short-term (2022-2025) goal of a minimum of 10% reduction in fatal and injury collisions. To support the Region's road safety goals, the 2022 Transportation capital plan includes \$1.5 million in capital expenses related to increasing safety on the Regional road network, partially funded through the Region's Vision Zero Reserve Fund.

Transportation Capital Financing

- 7.9 The financing strategy for the proposed 2022 Transportation Capital Program (\$176 million) and 2023-2031 forecast is shown in Attachment #4.
- 7.10 Development charge revenues continue to be an important source of financing growth-related infrastructure. The 2022 program is supported through a \$51.6 million in residential development charge revenues, \$5.9 million in commercial development charge revenues and a \$10.0 million draw from the Industrial Development Charges Reserve fund.
- 7.11 The Regional Roads Levy (currently \$12.5 million per year) provides a dedicated and sustainable source of annual property tax funding to leverage available development charges and cover any shortfalls in non-residential development charge revenues, for road expansion projects. Meanwhile, the Region's Road Rehabilitation Levy (\$26.1 million) provides annual dedicated property tax funding for road rehabilitation projects and the Bridge Rehabilitation Levy (\$5.5 million) is in place to accelerate the replacement and rehabilitation of structures.
- 7.12 The proposed transportation financing plan includes Federal Gas Tax funding of \$15.1 million for road rehabilitation and bridge replacement in 2022, increasing to \$17.6 million in 2023 to address forecasted transportation infrastructure rehabilitation needs and advance priority cycling infill projects. Future use of Federal Gas Tax funds will continue to be reviewed on an annual basis.
- 7.13 The 2022 financing strategy includes a \$1.2 million draw-down on the Road Rehabilitation Levy Reserve Fund to advance road rehabilitation. Under the forecast financing strategy, further portions of the existing balances in the Road Rehabilitation Levy Reserve Fund and the Bridge Rehabilitation Levy Reserve Fund are projected over the forecast to address high priority asset management needs, subject to Regional Council consideration and approval through the annual business planning and budget process. The forecast period financing strategy also projects the draw-down of existing Regional Roads Levy Reserve to assist in the funding of forecasted growth projects. This reflects a commitment to effectively use existing reserve funds for priority purposes.
- 7.14 Despite the application of Federal Gas Tax funding towards transportation infrastructure, the forecasted use of reserves and reserve funds and projected development charge revenues, levy increases are forecasted as necessary to address capital requirements throughout the forecast period. Regional staff will continue to work towards refining capital forecasts and financing strategies with the aim of ensuring any future levy increases necessary to support transportation capital are gradually phased and affordable for taxpayers. Regional staff will also continue to pursue senior level government funding opportunities for transportation infrastructure, including the recently announced federal Active Transportation Fund.

8. 2022 Durham Region Transit Capital Program

- 8.1 The proposed 2022 Durham Region Transit (DRT) capital program includes \$16.1 million in capital expenses. Significant projects in the 2022 capital program include the acquisition of two replacement BRT buses (\$1.4 million), four replacement specialized service vehicles (\$0.8 million), Raleigh administration building design work (\$0.6 million) and bus stop infrastructure improvements (\$3.1 million) under previously approved Investing in Canada Infrastructure Program (ICIP) projects (#DRT-2020-20). The program also includes advancing planning, design and engineering for DRT's new facility in north Oshawa (\$2.5 million), electric vehicle charging infrastructure acquisitions and installations supported through previously approved federal government funding (\$3.1 million), and replacement of the fuel tank at DRT's Westney bus depot (\$0.8 million).

Durham Region Transit Capital Nine-Year Forecast (2023-2031)

- 8.2 Several key transit infrastructure planning initiatives are underway or forthcoming, including DRT's Zero Emission Fleet and Facility Feasibility Study, the Battery Electric Bus Charging Infrastructure Pilot, the Transit Development Charge Background Study, as well as various bus stop infrastructure planning initiatives. The results of these initiatives are anticipated to significantly reshape DRT's capital forecast. Regional staff will endeavor to complete a fulsome review of DRT service planning, strategic priorities, capital requirements and financing strategies over the coming year, with a summary report planned for presentation to Regional Council following the fall 2022 municipal election.
- 8.3 Currently, DRT's nine-year capital forecast (2023-2031) includes \$390.1 million in capital expenses. Costs related to transit vehicle replacements are anticipated to represent a significant pressure in future years. Currently, it is estimated that DRT must replace 147 40-foot buses, seven articulated buses, and 30 specialized services vehicles over the nine-year forecast period to maintain its fleet in good working condition. Furthermore, the capital forecast also includes significant expansion facility costs, including an estimated \$155 million in 2024 construction costs for the new north Oshawa storage and maintenance facility.

ICIP Projects

- 8.4 Report #2020-F-19 provides the details of the Region's ICIP projects including vehicle replacements, bus stop infrastructure, a fuel and fluids management system, operator protective shields and other projects. The 2022 DRT capital plan includes \$5.4 million in projects funded partially by the ICIP, with a further \$3.9 million in gross ICIP costs are included in the DRT capital forecast. The Region's ICIP roadwork projects related to rapid transit can be found within the Works Department 2022 budget and capital forecast.

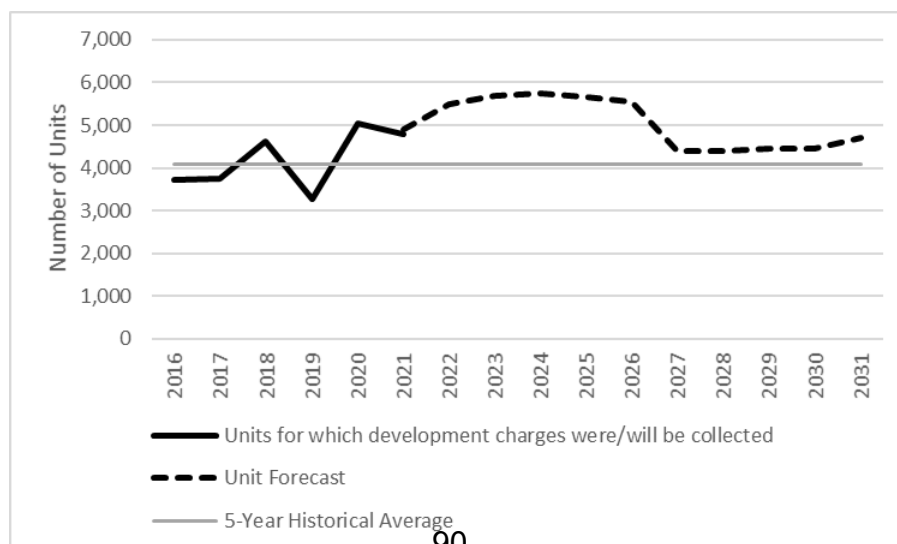
Durham Region Transit Capital Financing

- 8.5 Revenues from the Provincial Gas Tax program continue to be a significant source of funding for DRT capital and operating expenses. The Province announced in late 2021 that municipal Gas Tax allocations for 2021-22 would be topped up to 2020-21 program levels, through a one-time \$120 million provincial commitment to help mitigate the impacts of COVID-19. As such, the Region’s 2021-22 Provincial Gas Tax allocation amount is \$9.37 million, approximately equal to its 2020-21 allocation. Beyond 2022, there is uncertainty with Durham’s receipt of provincial Gas Tax revenues due to the impacts of the COVID-19 pandemic or other trends impacting Ontario gasoline sales.
- 8.6 Transit development charge revenues are also an important source of financing for growth-related transit infrastructure including vehicles, facilities and bus stop infrastructure. The Region will be completing a new Transit Development Charge Background Study in 2022. As development charge revenues will not be able to fully finance forecasted expenses related to future expansion facilities, debentures will be required in the forecast years. Given the level of capital investment that is required in the forecast and available sources of financing, draws from the region’s Transit Capital Reserve and greater levels of general levy funding for transit capital are also forecasted as necessary in future years. Regional staff will continue to pursue senior level government funding opportunities for transit infrastructure, including the federal Zero Emission Transit Fund (ZETF) for which the Region has been invited to Stage II of the application process. Regional staff will also continue to engage with The Canada Infrastructure Bank which has indicated interest in Regional transit projects.

9. Development Charges

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

Figure 1: Residential Units Forecast



- 9.2 Over the forecast, industrial and institutional development charge revenue is not anticipated to be sufficient to cover the requirements for planned growth projects and as such, the Region will be required to continue to fund industrial and institutional development charge funding shortfalls using other revenue sources (e.g., reserve fund, levy or debt financing).
- 9.3 Ongoing review of the capital forecast program, the timing of growth projects and the use of various financing strategies, including development charge, reserve fund, debenture and levy financing, will be conducted as part of Region's annual business planning and budget processes. Refinements to the forecast will be based on the rate of development that is realized in the Region (impacting both capital requirements and available development charge revenues) and other considerations to ensure affordable levy increases.

10. Potential Debt Financing Requirements and Considerations

- 10.1 The 2022 capital program requires \$5.0 million in debenture financing towards as part of the FCM Green municipal fund application and is subject to approvals. Also noted in the program is the proposed debt for the Mixed Waste Presort/ Anaerobic Digestion Project. However, this is subject to a further Council report and approval of a financing strategy for the project planned for June 2022. In addition to this debenture financing, the capital forecast is projecting a further \$268.2 million required between 2023 and 2031. As outlined in the Region's Long-Term Financial Planning Framework, staff are developing a debt management strategy that will further inform future business plans and budgets.
- 10.2 Moody's Investors Services, in their recent review of the Region's credit fundamentals, which saw a confirmation of the Region's Triple "A" Credit Rating, indicated the Region's "debt burden will rise from 12.7% in 2020 to between 15% and 20% over the next five years' (Moody's Investor Services - January 26, 2022).

