



The Regional Municipality of Durham

Finance & Administration Committee Agenda

Council Chambers
Regional Headquarters Building
605 Rossland Road East, Whitby

Tuesday, July 14, 2020

9:30 AM

Please note: In an effort to help mitigate the spread of COVID-19, and to generally comply with the direction from the Government of Ontario whereby all organized public events of more than five people are prohibited, 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 – June 9, 2020

Pages 4 - 13

4. Statutory Public Meetings

There are no statutory public meetings

5. Delegations

- 5.1 Rocco Tullio, Owner of the Oshawa Generals, and Roger Hunt, VP and General Manager re: Bid to Bring the 2021 Memorial Cup to Oshawa

6. Presentations

- 6.1 Arend Wakeford, Senior Solicitor re: Delegation of Authority By-law (the "Delegation By-law") (2020-A-14) [Item 7.2 A]
- 6.2 K.C. Chakravarthy, Chief Information Officer re: myDurham 311 (2020-A-16) [Item 7.2 C]

7. Administration

7.1 Correspondence

7.2 Reports

- A) Delegation of Authority By-law (the "Delegation By-law") (2020-A-14) 14 - 53
- B) Appointment of Member of the Durham Region Roundtable on Climate Change (DRRCC) (2020-A-15) 54 - 56
- C) myDurham 311 (2020-A-16) 57 - 65

8. Finance

8.1 Correspondence

8.2 Reports

There are no Finance Reports to consider

9. Reports from Other Standing Committees

9.1 Health and Social Services Committee

- A) Expedited Supportive Housing Development (2020-SS-9) 66 - 67
- B) Motion to Add Staff for Mental Health Support Unit in 2021 Regional Budget 68 - 69

10. Advisory Committee Resolutions

10.1 9-1-1 Management Board

- A) Resolution re: 911 Misdials 70

Recommendation: Approval and subsequent recommendation to Regional Council

11. Confidential Matters

There are no confidential matters to be considered

12. Other Business

13. Date of Next Meeting

Tuesday, September 15, 2020 at 9:30 AM

14. Adjournment

Notice regarding collection, use and disclosure of personal information:

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The Regional Municipality of Durham

MINUTES

FINANCE & ADMINISTRATION COMMITTEE

Tuesday, June 9, 2020

A regular meeting of the Finance & Administration Committee was held on Tuesday, June 9, 2020 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, except Councillor Foster and Regional Chair Henry, participated electronically**

Also
Present: Councillor Highet

Staff
Present: E. Baxter-Trahair, Chief Administrative Officer
S. Austin, Director of Strategic Initiatives
D. Beaton, Commissioner of Corporate Services
B. Bridgeman, Commissioner of Planning & Economic Development
J. Demanuele, Director of Business Services
W. Holmes, General Manager, DRT
J. Hunt, Director, Legal Services, Corporate Services – Legal
R. Inacio, Systems Support Specialist, Corporate Services – IT
I. McVey, Manager of Sustainability
N. Pincombe, Director of Business Planning, Budgets and Risk Management
M. Simpson, Director, Financial Planning & Purchasing
N. Taylor, Commissioner of Finance
L. Fleury, Legislative Officer, Corporate Services – Legislative Services
T. Fraser, Committee Clerk, Corporate Services – Legislative Services

2. Declarations of Interest

There were no declarations of interest.

3. Adoption of Minutes

Moved by Councillor Collier, Seconded by Councillor Mulcahy,
(44) That the minutes of the regular Finance & Administration Committee meeting held on Tuesday, March 10, 2020, be adopted.

CARRIED

4. Statutory Public Meetings

There were no statutory public meetings.

5. Delegations

5.1 Adeline Cohen, on behalf of Fridays for Future Whitby, re: Residential Energy Retrofit – Durham Home Energy Savings Program (2020-A-12) and Climate Mitigation and Environmental Initiatives Reserve Fund Investment Plan (2020-A-13)

Adeline Cohen appeared on behalf of Fridays for Future Whitby with respect to the Residential Energy Retrofit – Durham Home Energy Savings Program (Report #2020-A-12) and Climate Mitigation and Environmental Initiatives Reserve Fund Investment Plan (Report #2020-A-13). She advised that Fridays for Future Whitby are in support of the recommendations in both reports.

A. Cohen noted that in January of 2020, Regional Council declared a climate emergency, which was an important first step towards serious action against climate change. She added that the Residential Energy Retrofit – Durham Home Energy Savings Program and Environmental Initiatives Reserve Fund Investment Plan are the second steps.