11. Line-By-Line Savings Review

- 11.1 As part of the development of the proposed 2022 property tax supported Business Plans and Budgets, departments completed a line-by-line review of historical actuals to identify 2022 base budget reductions that do not impact service levels.
- 11.2 The following base budget savings totaling \$4.2 million (representing a reduction of approximately 0.6 per cent of the tax levy) have been identified and are reflected in the proposed 2022 property tax supported Business Plans and Budgets.

Department/Division	Line-by-Line Review Savings (000's)
Durham Regional Police Service	\$122
Planning and Economic Development	196
Health Department	206
Paramedic Services	48
Social Services	876
Finance Services	301
Regional Headquarters	64
CAO's Office	22
Corporate Services	244
Works - General	1,837
Waste	30
Transit	253
Total	\$4,199

12. Multi-Year Commitments: Impact on Future Budgets

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

- Staff annualization costs for the 195.48 positions proposed in the 2022 budget (\$22.6 million gross in 2023 an increase of \$6.7 million over 2022)
- Road rehabilitation needs, growth related road expansion projects and bridge and structure rehabilitation and replacement needs have been identified over the forecast period (2023 – 2031) of approximately \$1.1 billion.
- Facility expansions over the 2023 – 2031 forecast period to provide services for a growing and more diverse population and meet the current and future staffing requirements to service these demands.
- As mentioned last year a potential new regionally operated long-term care home subject to Ministry and Council approval.
- Increased operating cost pressures for long-term care homes to address the recommendations from the Commission's review stemming from COVID-19 impacts to long-term care residents.
- Potential increased resourcing to Health to address permanent implications of COVID-19 to the services provided.
- Investments to achieve Council's affordable housing targets.
- Aging social housing portfolio requiring significant capital investments.
- Continued need to address wait lists in several social service program areas including individual, couple or family counselling services, behavior management and affordable housing.
- Future servicing of employment lands resulting from this Council initiative.
- Investment in broadband infrastructure subject to active grant submissions to the provincial ICON program and the federal Universal Broadband Fund and implementation of a Municipal Services Corporation.

- Implications arising from a Climate Master Plan to, among other items, reduce our GHG emissions and implement a low carbon fleet strategy.
- Outstanding assessment appeals at the Assessment Review Board (ARB) involve a total of \$7.3 billion in Region of Durham weighted assessment. Of these assessment appeals, it is estimated, under a medium risk scenario, that the Region has the potential to lose \$5.5 million in Regional taxes.

13. Risks and Uncertainties

- 13.1 COVID 19 – As noted in this report, there are financial risks pertaining to the level of senior government support affecting Health, Transit and Long-term Care to the greatest degree.
- 13.2 There are numerous risks, pressures and uncertainties that the Region faces in implementing strategic direction and in the successful delivery of its programs and services. Section 6 outlines the program specific risks and uncertainties for each of the major service areas so they will not be repeated here.
- 13.3 If the development forecast for the Region is not achieved, development charge revenues in future years will be lower than anticipated. This would result in the delay and deferral of potential network expansion projects.
- 13.4 Under the ICIP Transfer Payment Agreement, eligible costs must be incurred before October 31, 2027, leaving only six construction seasons. For the Region's significant transit lane construction projects, there are risks relating to meeting this project completion deadline.
- 13.5 With the continuing momentum of electric vehicles across the Province, this will have a declining impact on gas tax collected by the Province of Ontario and the Government of Canada leaving significant future uncertainty for municipalities for sustainable funding to replace gas tax receipts.

14. Public Engagement Strategy on the 2022 Business Plans and Budgets

- 14.1 Transparency and education are key components of building successful public engagement on the Region's business plans and budgets with residents, businesses and stakeholders.
- 14.2 Building upon the success of the 2021 Business Plans and Budgets public engagement initiatives and recognizing the limitations the COVID-19 pandemic places on in-person meetings, the Region developed and deployed a series of tools and complementary engagement activities which focused on increasing opportunities for sharing information and engaging residents, businesses and stakeholders in the development of the 2022 Business Plans and Budgets.
- 14.3 Public engagement activities - focused on engaging with more residents and businesses in new and different ways to encourage their feedback - for the 2022 Business Plans and Budgets included:
- Hosting a Virtual Town Hall on Wednesday October 20, 2021 to share information about the key priorities being considered as part of the development of the 2022 Business Plans and Budgets and provide an opportunity for the public to provide input.

- Refreshing the Region’s Business Plans and Budgets online presence including an updated webpage and use of the Region’s Your Voice Durham website to allow residents to ask questions and provide comments online (348 visits as of the November 9, 2021 Finance and Administration Committee meeting).
 - Posting an episode of the “How the Budget is Prepared” video to educate the public on how the budget process works in a digestible, easy-to-understand way (also broadcast at the November 9, 2021 Finance and Administration committee meeting).
 - Providing ongoing social media engagement aligned with the progression of the business planning and budget process to support wider understanding of the process and seek engagement throughout the process (over 130,000 impressions and 1,500 engagements as of November presentation); and
 - Providing traditional engagement initiatives consistent with prior year activities including the utilization of print media.
- 14.4 The Virtual Town Hall had over 11,800 residents participating in the event over the phone or on the Region’s website. Residents were encouraged to provide – either over the phone on social media or on Your Voice Durham page – their questions, feedback and suggestions to help inform Durham Region’s budget priorities for 2022. The Region received over 100 questions with representation from all local municipalities, an increase of 30 per cent. The length was extended to 90 minutes from 2020 when the event was one hour. A recording of the event is available on the Region’s Your Voice Durham website. Rogers TV broadcasted a recording on six occasions between October 28th, 2021 and November 6th, 2021.
- 14.5 These engagement activities – and the foundation they lay for future opportunities – represent a clear expansion in the scope of activities through the incorporation of digital media, a focus on informative outreach to residents that is shared in plain language and through a variety of formats that are accessible and interactive (where possible), and a commitment to continuous improvement in how the Region engages and consults with residents, businesses and stakeholders.
- 14.6 Those engagement activities which are not time-limited (i.e. a Virtual Town Hall), will remain available – and be updated periodically - throughout the year and not be limited to the time period leading up to the annual Business Plans and Budgets.
- 14.7 As part of the multi-year business planning and budget process review and modernization project, an interdepartmental team is working to evaluate standards and best practices, and to incorporate feedback and expertise to better understand when and how to use public engagement tools. This work will help inform the public engagement strategy for the 2023 Business Plans and Budgets and subsequent cycles.

15. Fees and Charges

15.1 Regional staff conduct annual reviews of fees and charges to ensure appropriate cost recovery, maximization of revenues to the extent possible and at a minimum, that all fees are updated to reflect changing circumstances, including inflationary pressures and legislative compliance. In light of the ongoing pandemic and economic climate there are minimal changes to the General Purpose Fees and Charges. The following highlights the changes made to General Purpose Fees and Charges in the 2022 Business Plans and Budgets.

15.2 Development Charges

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

15.3 Durham Region Transit

- Universal Transit Pass (U-Pass) rate increase from \$144.50 to \$147.25 per student per semester for the period September 1, 2022 to August 31, 2023.

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

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

16.2 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.

16.3 Since the Region's 2022 Business Plans and Budgets exclude provisions for all or a portion of the expenses relating to the amortization of Tangible Capital Assets, post-employment benefits and solid waste landfill closure and post closure, this report is provided as required by the Regulation.

**ESTIMATED IMPACT OF EXCLUDED EXPENSES
ON ACCUMULATED SURPLUS
FOR THE 2022 BUSINESS PLANS AND BUDGETS (000'S)**

	<u>2021</u>		<u>2022</u>		
	<u>Total</u> \$	<u>Property Tax</u> \$	<u>Water</u> \$	<u>Sewer</u> \$	<u>Total</u> \$
PSAS Additions to Budget					
Tangible Capital Asset Amortization	151,686	97,676	27,651	36,694	162,021
Post-Employment Benefit Expense	13,967	14,485	410	459	15,354
Landfill Closure Costs - Increase/(Decrease) in Liability	(5,214)	(38)	-	-	(38)
Transfers from Reserves and Reserve Funds	109,138	127,840	10,451	18,204	156,495
Proceeds of Debt issued for Regional Purposes	-	134,300	-	-	134,300
Total PSAB Additions	269,577	374,263	38,512	55,357	468,132
PSAS Reductions to Budget					
Gross Tangible Capital Assets Acquisitions	(415,685)	(492,961)	(125,117)	(145,365)	(763,443)
Less: Tangible Capital Asset Recoveries	15,673	-	-	63,388	63,388
Net Tangible Capital Asset Acquisitions	(400,012)	(492,961)	(125,117)	(81,977)	(700,055)
Debt Principal Payments	(12,789)	(11,696)	-	(716)	(12,412)
Transfers to Reserves and Reserve Funds	(136,169)	(110,678)	(9,143)	(23,996)	(143,817)
Contributed Tangible Capital Assets	(16,982)	(426)	(9,575)	(11,196)	(21,197)
Total PSAB Reductions	(565,952)	(615,761)	(143,835)	(117,885)	(877,481)
Net Impact - (Increase) to Accumulated Surplus	(296,375)	(241,498)	(105,323)	(62,528)	(409,349)

17. Conclusion

- 17.1 The 2022 Business Plans and Budget recommendations for property tax supported programs for internal departments (including DRT, DRLHC, and Conservation Authorities) meets the 2.0 per cent guideline adopted by Regional Council through Finance Report # 2021-F-20. The recommended 0.25 percent increase has been included for the future hospital funding needs. The DRPS was slightly over the guideline resulting in a top up of 0.26 percent. This represents a net property tax budgetary increase of 2.6 per cent or approximately \$74 for the Region-wide average residential home after assessment growth.
- 17.2 The recommended 2022 Business Plans and Budgets provides for a responsible tax increase for business and residential property owners that prioritizes support to vulnerable sectors impacted by the COVID-19 pandemic, recognizes the resulting permanent transformation of our business practices and ensures the Region of Durham continues to provide those extensive and essential services that directly support the health and well-being of its residents. In addition, the 2022 Business Plans and Budgets include continued investment in the Region's strategic priorities as noted throughout this report.

18. Attachments

- 18.1 Attachment #1: The Regional Municipality of Durham Summary of Estimated Gross and Net Budget Expenditures
- 18.2 Attachment #2: The Regional Municipality of Durham Summary of 2022 Property Tax Supported Business Plans and Budgets
- 18.3 Attachment #3: The Regional Municipality of Durham Summary of Proposed 2022 New and In-Year Approved Permanent Positions

- 18.4 Attachment #4: The Regional Municipality of Durham Summary of 2022 Property Tax Supported Capital Program and 2023 to 2031 Capital Forecast
- 18.5 Attachment #5: The Regional Municipality of Durham Summary of the use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds in the proposed 2022 Property Tax Supported Business Plans and Budgets
- 18.6 Detailed 2022 Regional Business Plans and Budgets for Property Tax Purposes are available on-line through the links provided on the February 8, 2022 Finance and Administration Committee Agenda or in hard copy by contacting the Finance Department at (905) 668-7711 ext. 2302.

Respectfully submitted,

Original Signed By

Nancy Taylor, BBA, CPA, CA
Commissioner of Finance

Recommended for Presentation to Committee

Original Signed By

Elaine C. Baxter-Trahair
Chief Administrative Officer

The Regional Municipality of Durham Summary of the Estimated Gross and Net Budget Expenditures

(\$,000's)

	2021 Restated Budget		2022 Recommended Budget		Annual Change			
	Gross Expenditures (\$,000's)	Net Tax or User Rate (\$,000's)	Gross Expenditures (\$,000's)	Net Tax or User Rate (\$,000's)	Gross Expenditures (\$,000's)	%	Net Tax or User Rate (\$,000's)	%
PROPERTY TAX SUPPORTED								
Durham Region Police Service	322,823	223,191	252,392	233,318	(70,431)	(21.8%)	10,127	4.5%
Durham Region Transit	122,345	64,392	117,275	68,089	(5,070)	(4.1%)	3,697	5.7%
Regional Roads and Infrastructure	254,871	92,789	267,772	95,070	12,901	5.1%	2,281	2.5%
Solid Waste Management	75,837	46,429	320,332	46,426	244,495	322.4%	(3)	(0.0%)
Public Works	330,708	139,218	588,104	141,496	257,396	77.8%	2,278	1.6%
Public Health	62,137	22,070	79,195	24,096	17,058	27.5%	2,026	9.2%
Region of Durham Paramedic Services	58,938	32,150	66,018	34,022	7,080	12.0%	1,872	5.8%
Long-Term Care	121,663	50,254	135,295	53,878	13,632	11.2%	3,624	7.2%
Social Housing	97,076	49,483	97,407	52,656	331	0.3%	3,173	6.4%
Social Assistance	123,554	20,507	124,024	21,041	470	0.4%	534	2.6%
Children's Services	83,662	11,926	90,944	13,598	7,282	8.7%	1,672	14.0%
Family Services	7,048	5,593	7,280	5,827	232	3.3%	234	4.2%
Health & Social Services	554,078	191,983	600,163	205,118	46,085	8.3%	13,135	6.8%
Governance & Administration	88,666	39,755	90,550	40,773	1,884	2.1%	1,018	2.6%
Planning & Economic Development	12,635	11,262	13,126	11,914	491	3.9%	652	5.8%
Emergency 9-1-1 Telephone System	4,711	4,713	5,455	5,152	744	15.8%	439	9.3%
Other Regional Services	106,012	55,730	109,131	57,839	3,119	2.9%	2,109	3.8%
External Agencies	23,094	22,594	33,043	24,611	9,949	43.1%	2,017	8.9%
Other	29,466	29,466	29,922	29,722	456	1.5%	256	0.9%
External Agencies and Other	52,560	52,060	62,965	54,333	10,405	19.8%	2,273	4.4%
Property Tax Supported Total	1,488,526	726,574	1,730,030	760,193	241,504	16.2%	33,619	4.6%
					Less Assessment Base Growth (2.0%)			
					Net Property Tax Rate Impact 2.6%			
USER RATE SUPPORTED								
Water Supply	153,589	115,490	202,108	118,193	48,519	31.6%	2,703	2.3%
Sanitary Sewerage	223,741	111,335	275,770	117,500	52,029	23.3%	6,165	5.5%
User Rate Supported Total	377,330	226,825	477,878	235,693	100,548	26.6%	8,868	3.9%
All Regional Services Total	1,865,856	953,399	2,207,908	995,886	342,052	18.3%	42,487	4.5%

Totals may not add due to rounding.

The Regional Municipality of Durham
Summary of 2022 Property Tax Supported Business Plans and Budgets
 (\$,000's)



2021	2022			Property Tax Impact %
Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2021 (\$,000's)	%	

SUMMARY

Page 1 of 4

A	DURHAM REGION POLICE SERVICE	Page 2	223,191	233,318	10,127	4.5%	1.4%
B	DURHAM REGION TRANSIT	Page 2	64,392	69,191	4,799	7.5%	0.7%
C	CONSERVATION AUTHORITIES	Page 2	8,752	8,917	165	1.9%	0.0%
D	SOLID WASTE MANAGEMENT	Page 2	46,429	47,402	973	2.1%	0.1%
E	REGIONAL OPERATIONS AND OTHER	Page 3-4	378,147	395,446	17,299	4.6%	2.4%
ADJUSTMENT TO ASSESSMENT BASE			392	392	-	0.0%	0.0%
Outstanding non-residential property tax appeals							
2022 DEFERRAL FOR SEATON GROWTH			5,271	4,800	(471)	(8.9%)	(0.1%)
TOTAL REGIONAL PROPERTY TAX SUPPORTED BUDGETS (before growth)			726,574	759,466	32,892	4.5%	4.5%

2022 Assessment Growth	2.00%
2022 Deferral for Seaton Growth	(0.10%)
2022 Growth for Budgetary Purposes	(1.90%)

2022 Property Tax Budgetary Impact **2.60%**

2022 Average Region-Wide Home Budgetary Increase **\$74**



2021	2022		
	Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2021 (\$,000's) %

DURHAM REGION POLICE SERVICE

1	Operations	322,823	252,392		
2	Less: Provincial Grants	(8,104)	(8,198)		
3	Recoveries from Reserves	(12,155)	(1,230)		
4	Recoveries Other	(9,164)	(9,232)		
5	Development Charges	(11,300)	-		
6	Debenture Proceeds	(58,357)	-		
7	Other Revenues	(552)	(414)		
A Durham Region Police Service Total		223,191	233,318	10,127	4.5%
					1.4%

DURHAM REGION TRANSIT

8	Operating	95,159	101,175		
9	Capital	27,186	16,100		
10	Revenues	(57,953)	(48,084)		
B Durham Region Transit Total		64,392	69,191	4,799	7.5%
					0.7%

CONSERVATION AUTHORITIES

11	Central Lake Ontario Conservation Authority	4,600	4,609		
12	Kawartha Region Conservation Authority	864	880		
13	Ganaraska Region Conservation Authority	793	823		
14	Toronto and Region Conservation Authority	1,564	1,668		
15	Lake Simcoe Region Conservation Authority	756	762		
16	Oak Ridges Moraine Groundwater Program	175	175		
C Conservation Authorities Total		8,752	8,917	165	1.9%
					0.0%

SOLID WASTE MANAGEMENT

17	Waste Management Facilities	7,652	10,035		
18	Collection Services	20,664	21,064		
19	Disposal and Processing Services	14,319	15,076		
20	Common Service Costs	12,924	13,357		
21	Capital	600	242,450		
22	Debentures, Reserve and Other Funding for Major Capital	(500)	(242,000)		
23	Blue Box Revenues and Subsidies	(9,230)	(12,580)		
D Solid Waste Management Total		46,429	47,402	973	2.1%
					0.1%



2021	2022		
Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2021 (\$,000's) %	Property Tax Impact %