A. Cohen stated that the program is good for the environment and the economy. She added that it will reduce greenhouse gas emissions and generate jobs and experience for skilled trades workers.

A. Cohen suggested that the Region partner with the Mississaugas of Scugog Island First Nation as they have invaluable indigenous knowledge and could help the Region implement effective stewardship strategies

A. Cohen stated that the community wants programs like these and many people were discouraged to hear that the MicroFIT program was ending. She added that this program and investment may help reduce the cost barriers faced by residents who want to implement energy savings and make their homes more sustainable.

6. Presentations

- 6.1 Sandra Austin, Director, Strategic Initiatives and Ian McVey, Manager of Sustainability re: Residential Energy Retrofit – Durham Home Energy Savings Program (2020-A-12) and Climate Mitigation and Environmental Initiatives Reserve Fund Investment Plan (2020-A-13)
-

Sandra Austin, Director, Strategic Initiatives and Ian McVey, Manager of Sustainability provided a presentation with respect to Residential Energy Retrofit – Durham Home Energy Savings Program (2020-A-12) and Climate Mitigation and Environmental Initiatives Reserve Fund Investment Plan (2020-A-13).

Highlights of their presentation with respect to Residential Energy Retrofit – Durham Home Energy Savings Program, Report 2020-A-12 included:

- Background
 - Regional Alignment
 - Provincial/Federal Government Alignment
- The Program
- Durham Home Energy Savings Program Overview
- Proposed Implementation Timeline
- Program Partners
- Program Supporters
- Proposed Financial Framework over 4 years
- Anticipated Program Outcomes for 2021 to 2024

Highlights of their presentation with respect to Climate and Environmental Initiatives Reserve Fund, Report 2020-A-13 included:

- Background
- Proposed Outcome-based Principles
- Recommended Allocation by Project Category

7. Administration

7.1 Correspondence

7.2 Reports

- A) Residential Energy Retrofit – Durham Home Energy Savings Program (2020-A-12)
-

Report #2020-A-12 from E. Baxter-Trahair, Chief Administrative Officer, was received.

Staff responded to questions with respect to: the FCM Community Efficiency Financing Program; sustaining the reserve fund in future years; partnering with Elexicon; the average cost to retrofit homes; the availability of grants or incentives

for homeowners; the energy audit process; the involvement of Conservation Authorities; whether Hydro One will be a partner; and the role of the First Nations.

Moved by Regional Chair Henry, Seconded by Councillor Mulcahy,
(45) That we recommend to Council:

- A) That Regional Council endorse the Durham Home Energy Savings Program, to be funded as part of the overall climate change initiatives recommended in companion Report #2020-A-13, which includes:
 - i) The implementation of a comprehensive region-wide residential energy efficiency knowledge to action campaign and web-based engagement platform;
 - ii) The establishment of a home energy coach service to provide one-on-one support to homeowners as they move through the complex process of implementing a home energy retrofit project; and,
 - iii) The creation of a voluntary financing offer for eligible program participants in partnership with local utility partners and other third-party capital providers;
- B) That Regional Council direct the Chief Administrative Officer to enter into all necessary agreements with local utility partners, Natural Resources Canada, the Federation of Canadian Municipalities, and other partners, in forms satisfactory to the Regional Solicitor and Commissioner of Finance, to support joint implementation of the Program, as required; and
- C) That Report #2020-A-12 of the Chief Administrative Officer and associated resolution(s) be forwarded to local area municipalities, the Ministry of Municipal Affairs and Housing, the Ministry of Energy, Natural Resources Canada, and the Federation of Canadian Municipalities for information.

CARRIED

B) Climate Mitigation and Environmental Initiatives Reserve Fund Investment Plan (2020-A-13)

Report #2020-A-13 from E. Baxter-Trahair, Chief Administrative Officer, was received.

Staff responded to questions with respect to how climate mitigation efforts are being received by the building industry and whether water efficiency/conservation initiatives are still a focus.