E REGIONAL OPERATIONS AND OTHER

WORKS DEPARTMENT

Regional Roads and Infrastructure					
<u>Operations and Facilities</u>					
24	Operations and Capital	38,021	39,592		
25	Facilities Management and Capital	4,444	5,154		
26	Operations and Facilities Subtotal	42,465	44,746	2,281	5.4%
<u>Roads Capital</u>					
27	Roads Capital	154,780	157,510		
28	Less: Regional Rehabilitation Reserve Fund	(27,250)	(27,210)		
29	Regional Road Reserve Fund	(12,600)	(10,260)		
30	Regional Bridge Rehabilitation Fund	(7,525)	(5,525)		
31	Development Charges	(54,293)	(67,488)		
32	Federal Gas Tax	(14,675)	(15,117)		
33	Vision Zero Reserve Fund	(1,300)	(725)		
34	Transit Capital Reserve Fund	(10,418)	(3,604)		
35	Investing in Canada Infrastructure (ICIP) Grant	(20,019)	(19,513)		
36	Capital - Grant	-	(568)		
37	Other Revenues	(500)	(1,300)		
38	Roads Capital Net Subtotal	6,200	6,200	0	0.0%
39	Regional Roads and Bridges Total	48,665	50,946	2,281	4.7%

ROADS AND BRIDGES

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

PLANNING & ECONOMIC DEVELOPMENT

44	Planning	6,192	6,378		
45	Economic Development & Tourism	3,828	3,999		
46	Rapid Transit and Transit Oriented Development Office	1,242	1,537		
47	Planning & Economic Development Total	11,262	11,914	652	5.8%

HEALTH & SOCIAL SERVICES

Public Health					
48	Health Operations	52,383	54,409		
49	Less: Provincial Investment	(30,313)	(30,313)		
50	Public Health Subtotal	22,070	24,096	2,026	9.2%
<u>Region of Durham Paramedic Services</u>					
51	Paramedic Services Operations	55,217	59,094		
52	Less: Contribution from Province & Recoveries	(24,850)	(26,855)		
53	Region of Durham Paramedic Services Subtotal	30,367	32,239	1,872	6.2%
54	Health Department Subtotal	52,437	56,335	3,898	7.4%
<u>Social Services</u>					
55	Emergency and Program Support Services	560	478		
56	Social Assistance	19,597	20,213		
57	Children's Services	11,926	13,598		
58	Family Services	5,593	5,827		
59	Housing Services	35,254	37,491		
60	Long-Term Care & Services for Seniors	50,254	53,878		
61	Social Services Department Subtotal	123,184	131,485	8,301	6.7%
62	Health & Social Services Total	175,621	187,820	12,199	6.9%



2021	2022		
	Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2021 (\$,000's) %

FINANCE & ADMINISTRATION

63	Office of the Regional Chair	674	682			
64	Regional Council	2,644	2,692			
65	Office of the Chief Administrative Officer	7,811	8,791			
66	Corporate Services	29,736	30,775			
67	Finance Department	15,086	15,871			
68	Emergency 9-1-1 Telephone System	4,213	4,652			
69	Finance & Administration Total	60,164	63,463	3,299	5.5%	0.5%

DURHAM REGION LOCAL HOUSING CORPORATION

70	Durham Region Local Housing Corporation Total	13,083	14,019	936	7.2%	0.1%
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DURHAM ONENET INC.


71	Operating Expenses	-	1,104			
72	Capital	-	6,728			
73	Contribution from Reserves/Reserve Funds	-	(7,832)			
74	Durham OneNet Inc. Total	-	-	-	-	0.0%

CORPORATE ITEMS


75	Personnel Related	2,167	2,171			
76	Corporate Requirements	40,647	40,021			
77	Revenue/Recovery Program	(22,370)	(25,645)			
78	Special Contributions	-	-			
79	Regional Land Acquisition Reserve Fund	374	393			
80	Trent University Durham	474	-			
81	Durham College	667	667			
82	Durham College Skills Trade Centre	-	600			
83	Contribution from Reserves/Reserve Funds	-	(600)			
84	Durham Region Community Investment Grant	3,269	5,553			
85	Corporate Items Total	25,228	23,160	(2,068)	(8.2%)	(0.3%)

E	Regional Operations and Other Total	378,147	395,446	17,299	4.6%	2.4%
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The Regional Municipality of Durham
SUMMARY OF 2022 PROPOSED NEW AND IN-YEAR APPROVED PERMANENT POSITIONS

	Proposed 2022 FTEs	Proposed Impacts (\$,000's)		
		Proposed 2022 Budget Impacts	2023 Annualization	Total Ongoing Annualization
Durham Regional Police				
Durham Regional Police	40	2,677	2,258	4,935
Works Department				
Solid Waste Management	0.570	47	28	75
Regional Roads and Infrastructure	21.91	1,327	1,178	2,505
Rapid Transit	1	73	68	141
Planning and Economic Development				
Transit Oriented Development	2	165	94	259
Durham Region Transit				
Durham Region Transit	5	281	281	562
Health Department				
Public Health	8 ^{3,4}	618	430	1,048
RDPS				
RDPS	26 ²	2,777	993	3,770
Social Services				
Family Services	1	63	63	126
Housing Services	3	157	157	314
Long-Term Care and Services for Seniors				
Fairview Lodge	15 ¹	1,247	39	1,286
Hillsdale Estates	22 ¹	2,040	19	2,059
Hillsdale Terraces	16 ¹	1,372	39	1,411
Lakeview Manor	11 ¹	914	-	914
Long-Term Care Administration	1	68	68	136
Adult Day Program	1	125	-	125
Office of the CAO				
Corporate Communications	1	101	-	101
Strategic Initiatives	3	234	234	468
Diversity, Equity and Inclusion	4	371	150	521

The Regional Municipality of Durham
SUMMARY OF 2022 PROPOSED NEW AND IN-YEAR APPROVED PERMANENT POSITIONS

 Durham Budget	2022	Proposed 2022 FTEs	Proposed Impacts (\$,000's)		
			Proposed 2022 Budget Impacts	2023 Annualization	Total Ongoing Annualization
Corporate Services					
Human Resources		1	50	50	100
Information Technology		2	119	119	238
Legislative Services		1	43	43	86
Legal Services		3 ⁵	556	65	621
Legal Services - Provincial Offences Act		2	118	118	236
Finance					
Finance		4	308	229	537
Total Proposed 2022 New and In-Year Approved FTEs		195.480	15,851	6,723	22,574

¹ 60 Long term care nursing and allied health positions were preapproved with Council Report 2021-SS-14 on November 24, 2021

² 11 positions for Community Paramedicine were preapproved with Council Report 2021-COW-38 on December 22, 2021

³ A conversion of part-time resources to 1 new full-time position was approved in-year per Section 8.1 of the Budget Management Policy

⁴ 2 new positions for Ontario Senior's Dental Health Program are conditional upon approval of 100% Provincial Funding

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

The Regional Municipality of Durham
SUMMARY OF 2022 PROPERTY TAX SUPPORTED CAPITAL PROGRAM AND 2023-2031 CAPITAL FORECAST

	2022		Forecast					Forecast Total
	Approved Budget	Proposed Budget	2023	2024	2025	2026	2027-2031	
Capital Expenditures								
Durham Regional Police Service	86,339	6,247	5,947	10,728	15,647	38,943	142,028	213,293
Durham Region Transit	27,186	16,100	29,189	183,273	48,171	20,580	109,437	390,650
Works Department	157,178 ¹	418,853 ²	226,569	210,761	196,494	163,865	685,187	1,482,876
Planning and Economic Development	102	59	105	102	70	103	290	670
Health Department	2,821	4,308	5,064	2,589	3,455	2,655	16,470	30,234
Social Services	17,338	2,655	112,853	12,775	1,823	1,693	32,833	161,977
Office of the Regional Chair	8	5	5	13	5	5	43	71
Office of the Chief Administrative Officer	54	38	46	90	34	46	293	509
Corporate Services	576	661	1,498	318	199	228	1,145	3,386
Durham OneNet Inc.	-	6,728	14,500	14,500	15,200	11,100	17,700	73,000
Finance Department	118	193	161	112	162	111	761	1,305
9-1-1 Emergency Service System	-	303	73	10	253	269	530	1,135
Durham Regional Local Housing Corporation	6,000	25,671 ²	18,138	10,368	7,257	4,962	14,257	54,982
Corporate Items	2,826	-	-	-	-	-	-	-
Regional Headquarters	5,801	9,163	9,620	8,923	11,454	10,646	13,509	54,152
Property Tax Supported Capital Expenditures	306,346	490,984	423,768	454,562	300,223	255,205	1,034,483	2,468,241
Prior Approved Water and Sanitary Sewer Capital Expenditures	178,159	266,481	611,592	367,714	583,092	383,678	1,256,490	3,202,566
Total Capital Expenditures	484,505	757,465	1,035,360	822,276	883,315	638,883	2,290,973	5,670,807

The Regional Municipality of Durham
SUMMARY OF 2022 PROPERTY TAX SUPPORTED CAPITAL PROGRAM AND 2023-2031 CAPITAL FORECAST