Moved by Regional Chair Henry, Seconded by Councillor Mulcahy,
(46) That we recommend to Council:

- A) That Regional Council approve general allocations in the total amount of \$5.0 million from the Climate Mitigation and Environmental Initiatives Reserve Fund to the priority project categories outlined as follows:
 - i) High-performance new buildings (Regional portfolio) - \$1.5 million;
 - ii) Deep energy retrofits of existing buildings (Regional portfolio) - \$2.5 million;
 - iv) Deep energy retrofits of existing buildings (Community-wide) - \$350,000;
 - v) Region-wide nature-based climate solutions - \$500,000;
 - vi) Adaptation vulnerability and risk assessments - \$150,000;
- B) That the Chief Administrative Officer and Commissioner of Finance be authorized to determine specific project funding allocations within the recommended allocation of \$5.0 million using the outcome-based principles described in Report #2020-A-13 of the Chief Administrative Officer.

CARRIED

8. Finance

8.1 Correspondence

- A) Correspondence from Building Industry and Land Development Association re: Report #2020-F-14: Final Recommendations Regarding Amendments to Regional Residential and Non-residential Development Charges By-law No. 28-2018

Moved by Regional Chair Henry, Seconded by Councillor Leahy,

- (47) That the Correspondence from the Building Industry and Land Development Association re: Report #2020-F-14: Final Recommendations Regarding Amendments to Regional Residential and Non-Residential Development Charges By-law No. 28-2018, be referred to consideration of Report #2020-F-14.

CARRIED

8.2 Reports

- A) 2020/2021 Annual Risk Management and Insurance Report (2020-F-12)

Report #2020-F-12 from N. Taylor, Commissioner of Finance, was received.

Staff responded to questions with respect to the availability of insurance discounts for municipalities as a result of COVID-19.

Moved by Councillor Nicholson, Seconded by Councillor Drew,

- (48) That we recommend to Council:

- A) That the Commissioner of Finance be authorized to enter into a contract of insurance with Frank Cowan Company for non-pooled insurance coverages specific to Durham Region for cyber insurance, aviation policies for the Region's drones and Durham Regional Police Service's helicopter and drone for the period July 1, 2020 to June 30, 2021 at an estimated cost of \$144,850 plus applicable taxes;
- B) That the Commissioner of Finance be authorized to enter into a contract of insurance with Frank Cowan Company for insurance coverages related to Durham Region Transit for the period July 1, 2020 to June 30, 2021 at an estimated cost of \$1,909,646 plus applicable taxes;
- C) That the Commissioner of Finance be authorized to secure and finalize the property insurance placement for the period July 1, 2020 to July 1, 2021 for Duffin Creek Water Pollution Control Plant;
- D) That the Commissioner of Finance be authorized to retain consulting services for the continued implementation of a fulsome Enterprise Risk Management Framework at the Region of Durham at a cost not to exceed \$75,000 to be funded from the Region's Insurance Reserve Fund; and
- E) That the fundamentals of the Region's Risk Management Program continue to be supported in principle to ensure that the Region's assets are adequately protected and to ensure the financial stability of the Region.

CARRIED

B) 2020 Provincially Mandated Business Protection Program (Capping Program) (2020-F-13)

Report #2020-F-13 from N. Taylor, Commissioner of Finance, was received.

Moved by Councillor Collier, Seconded by Councillor Leahy,
(49) That we recommend to Council:

- A) That for the 2020 mandated Provincial Business Protection Program (Capping Program) the Region of Durham authorizes the exit of the multi-residential and broad industrial property tax classes from the program in accordance with Provincial legislation;

- B) That for the 2020 mandated Provincial Business Protection Program (Capping Program), the Region of Durham adopt the following municipal capping options for the broad commercial property tax class, consistent with options selected for 2019, in an effort to expedite the achievement of full Current Value Assessment (CVA) level taxation in the broad commercial property tax class:
- i) Set the minimum annual increase at 10 per cent of total CVA level property taxation for properties that are provided protection;
 - ii) Set the maximum percentage increase in property taxation due to reassessment at 10 per cent of the previous year's taxes;
 - iii) Set the "billing" increase threshold at \$500, such that any capped property components whose taxation amount under the mandated Provincial Business Protection Program is within \$500 of its CVA level taxation be required to pay its full CVA property taxation amount;
 - iv) Permanently exclude any property components from the Capping Program if the property component was at CVA level taxation in 2019 or 2020 or moves from a "clawback" to a "capped" property in 2020;
 - v) Include any property components in the Capping Program if the property component moves from a "capped" to a "clawback" property in 2020;
 - vi) Exclude the 2016 reassessment related increases from the capping calculations; and
 - vii) Continue the phase-out of the Capping Program over four year (2018-2021) for the broad commercial property tax class such that this property tax class will automatically exit the program in 2021;
- C) That the cost of capping reassessment property tax increases, pursuant to the 2020 mandated Provincial Business Protection Program, be financed by withholding a portion of the reassessment related decreases owing to other properties within the corresponding broad property tax class; and
- D) That approval be granted for the requisite by-laws for the 2020 Provincial Business Protection Program.

CARRIED

- C) Final Recommendations Regarding Amendments to Regional Residential and Non-residential Development Charges By-law No. 28-2018 (2020-F-14)

Report #2020-F-14 from N. Taylor, Commissioner of Finance, was received.

Moved by Councillor Collier, Seconded by Councillor Leahy,
(50) That we recommend to Council:

That the proposed amendments to Regional Development Charge Residential and Non-residential By-law No. 28-2018 to waive the annual indexing in the April 24, 2020 Background Study not be adopted.

CARRIED

D) Final Recommendations Regarding Amendments to Regional Transit Development Charges By-law No. 81-2017 (2020-F-15)

Report #2020-F-15 from N. Taylor, Commissioner of Finance, was received.

Moved by Councillor Collier, Seconded by Councillor Leahy,
(51) That we recommend to Council:

That the proposed amendments to Regional Transit Development Charge By-law No. 81-2017 to waive the annual indexing included in the April 24, 2020 Background Study not be adopted.

CARRIED

E) Request for Regional Financial Assistance under the Regional Revitalization Program for the Whitby Firehall Redevelopment (Station No. 3) by Brookfield Residential located at 201, 209 and 211 Brock Street South and 208 Green Street in the Town of Whitby (2020-F-16)

Report #2020-F-16 from N. Taylor, Commissioner of Finance, was received.

Moved by Councillor Collier, Seconded by Councillor Mulcahy,
(52) That we recommend to Council:

A) That the application submitted by the Town of Whitby, on behalf of Brookfield Residential, under the Regional Revitalization Program (RRP), requesting Regional financial assistance for the Whitby Firehall Redevelopment (Station No. 3) located at 201, 209 and 211 Brock Street South and 208 Green Street in the Town of Whitby be approved, subject to the following conditions:

i) The Region to provide \$625,580 for the development, with funding provided from the Regional Revitalization Reserve Fund and transferred to the Town of Whitby for distribution to Brookfield Residential, in accordance with the timing and flow of funds under the RRP:

Full building permit issued to Brookfield Residential 50%

Framing inspection (or equivalent structural completion),
passed by the area municipal building inspection authority 40%

Occupancy permit received from the area municipal building
authority or passed pre-occupancy inspection of
those municipalities which do not issue an 10%

occupancy permit;

- ii) Brookfield Residential must pay all applicable Regional Development Charges due at building permit issuance;
 - iii) Brookfield Residential enter into a servicing agreement to construct new water and sewer connections and abandon old connections at an estimated cost of \$80,000;
 - iv) All costs associated with works for the development of the lands will be borne by the developer, Brookfield Residential, in keeping with Regional policies;
 - v) Satisfying any performance criteria outlined in agreements between the Town of Whitby and Brookfield Residential in regard to incentives (financial or other) provided under the Downtown Whitby Community Improvement Plan and applicable Town By-laws;
 - vi) The Town of Whitby enter into an agreement with the Region that outlines the terms and conditions for Regional financial assistance to ensure accountability for Regional funding;
 - vii) The Town of Whitby agrees to annual post-project reviews and audits for five years after substantial occupancy of the development of lands, in conjunction with the Region, to provide accountability and ensure effective utilization of Regional resources; and,
- B) That as per the RRP, the increased property tax revenue generated from the increased current value assessment of the development project in the Town of Whitby be used to replenish the Regional Revitalization Reserve Fund for approximately five years after substantial occupancy.

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 Cyber Security Training

Chair Foster suggested that cyber security training for members of Council be considered.

12. Date of Next Meeting

The next regularly scheduled Finance & Administration Committee meeting will be held on Tuesday, July 14, 2020 at 9:30 AM in Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

13. Adjournment

Moved by Councillor Leahy, Seconded by Councillor Collier,
(53) That the meeting be adjourned.

CARRIED

The meeting adjourned at 10:37 AM

Respectfully submitted,

A. Foster, Chair

L. Fleury, Legislative Officer



The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Chief Administrative Officer
Report: #2020 -A-14
Date: July 14, 2020

Subject:

Delegation of Authority By-law (the “Delegation By-law”).