	2022		Forecast					Forecast Total
	Approved Budget	Proposed Budget	2023	2024	2025	2026	2027-2031	

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
Capital Financing								
General Levy	25,146	27,750	49,387	41,355	45,748	46,678	172,363	355,532
Residential Development Charges	57,602 ¹	53,187	50,655	81,787	48,207	57,853	245,547	484,049
Commercial Development Charges	6,292 ¹	6,458	5,821	9,745	5,597	5,527	25,335	52,025
Institutional Development Charges	-	-	1,170	409	340	336	1,622	3,877
Industrial Development Charges	7,013	10,000	7,950	2,893	2,786	2,679	11,787	28,095
Roads Rehab Reserve Fund	27,250	27,210	33,550	34,920	39,175	31,070	144,010	282,725
Bridge Rehab Reserve Fund	7,525	5,525	9,525	5,525	5,525	5,525	23,025	49,125
Regional Roads Levy	12,977 ¹	10,260	14,794	17,925	16,320	18,190	106,401	173,630
Vision Zero Reserve Fund	1,300	725	675	650	500	223	-	2,048
Transit Capital Reserve Fund	6,852 ¹	3,604	10,226	10,389	12,142	6,396	-	39,153
Climate Mitigation and Environmental Initiative Reserve Fund	1,843	1,000	-	-	-	-	-	-
Innovation and Modernization Initiatives Reserve Fund	100	400	400	-	-	-	-	400
Waste Management Reserve Fund	-	32,700	7,850	11,373	10,000	3,153	3,400	35,776
Seaton Capital Reserve Fund	-	-	-	12,337	-	13,663	-	26,000
Social Housing Reserve Fund	8,812	-	-	-	-	-	-	-
Capital Impact Stabilization Reserve Fund	-	22,505	18,966	20,966	21,666	18,374	25,862	105,834
Water Rate Stabilization Reserve Fund	-	-	767	767	767	863	969	4,133
Sewer Rate Stabilization Reserve Fund	-	-	767	767	767	863	969	4,133
Capital Project Reserve	14,172	475	2,313	880	2,678	269	3,104	9,244
Equipment Replacement Reserve	9,859	5,185	10,791	10,741	10,791	10,741	53,870	96,934
Canada Community-Building Fund (Federal Gas Tax)	14,675	37,017	17,600	17,600	17,600	17,600	88,000	158,400
Provincial Gas Tax	7,436	5,880	13,887	7,829	7,829	7,829	25,385	62,759
Subsidy/Grant	11,002	8,644	12,525	-	-	-	-	12,525
Debentures - General Levy	58,357	134,300	88,068	130,139	23,920	7,372	101,733	351,232
Debenture - DC Funded	-	-	16,845	-	-	-	-	16,845
ICIP Grant	27,608 ¹	23,483	47,236	35,565	18,714	-	-	101,515
Federal Grant	-	160	-	-	-	-	-	-
Other Financing ⁴	-	3,127	-	-	9,000	-	-	9,000

The Regional Municipality of Durham
SUMMARY OF 2022 PROPERTY TAX SUPPORTED CAPITAL PROGRAM AND 2023-2031 CAPITAL FORECAST

	2022		Forecast					Forecast Total
	Approved Budget	Proposed Budget	2023	2024	2025	2026	2027-2031	
Federal Grant (NRCan)	25	58	-	-	-	-	-	-
Recoveries From Others	500	1,331	2,000	-	151	-	1,101	3,252
Federal Grant (Clean Fuels)	-	70,000	-	-	-	-	-	-
Property Tax Supported Capital Financing	306,346	490,984	423,768	454,562	300,223	255,205	1,034,483	2,468,241
Prior Approved Water and Sanitary Sewer Capital Financing	178,159	266,481	611,592	367,714	583,092	383,678	1,256,490	3,202,566
Total Capital Financing	484,505	757,465	1,035,360	822,276	883,315	638,883	2,290,973	5,670,807

¹ Note that 2021 Budget amounts are restated to reflect reallocations for ICIP Projects approved in Report 2021-F-24

² Mixed Waste Pre-sort and Anaerobic Digestion Facility project and final financing strategy is subject to further future Council review and approval

³ Approval of Harwood, Green, Faylee, Colborne - Senior's Housing Energy Efficiency Retrofits is contingent on receipt of Federal financing under the Federation of Canadian Municipalities' (FCM) Green Municipal Fund (GMF) Sustainable Affordable Housing Program

⁴ Other Financing in 2022 is a contribution from eCamion (\$450K) and in 2025 the Other Financing is developers contributions. Balance of Other Financing for 2022 relates to Senior's Housing Energy Retrofits for ORLHC.

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

2022



Forecast

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
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Durham Regional Police Service

Capital Expenditures

Building & Structures	81,515	1,000	1,500	5,977	10,770	32,925	112,877	164,049
Machinery & Equipment	1,238	1,011	807	808	805	1,135	4,332	7,887
Information Technology	1,312	1,491	1,187	1,312	1,337	1,927	7,189	12,952
Vehicles	2,088	2,592	2,329	2,507	2,611	2,832	16,992	27,271
Furniture & Fixtures	186	153	124	124	124	124	638	1,134
Capital Expenditure Subtotal	86,339	6,247	5,947	10,728	15,647	38,943	142,028	213,293

Capital Financing

General Levy	5,339	5,843	5,947	6,401	6,377	7,840	36,778	63,343
Residential Development Charges	11,300	-	-	1,110	-	10,068	29,097	40,275
Reserve Fund - Climate Mitigation and Environmental Initiatives Reserve Fund	1,343	-	-	-	-	-	-	-
Reserve Fund	-	404	-	2,337	-	13,663	-	16,000
Capital Project Reserve	10,000	-	-	880	1,350	-	-	2,230
Debentures	58,357	-	-	-	7,920	7,372	76,153	91,445
Capital Financing Subtotal	86,339	6,247	5,947	10,728	15,647	38,943	142,028	213,293

Total Capital Durham Regional Police Service

	86,339	6,247	5,947	10,728	15,647	38,943	142,028	213,293
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Financial Details: Summary of Capital (\$,000's)

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects




2022

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
Durham Region Transit								
Capital Expenditures								
Building & Structures	9,518	6,980	11,613	166,544	25,920	1,120	50,195	255,392
Machinery & Equipment	2,543	4,323	287	266	266	266	7,013	8,098
Information Technology	583	1,585	2,149	1,090	1,152	1,077	3,210	8,678
Vehicles	14,510	3,208	15,126	15,359	20,819	18,103	48,949	118,356
Furniture and Fixtures	32	4	14	14	14	14	70	126
Capital Expenditure Subtotal	27,186	16,100	29,189	183,273	48,171	20,580	109,437	390,650
Capital Financing								
Provincial Gas Tax	7,436	5,880	13,887	7,829	7,829	7,829	25,385	62,759
Non-Residential DC	1,341	603	121	4,391	121	121	3,073	7,827
Residential DC	2,984	1,342	269	30,860	269	269	18,847	50,514
ICJP Grant	13,932	3,970	2,875	-	-	-	-	2,875
Federal Grant	-	160	-	-	-	-	-	-
Debentures	-	-	5,000	130,139	16,000	-	25,580	176,719
General Levy	1,386	1,595	2,495	3,536	4,675	5,965	36,552	53,223
Canada Community-Building Fund (Federal Gas Tax)	-	2,100	-	-	-	-	-	-
Transit Capital Reserve Fund	107	-	4,542	6,518	10,277	6,396	-	27,733
Other Financing ¹	-	450	-	-	9,000	-	-	9,000
Capital Financing Subtotal	27,186	16,100	29,189	183,273	48,171	20,580	109,437	390,650
Total Capital Durham Region Transit	27,186	16,100	29,189	183,273	48,171	20,580	109,437	390,650

¹ Other Financing in 2022 is a contribution from eCamion and in 2025 the Other Financing is developers contributions

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

		2021 Approved Budget	2022 Proposed Budget	Forecast					Forecast Total
				2023	2024	2025	2026	2027-2031	
Regional Roads and Infrastructure									
Capital Expenditures									
Road / Structure Construction - Growth	43,581	61,260	63,950	59,150	63,150	69,550	315,800	571,600	
Traffic Control & Other Programs - Growth	6,200	7,250	5,555	5,550	4,375	4,320	20,840	40,640	
Transportation Plans & Studies - Growth	150	150	150	150	500	150	750	1,700	
ICIP Projects	39,350 ¹	32,310	60,495	48,500	25,520	-	-	134,515	
Road Rehabilitation/Reconstruction Projects	38,660	38,660	41,275	45,000	45,000	45,000	225,000	401,275	
Structure Rehabilitation / Replacement	12,610	12,760	23,065	14,410	18,670	10,185	31,050	97,380	
Traffic Control & Other Programs - Non-Growth	3,480	3,435	3,530	3,530	3,325	3,205	16,860	30,450	
Road & Traffic Safety Program (Vision Zero)	2,100	1,525	1,275	1,250	1,100	923	3,000	7,548	
Cycling Infill Projects	-	160	300	600	900	1,200	10,600	13,600	
Building & Structures	50	12,442	3,555	2,262	10,655	12,181	40	28,693	
Machinery & Equipment	190	73	159	40	243	37	211	690	
Information Technology Infrastructure	240	384	593	240	439	280	1,160	2,712	
Vehicles	9,884	5,532	11,742	10,766	10,841	10,766	53,855	97,970	
Furniture & Fixtures	10	88	42	18	18	18	70	166	
Capital Expenditure Subtotal	156,505	176,029	215,686	191,466	184,736	157,815	679,236	1,428,939	

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



2022

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
Capital Financing								
General Levy	6,691	7,310	11,550	8,786	17,656	18,741	32,631	89,364
Equipment Replacement Reserve	9,859	5,185	10,741	10,741	10,741	10,741	53,705	96,669
Capital Impact Stabilization Reserve Fund	-	12,196	-	-	-	-	-	-
Roads Rehab Reserve Fund	27,250	27,210	33,550	34,920	39,175	31,070	144,010	282,725
Bridge Rehab Reserve Fund	7,525	5,525	9,525	5,525	5,525	5,525	23,025	49,125
Regional Roads Levy	12,977 ¹	10,260	14,794	17,925	16,320	18,190	106,401	173,630
Vision Zero Reserve Fund	1,300	725	675	650	500	223	-	2,048
Transit Capital Reserve Fund	6,745 ¹	3,604	5,684	3,871	1,865	-	-	11,420
Residential Development Charges	43,318 ¹	51,633	50,386	47,227	47,938	47,304	194,793	387,648
Commercial Development Charges	4,951 ¹	5,855	5,700	5,354	5,476	5,406	22,262	44,198
Institutional Development Charges	-	-	1,170	409	340	336	1,622	3,877
Industrial Development Charges	7,013	10,000	7,950	2,893	2,786	2,679	11,787	28,095
Canada Community-Building Fund (Federal Gas Tax)	14,675	15,117	17,600	17,600	17,600	17,600	88,000	158,400
Grant - Capital	-	568	-	-	-	-	-	-
Federal Grant (NRCan)	25	28	-	-	-	-	-	-
ICIP Grant	13,676 ¹	19,513	44,361	35,565	18,714	-	-	98,640
Recoveries From Others	500	1,300	2,000	-	100	-	1,000	3,100
Capital Financing Subtotal	156,505	176,029	215,686	191,466	184,736	157,815	679,236	1,428,939
Total Capital Regional Roads and Infrastructure	156,505	176,029	215,686	191,466	184,736	157,815	679,236	1,428,939

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects


2022	2021	2022	Forecast					Forecast Total
			Approved Budget	Proposed Budget	2023	2024	2025	
2022								
Durham Budget								
Solid Waste Management								
Capital Expenditures								
Building & Structures	120	242,260 ²	8,502	11,472	11,100	5,253	684	37,011
Machinery & Equipment	-	143	1,140	1,167	457	457	1,535	4,756
Information Technology Infrastructure	48	100	85	57	75	89	327	633
Vehicles	4	20	105	150	-	-	-	255
Furniture & Fixtures	1	1	51	1	1	1	5	59
Studies	-	300	-	-	-	-	-	-
Landfill Remediation / Rehabilitation	500	-	1,000	6,448	125	250	3,400	11,223
Capital Expenditure Subtotal	673	242,824	10,883	19,295	11,758	6,050	5,951	53,937
Capital Financing								
General Levy	173	794	3,033	2,922	1,758	2,897	2,551	13,161
Climate Mitigation & Environment Reserve Fund	500	-	-	-	-	-	-	-
Waste Management Reserve Fund	-	32,700 ²	7,850	11,373	10,000	3,153	3,400	35,776
Seaton Capital Reserve Fund	-	-	-	5,000	-	-	-	5,000
Canada Community-Building Fund (Federal Gas Tax)	-	10,000 ²	-	-	-	-	-	-
Federal Grant (Clean Fuels)	-	70,000 ²	-	-	-	-	-	-
Federal Grant (NRCan)	-	30	-	-	-	-	-	-
Debentures	-	129,300 ²	-	-	-	-	-	-
Capital Financing Subtotal	673	242,824	10,883	19,295	11,758	6,050	5,951	53,937
Total Capital Solid Waste Management	673	242,824	10,883	19,295	11,758	6,050	5,951	53,937
Total Capital Works Department	157,178	418,853	226,569	210,761	196,494	163,865	685,187	1,482,876

¹ Note that 2021 Budget amounts are restated to reflect reallocations for ICIP Projects approved in Report 2021-F-24

² Mixed Waste Pre-sort and Anaerobic Digestion Facility project and final financing strategy is subject to further future Council review and approval


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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

 Durham Budget		2022						
		2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031
Planning								
Capital Expenditures								
Information Technology	44	47	53	55	40	79	224	451
Capital Expenditure Subtotal	44	47	53	55	40	79	224	451
Capital Financing								
General Levy	44	47	53	55	40	79	224	451
Capital Financing Subtotal	44	47	53	55	40	79	224	451
Total Capital Planning	44	47	53	55	40	79	224	451
Economic Development and Tourism								
Capital Expenditures								
Information Technology	26	8	17	15	10	16	66	124
Vehicles	-	-	31	-	-	-	-	31
Capital Expenditure Subtotal	26	8	48	15	10	16	66	155
Capital Financing								
General Levy	26	8	48	15	10	16	66	155
Capital Financing Subtotal	26	8	48	15	10	16	66	155
Total Capital Economic Development and Tourism	26	8	48	15	10	16	66	155

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

 Durham Budget	2022		Forecast					Forecast Total
	Approved Budget	Proposed Budget	2023	2024	2025	2026	2027-2031	
Rapid Transit and Transit Oriented Development Office								
Capital Expenditures								
Information Technology	-	4	4	32	20	8	-	64
Capital Expenditure Subtotal	-	4	4	32	20	8	-	64
Capital Financing								
General Levy	-	4	4	32	20	8	-	64
Capital Financing Subtotal	-	4	4	32	20	8	-	64
Total Capital Rapid Transit and Transit Oriented Development Office	-	4	4	32	20	8	-	64
Total Capital Planning and Economic Development	70	59	105	102	70	103	290	670

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



2022

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
Public Health								
Capital Expenditures								
Machinery & Equipment	12	-	-	-	-	-	-	-
Information Technology	78	416	437	271	271	271	1,847	3,098
Furniture & Fixtures	27	10	-	-	-	-	-	-
Capital Expenditure Subtotal	117	426	437	271	271	271	1,847	3,098
Capital Financing								
General Levy	78	426	437	271	271	271	1,847	3,098
Subsidy / Grant	39	-	-	-	-	-	-	-
Capital Financing Subtotal	117	426	437	271	271	271	1,847	3,098
Total Capital Public Health	117	426	437	271	271	271	1,847	3,098
Region of Durham Paramedic Services								
Capital Expenditures								
Machinery & Equipment	358	544	2,240	94	1,075	94	2,812	6,315
Information Technology	284	337	478	35	200	38	725	1,476
Vehicles	2,020	2,929	1,869	2,149	1,869	2,212	10,886	18,985
Furniture & Fixtures	42	72	40	40	40	40	200	360
Capital Expenditure Subtotal	2,704	3,882	4,627	2,318	3,184	2,384	14,623	27,136
Capital Financing								
General Levy	2,098	2,487	2,387	2,106	2,109	2,172	11,614	20,388
Subsidy / Grant	434	1,011	-	-	-	-	-	-
Reserves / Reserve Funds	172	172	2,240	-	1,075	-	2,584	5,899
Development Charges - Residential	-	212	-	212	-	212	425	849
Capital Financing Subtotal	2,704	3,882	4,627	2,318	3,184	2,384	14,623	27,136
Total Capital Region of Durham Paramedic Services	2,704	3,882	4,627	2,318	3,184	2,384	14,623	27,136
Total Capital Health Department	2,821	4,308	5,064	2,589	3,455	2,655	16,470	30,234

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



2022

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
Children's Services								
Capital Expenditures								
Building & Structures	600	-	-	1,333	13	34	219	1,599
Machinery & Equipment	-	-	-	-	-	-	38	38
Information Technology	78	114	104	41	114	102	411	772
Furniture & Fixtures	35	-	17	17	17	34	144	229
Capital Expenditure Subtotal	713	114	121	1,391	144	170	812	2,638
Capital Financing								
General Levy	175	114	121	1,391	144	170	812	2,638
Subsidy / Grant	538	-	-	-	-	-	-	-
Capital Financing Subtotal	713	114	121	1,391	144	170	812	2,638
Total Capital Children's Services	713	114	121	1,391	144	170	812	2,638
Emergency Management and Program Support Services								
Capital Expenditures								
Information Technology	15	8	11	17	8	11	61	107
Capital Expenditure Subtotal	15	8	11	17	8	11	61	107
Capital Financing								
General Levy	15	8	11	17	8	11	61	107
Capital Financing Subtotal	15	8	11	17	8	11	61	107
Total Capital Emergency Management and Program Support Services	15	8	11	17	8	11	61	107

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



2022

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
Family Services								
Capital Expenditures								
Building & Structures	-	-	-	1,900	-	-	-	1,900
Information Technology	15	55	57	15	55	86	225	437
Capital Expenditure Subtotal	15	55	57	1,915	55	86	225	2,337
Capital Financing								
General Levy	15	55	57	218	55	86	225	640
Development Charges	-	-	-	547	-	-	-	547
Seaton Capital Reserve Fund	-	-	-	1,150	-	-	-	1,150
Capital Financing Subtotal	15	55	57	1,915	55	86	225	2,337
Total Capital Family Services	15	55	57	1,915	55	86	225	2,337
Housing Services								
Capital Expenditures								
Building & Structures	14,433	-	-	-	-	-	-	-
Information Technology	23	66	50	21	86	50	265	473
Capital Expenditure Subtotal	14,456	66	50	21	86	50	265	473
Capital Financing								
General Levy	23	35	50	21	36	50	164	321
Reserve / Reserve Funds	8,812	-	-	-	-	-	-	-
Subsidy / Grant	5,621	-	-	-	-	-	-	-
Other Financing	-	31	-	-	51	-	101	152
Capital Financing Subtotal	14,456	66	-	-	51	-	101	152
Total Capital Housing Services	14,456	66	50	21	86	50	265	473