Recommendation:

That the Finance and Administration Committee recommends to Regional Council:

- A) That the Delegation By-law, in the form included as Attachment #1, be passed; and
 - B) That Regional staff be authorized to execute such documents and carry out such tasks as may be required to give effect to the Delegation By-law as indicated in the form included as Attachment #1.
-

Report:

1. Purpose

- 1.1 The purpose of this report is to enact a by-law which delegates authority of certain powers of Regional Council to specified senior Regional staff with restrictions and reporting obligations.

2. Background

- 2.1 Being creatures of statute, the composition, structure, powers and responsibilities of municipalities in Ontario are governed by the *Municipal Act, 2001*, S.O. 2001, c.25, as amended (the “Municipal Act”). In accordance with the Municipal Act, all powers, rights and responsibilities of a municipality shall be exercised by the municipality’s council and shall be done by way of by-law.

- 2.2 Section 23.1(1) of the Municipal Act provides for a municipality to delegate its powers and duties under that or any other Act to a person or body subject to certain restrictions. One of the restrictions is found in subsection 23.1(2)1 of the Municipal Act which states that a delegation may be revoked at any time without notice unless the delegation by-law specifically limits the municipality's power to revoke the delegation.
- 2.3 The City of Toronto as well as the regional municipalities of York, Peel, Halton, Niagara and Waterloo have all passed delegation or execution of documents by-laws which delegate powers to staff including their CAOs and Commissioners (or equivalents).
- 2.4 Other than some limited delegation of powers in the Region's Purchasing By-law and the execution of routine documents such as subdivision agreements, the Region is out of step with other municipalities with regard to the delegation of specific powers from Regional Council to senior administration. Further, the current delegations of authority which do exist are difficult to administer because they are located across various by-laws, policies and resolutions of Council. By moving toward a uniform comprehensive delegation by-law, the Region will have a more transparent and efficient tool and will normalize the many day-to-day functions the Region is already performing.
- 2.5 A delegation by-law is used to provide clear and explicit authority for Commissioners and their staff to carry out duties within their current job descriptions. Second, it provides authority of Commissioners and their staff to deal with routine matters which are currently being brought before Regional Council. Third, it provides a transparent outline of the duties being carried out by staff on behalf of Regional Council.
- 2.6 As is required by subsection 23.2(4) of the Municipal Act, any legislative powers delegated pursuant to the Delegation By-law are of a minor nature having regard to the number of people, the size of geographic area, and the time period affected by the exercise of each such power.

3. Proposed Powers and Authority Delegated to Regional Staff

General

- 3.1 The powers and authority under the "General" heading in the Delegation By-law are proposed to be delegated to the Commissioners to allow them to carry out tasks required for the day to day operations of the Region. These powers are for matters that are administrative in nature and have limited to no financial implications.

- 3.2 The Delegation By-law will provide the Commissioners authority over Regional human resources. This authority will include hiring and terminating Regional staff, appointing building code inspectors, appointing by-law enforcement officers, appointing an Acting Medical Officer of Health when the Medical Officer of Health is absent, and appointing acting Commissioners for periods of less than 6 **months**.
- 3.3 The Delegation By-law also will delegate to the Commissioners authority over information in the possession of the Region, including authority to execute confidentiality agreements, release information pursuant to applicable privacy laws, execute licensing agreements for Regional trademarks and copyright material, and execute data sharing agreements.
- 3.4 The Delegation By-law will delegate authority to the Commissioners to take steps necessary to implement programs and projects that were encompassed within a Council approved budget including the authority to execute an agreement with a government agency or third party for the implementation of a project or program, settle expropriation matters for approved projects, release conditions of an agreement where conditions have been fulfilled and issue an acknowledgement of terms of an agreement.
- 3.5 The Delegation By-law will delegate authority to the Director of Legal Services to take certain steps in legal proceedings. Legal proceedings typically have stringent time requirements, which require steps being taken in short order. The Director of Legal Services will be working in coordination with Regional staff and have authority to take procedural steps to initiate and defend civil litigation claims, execute settlements and releases where the funds are within a Council approved budget and less than \$250,000, and attend proceedings at administrative tribunals such as the Local Planning Appeal Tribunal.
- 3.6 The Region's Internal Audit Division of the Finance Department will, on a select basis, review the underlying processes to support the delegations in order to determine overall compliance and best practice.