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



2022

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
Social Assistance								
Capital Expenditures								
Building & Structures	-	-	60	6,400	-	-	20,000	26,460
Machinery & Equipment	-	57	50	-	-	-	-	50
Information Technology	449	428	202	494	382	325	2,075	3,478
Capital Expenditure Subtotal	449	485	312	6,894	382	325	22,075	29,988
Capital Financing								
General Levy	449	485	312	1,213	382	325	19,690	21,922
Development Charges	-	-	-	1,831	-	-	2,385	4,216
Seaton Capital Reserve Fund	-	-	-	3,850	-	-	-	3,850
Capital Financing Subtotal	449	485	312	6,894	382	325	22,075	29,988
Total Capital Social Assistance	449	485	312	6,894	382	325	22,075	29,988

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



**Durham
Budget**

2022

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
Long-Term Care and Services for Seniors								
Fairview Lodge Long-Term Care Home								
Capital Expenditures								
Machinery & Equipment	180	193	129	194	158	137	726	1,344
Information Technology	48	82	59	59	94	59	366	638
Furniture & Fixtures	-	10	10	14	14	14	38	90
Capital Expenditure Subtotal	229	285	198	267	266	210	1,130	2,072
Capital Financing								
Reserve/ Reserve Funds	-	56	-	-	-	-	-	-
Subsidy / Grant	60	-	-	-	-	-	-	-
General Levy	169	229	198	267	266	210	1,130	2,070
Capital Financing Subtotal	229	285	198	267	266	210	1,130	2,070
Total Capital Fairview Lodge Long-Term Care Home	229	285	198	267	266	210	1,130	2,072

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



2022

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
Hillsdale Estates Long-Term Care Home								
Capital Expenditures								
Machinery & Equipment	563	1,058	853	1,347	442	239	920	3,803
Information Technology	73	54	59	59	50	50	250	468
Furniture & Fixtures	13	-	60	60	60	60	250	490
Capital Expenditure Subtotal	649	1,112	973	1,467	552	349	1,420	4,761
Capital Financing								
Reserve/ Reserve Funds	-	559	-	-	-	-	-	-
Subsidy / Grant	400	-	-	-	-	-	-	-
General Levy	249	553	973	1,467	552	349	1,420	4,761
Capital Financing Subtotal	649	1,112	973	1,467	552	349	1,420	4,761
Total Capital Hillsdale Estates Long-Term Care Home	649	1,112	973	1,467	552	349	1,420	4,761
Hillsdale Terraces Long-Term Care Home								
Capital Expenditures								
Building & Structures	-	-	200	-	-	110	1,590	1,900
Machinery & Equipment	440	145	203	423	105	113	3,629	4,472
Information Technology	63	64	73	67	67	67	311	585
Furniture & Fixtures	3	-	15	-	-	-	-	15
Capital Expenditure Subtotal	505	209	491	490	172	290	5,530	6,972
Capital Financing								
Reserve/ Reserve Funds	-	77	-	-	-	-	-	-
Subsidy / Grant	360	-	-	-	-	-	-	-
General Levy	145	132	491	490	172	290	5,530	6,972
Capital Financing Subtotal	505	209	491	490	172	290	5,530	6,972
Total Capital Hillsdale Terraces Long-Term Care Home	505	209	491	490	172	290	5,530	6,972

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



	2022					Forecast			Forecast Total
	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031		
Lakeview Manor Long-Term Care Home									
Capital Expenditures									
Building & Structures	-	-	-	-	-	60	640	700	
Machinery & Equipment	277	231	133	259	87	72	370	921	
Information Technology	20	62	50	50	50	50	250	450	
Furniture & Fixtures	-	-	8	-	-	-	-	8	
Capital Expenditure Subtotal	297	293	191	309	137	182	1,260	2,079	
Capital Financing									
Reserve/ Reserve Funds	-	85	-	-	-	-	-	-	
Subsidy / Grant	173	-	-	-	-	-	-	-	
General Levy	124	208	191	309	137	182	1,260	2,079	
Capital Financing Subtotal	297	293	191	309	137	182	1,260	2,079	
Total Capital Lakeview Manor Long-Term Care Home	297	293	191	309	137	182	1,260	2,079	
Long-Term Care Administration									
Capital Expenditures									
Building and Structures	-	-	110,438	-	-	-	-	110,438	
Information Technology	9	28	12	5	20	20	55	112	
Furniture & Fixtures	0	-	-	-	-	-	-	-	
Capital Expenditure Subtotal	9	28	110,450	5	20	20	55	110,550	
Capital Financing									
Debenture - DC Funded	-	-	16,845	-	-	-	-	16,845	
Debenture - Subsidy	-	-	24,466	-	-	-	-	24,466	
Debenture - General Levy	-	-	58,602	-	-	-	-	58,602	
Subsidy / Grant	-	-	10,525	-	-	-	-	10,525	
General Levy	9	28	12	5	20	20	55	112	
Capital Financing Subtotal	9	28	110,450	5	20	20	55	110,550	
Total Capital Long-Term Care Administration	9	28	110,450	5	20	20	55	110,550	
Total Capital Social Services	17,337	2,655	112,853	12,775	1,823	1,693	32,832	161,976	

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

	2021	2022	Forecast				Forecast Total	
	Approved Budget	Proposed Budget	2023	2024	2025	2026		2027-2031
Office of the Regional Chair								
Capital Expenditures								
Information Technology	8	-	-	8	-	-	18	26
Furniture & Fixtures	-	5	5	5	5	5	25	45
Capital Expenditure Subtotal	8	5	5	13	5	5	43	71
Capital Financing								
General Levy	8	5	5	13	5	5	43	71
Capital Financing Subtotal	8	5	5	13	5	5	43	71
Total Capital Office of the Regional Chair	8	5	5	13	5	5	43	71

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

	2022		Forecast					Forecast Total
	2021 Restated Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	
Office of the Chief Administrative Officer								
Capital Expenditures								
Information Technology	48	32	40	84	28	40	264	456
Furniture & Fixtures	6	6	6	6	6	6	29	53
Capital Expenditure Subtotal	54	38	46	90	34	46	293	509
Capital Financing								
General Levy	54	38	46	90	34	46	293	509
Capital Financing Subtotal	54	38	46	90	34	46	293	509
Total Capital Office of the Chief Administrative Officer	54	38	46	90	34	46	293	509

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



	2021	2022	Forecast				Forecast Total
			2023	2024	2025	2026	2027-2031
Human Resources							
Capital Expenditures							
Machinery & Equipment	-	-	-	25	25	-	50
Information Technology	48	43	52	6	27	52	117
Furniture & Fixtures		3	-	-	-	-	-
Capital Expenditure Subtotal	48	46	52	31	52	52	167
Capital Financing							
General Levy	48	46	52	31	52	52	167
Capital Financing Subtotal	48	46	52	31	52	52	167
Total Capital Human Resources	48	46	52	31	52	52	167
Information Technology							
Capital Expenditures							
Machinery & Equipment	187	-	-	-	-	-	-
Information Technology	110	72	350	205	68	65	696
Furniture & Fixtures	15	6	-	-	-	-	-
Capital Expenditure Subtotal	312	78	350	205	68	65	696
Capital Financing							
General Levy	312	79	350	205	68	65	696
Capital Financing Subtotal	312	79	350	205	68	65	696
Total Capital Information Technology	312	78	350	205	68	65	696

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

2022



	2021	2022	Forecast				Forecast Total
			2023	2024	2025	2026	2027-2031
Service Durham							
Capital Expenditures							
Information Technology	100	100	400	-	-	-	400
Furniture & Fixtures		300	-	-	-	-	-
Capital Expenditure Subtotal	100	400	400	-	-	-	400
Capital Financing							
Innovation and Modernization Reserve Fund	100	400	400	-	-	-	400
Capital Financing Subtotal	100	400	400	-	-	-	400
Total Capital Service Durham	100	400	400	-	-	-	400
Legal Services							
Capital Expenditures							
Information Technology	12	32	7	-	22	7	50
Furniture & Fixtures		9	-	-	-	-	-
Capital Expenditure Subtotal	12	41	7	-	22	7	50
Capital Financing							
General Levy	12	40	7	-	22	7	50
Capital Financing Subtotal	12	40	7	-	22	7	50
Total Capital Legal Services	12	41	7	-	22	7	50

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

2022	2021 Approved Budget	2022 Proposed Budget	Forecast				Forecast Total	
			2023	2024	2025	2026		2027-2031
Durham OneNet Inc.								
Capital Expenditures								
Information Technology Infrastructure	-	6,728	14,500	14,500	15,200	11,100	17,700	73,000
Capital Expenditure Subtotal	-	6,728	14,500	14,500	15,200	11,100	17,700	73,000
Capital Financing								
Capital Impact Stabilization Reserve Fund*	-	2,128	12,500	14,500	15,200	11,100	17,700	71,000
Canada Community-Building Fund	-	3,000	-	-	-	-	-	-
Grant	-	1,600	2,000	-	-	-	-	2,000
Capital Financing Subtotal	-	6,728	14,500	14,500	15,200	11,100	17,700	73,000
Total Capital Durham OneNet Inc.	-	6,728	14,500	14,500	15,200	11,100	17,700	73,000

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* The Capital Forecast identifies financing from the Capital Impact Stabilization Reserve Fund; it is anticipated that significant grant funds will be applied each year as opportunities arise and partnerships with internet service providers are developed.

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



2022

2021
Approved
Budget

2022
Proposed
Budget

Forecast

Forecast
Total

2023

2024

2025

2026

2027-2031

Finance Department

Capital Expenditures

Machinery & Equipment	-	-	-	-	-	-	40	40
Information Technology	118	193	111	112	112	111	556	1,002
Vehicles	-	-	50	-	50	-	165	265
Capital Expenditure Subtotal	118	193	161	112	162	111	761	1,307

Capital Financing


General Levy	118	193	111	112	112	111	596	1,042
Reserve Fund	-	-	50	-	50	-	165	265
Capital Financing Subtotal	118	193	161	112	162	111	761	1,307

Total Capital Finance Department

	118	193	161	112	162	111	761	1,307
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Financial Details: Summary of Capital (\$,000's)

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

 Durham Budget 2022	2021	2022	Forecast					Forecast Total
	Approved Budget	Proposed Budget	2023	2024	2025	2026	2027-2031	
9-1-1 Emergency Service System								
Capital Expenditures								
Information Technology	-	303	73	10	253	269	530	1,135
Capital Expenditure Subtotal	-	303	73	10	253	269	530	1,135
Capital Financing								
Reserves / Reserve Funds	-	303	73	-	253	269	520	1,115
General Levy	-	-	-	10	-	-	10	20
Capital Financing Subtotal	-	303	73	10	253	269	530	1,135
Total Capital 9-1-1 Emergency Service System	-	303	73	10	253	269	530	1,135

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects



**Durham
Budget**

2022

	2021 Approved Budget	2022 Proposed Budget	2023	2024	2025	2026	2027-2031	Forecast Total
Durham Regional Local Housing Corporation								
Capital Expenditures								
Building & Structures	5,940	25,591 *	18,138	10,358	7,257	4,952	14,257	54,962
Machinery & Equipment	-	-	-	10	-	10	-	20
Vehicles	60	80	-	-	-	-	-	-
Capital Expenditure Subtotal	6,000	25,671	18,138	10,368	7,257	4,962	14,257	54,982
Capital Financing								
General Levy	6,000	4,729 *	18,138	10,368	7,257	4,962	14,257	54,982
Canada Community-Building Fund (Federal Gas Tax)	-	6,800 *	-	-	-	-	-	-
Grant	-	5,465 *	-	-	-	-	-	-
Debentures	-	5,000 *	-	-	-	-	-	-
Other Financing	-	2,677 *	-	-	-	-	-	-
Climate Change Mitigation Reserve Fund	-	1,000 *	-	-	-	-	-	-
Capital Financing Subtotal	6,000	25,671	18,138	10,368	7,257	4,962	14,257	54,982
Total Capital	6,000	25,671	18,138	10,368	7,257	4,962	14,257	54,982
Durham Regional Local Housing Corporation								

* Approval of the Harwood, Green, Faylee, Colborne - Senior's Housing Energy Efficiency Retrofits project is contingent on receipt of Federal financing under the Federation of Canadian Municipalities' (FCM) Green Municipal Fund (GMF) Sustainable Affordable Housing Program

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

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

	2021		2022		Forecast					Forecast Total
	Approved Budget	Proposed Budget	2023	2024	2025	2026	2027-2031			
Regional Headquarters										
Capital Expenditures										
Building & Structures	5,801	9,163	9,216	8,445	9,957	10,046	11,829	49,493		
Machinery & Equipment	-	-	404	478	1,497	600	1,680	4,659		
Capital Expenditure Subtotal	5,801	9,163	9,620	8,923	11,454	10,646	13,509	54,152		
Capital Financing										
General Levy	1,250	2,163	1,620	923	3,454	1,646	3,409	11,052		
Capital Project Reserve	4,000	-	-	-	-	-	-	-		
Capital Impact Stabilization Reserve Fund	-	7,000	6,466	6,466	6,466	7,274	8,162	34,834		
Water Rate Stabilization Reserve Fund	-	-	767	767	767	863	969	4,133		
Sewer Rate Stabilization Reserve Fund	-	-	767	767	767	863	969	4,133		
Subsidy / Grant	551	-	-	-	-	-	-	-		
Capital Financing Subtotal	5,801	9,163	9,620	8,923	11,454	10,646	13,509	54,152		
Total Capital Regional Headquarters	5,801	9,163	9,620	8,923	11,454	10,646	13,509	54,152		

Attachment #5: Summary of the use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds in the proposed 2022 Property Tax Supported Business Plans and Budgets



Financing Source	Amount (\$)
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Office of the Chief Administrative Officer

Intercultural Development Assessment, Employee Census and Employment Systems Review

Operating Impact Stabilization Reserve Fund

100,000

9-1-1 Emergency Service System

Upgrade Komutel Software NG911

Capital Project Reserve

303,384

Corporate Services

Electronic Documents Management Project
myDurham 311 Project

Innovation and Modernization Initiatives Reserve Fund
Innovation and Modernization Initiatives Reserve Fund

250,000
1,865,162

Finance Department

Technology and Cyber Security Risk Management Program
Insurance Services

Insurance Reserve Fund
Insurance Reserve Fund

169,677
200,501

Corporate Items

Durham College – Skilled Trades Centre –
Durham Region Community Investment Grant

Durham Region Healthcare Institution Reserve Fund

600,000

Specialized services to support gravel pit assessment appeals

Assessment Appeal Reserve Fund

200,000

Farm 9-1-1 Program

Operating Impact Stabilization Reserve Fund

100,000

Project Woodward

Economic Development Reserve Fund

425,000

Municipal Election

Operating Impact Stabilization Reserve Fund

129,700

Technology and Cyber Security Risk Management Project

Insurance Reserve Fund

150,000

Modernization and Enhancement of Corporate Systems

Capital Project Reserve

500,000

Enterprise Maintenance Management

Capital Project Reserve

826,555

Durham Regional Local Housing Corporation

Senior's Housing Energy Efficiency Retrofits –
Harwood, Green, Faylee Colbourne

Canada Community-Building Fund (Federal Gas Tax)

6,800,000

Senior's Housing Energy Efficiency Retrofits –
Harwood, Green, Faylee Colbourne

Climate Mitigation and Environmental Initiatives Reserve Fund

1,000,000


Attachment #5: Summary of the use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds in the proposed 2022 Property Tax Supported Business Plans and Budgets



Financing Source	Amount (\$)
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Works Department	Financing Source	Amount (\$)
Roads Capital Project	Development Charges	67,487,951
Roads Capital Project	Federal Gas Tax	15,116,512
Roads Capital Project	Regional Roads Levy	10,259,756
Roads Capital Project	Roads Rehab Reserve Fund	27,210,000
Roads Capital Project	Bridge Rehab Reserve Fund	5,525,000
Roads Capital Project	Vision Zero Reserve Fund	725,000
Roads Capital Project	Transit Capital Reserve Fund	3,604,180
Operations	Durham Regional Forest Reserve Fund	9,048
15,000 lb Hoist – Sunderland Depot	Equipment Replacement Reserve	27,450
Fleet Replacement	Equipment Replacement Reserve	5,155,000
Materials Testing Lab	Capital Impact Stabilization Reserve Fund	932,223
101 Consumers Drive – Facility Optimization and Energy Efficiency Improvements	Capital Impact Stabilization Reserve Fund	8,389,868
Comprehensive Building Condition Assessments and Level 3 Energy Audits for Facilities	Capital Impact Stabilization Reserve Fund	2,500,000
New Locker/Change Room Facility – Ajax, Sunderland and Scugog Depots	Capital Impact Stabilization Reserve Fund	129,999
Emergency Standby Generator	Capital Impact Stabilization Reserve Fund	245,000
Anerobic Digestion/Pre-sort Facility (subject to further Council approval)	Capital Impact Stabilization Reserve Fund	32,700,000
Anerobic Digestion/Pre-sort Facility (subject to further Council approval)	Waste Management Reserve Fund	
	Canada Community-Building Fund (Federal Gas Tax)	10,000,000
Durham Region Transit		
Transit Capital Program	Development Charges	1,944,800
Transit Capital Program	Canada Community-Building Fund (Federal Gas Tax)	2,100,000
Transit Capital Program	Provincial Gas Tax	5,879,704
Operations and Various one-time Transit Studies and Initiatives	Provincial Gas Tax	3,644,111
Retiree Benefits	Sick Leave Reserve	420,000

Attachment #5: Summary of the use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds in the proposed 2022 Property Tax Supported Business Plans and Budgets

		Financing Source	Amount (\$)
Regional Headquarters			
	RHQ Optimization	Capital Impact Stabilization Reserve Fund	7,000,000
Planning and Economic Development			
	Transit Oriented Development	Operating Impact Stabilization Reserve Fund	75,000
Social Services - Housing Services			
	Regional Investment in Homelessness Supports	Operating Impact Stabilization Reserve Fund	700,000
Social Services - Long-Term Care			
	Various Capital Equipment	Capital Impact Stabilization Reserve Fund	777,909
Health Department			
	Ambulance, cost, defibrillator	Development Charges	212,256
	Scoop Stretchers	Capital Project Reserve	172,000
Durham OneNet Inc.			
	Broadband Capital	Canada Community-Building Fund (Federal Gas Tax)	3,000,000
	Broadband Operations	Operating Impact Stabilization Reserve Fund	1,104,408
	Broadband Capital	Capital Impact Stabilization Reserve Fund	2,128,000
Durham Regional Police Service			
	Various One-time Capital	Police Capital Reserve	403,700
	Helicopter Maintenance Costs	Capital Project Reserve	826,116
Total Use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds			234,024,970