Finance

- 3.7 The powers and authority under the "Finance" heading in the Delegation By-law are to be delegated to the Commissioner of Finance or their delegate to allow them to carry out tasks required to implement Council approved budgets and address administrative financial matters. Many of these are minor in nature but assist greatly in providing enhanced service delivery. Council has approved a new Purchasing By-law as well as a new Budget Management Policy which contains the bulk of delegated authority with respect to financial matters and this section of the Delegation By-law is complementary. Those delegations are not repeated in this by-law but rather referenced in order to streamline both the source of the delegations as well as future updates.

- 3.8 The Delegation By-law will delegate authority to the Commissioner of Finance to address matters that have small financial implications to the Region including authority to extend payment terms on outstanding accounts, collect on outstanding accounts, write off unpaid accounts for amounts less than limits noted.
- 3.9 The Delegation By-law clarifies the role with respect to authorities for actions covered by the Durham Municipal Insurance Pool through approved Subscribers Agreements with all Municipal Members of the Pool.
- 3.10 The Delegation By-law provides for the authority to enter into a contract for the services of a fiscal agent, legal services and clearing and depository services to handle the Region's debenture issues in accordance with very prescriptive required processes.
- 3.11 The By-law includes the authority to execute early payment agreements of development charges in accordance with Section 27 of the Development Charges Act where requested by the proponent.

Works

- 3.12 The powers and authority under the "Works" heading in the Delegation By-law are to be delegated to the Commissioner of Works or their delegate to allow them to carry out tasks required to implement projects and programs encompassed in Council approved budgets and address routine matters at Regional properties and for Regional infrastructure.
- 3.13 The Delegation By-law will delegate authority to the Commissioner of Works to address matters on Regional roads, including temporarily closing roads for social or community events, railway crossing improvements, and safety reasons. The Commissioner of Works will also have the authority to issue permits under the *Highway Traffic Act*, establish reduced load periods on Regional roads, designate construction zones, and amend the Traffic by-law as required.
- 3.14 The Commissioner of Works will have authority to address minor matters affecting Regional properties, such as the permitting of public art, agreements for access or encroachment on Regional lands, installation of utilities and telecommunication infrastructure on Regional lands, installation of trees on Regional lands, preparing appraisal reports for the acquisition or disposition of land, and executing real estate agreements for transfers, easements, and options for lands that are part of a project encompassed within the Council approved budget.
- 3.15 The Commissioner of Works will also have authority and powers required to advance development matters, including executing agreements for conveyances of land for road widenings as a condition of developmental approval, executing sewer surcharge agreements, execute standard subdivision and servicing agreements, and executing frontage charge agreements.

Planning and Economic Development

- 3.16 The powers and authority under the “Planning and Economic” heading in the Delegation By-law are to be delegated to the Commissioner of Planning and Economic Development or their delegate to allow them to carry out tasks required to process and approve land use planning applications made under the *Planning Act* and *Condominium Act* and carry out the functions of the Region as the approval authority.
- 3.17 The Delegation By-law will delegate authority to the Commissioner of Planning to issue draft and final approval of plans of subdivision applications submitted within the Townships of Brock, Scugog and Uxbridge (where the Region is the approval authority), and issue comments and letters of clearance on the subdivision applications submitted where the area municipality is the approval authority.
- 3.18 The Commissioner of Planning will be delegated authority to initiate appeals under the *Planning Act* relating to decisions made area municipality Committee of Adjustment, zoning by-laws, and local official plan amendments.
- 3.19 The Commissioner of Planning will also be delegated authority to carry administrative steps to process planning applications, such as scheduling, providing notice, and conducting statutory public meetings under the *Planning Act*, approving area municipal official plan and official plan amendments, and deeming submitted applications as complete.

Social Services

- 3.20 The powers and authority under the “Social Services” heading in the Delegation By-law are to be delegated to the Commissioner of Social Services or their delegate to allow them to carry out tasks to implement programs and projects that are encompassed in Council approved budgets.
- 3.21 The Delegation By-law will delegate authority to the Commissioner of Social Services to execute agreements required for the day to day operations of Regional social services facilities or facilities operated on behalf of the Region, such as licence agreements for child care centres, child care subsidy service contracts, agreements for admissions of persons to long-term care homes, and lease agreements for Regional housing units.
- 3.22 The Commissioner of Social Services will be delegated authority to carry out tasks assigned to the Region as a delivery agent under the *Ontario Works Act, 1997* including executing agreements, issuing directions and assignments, and issuing receipts, releases, consents, settlements and other documents to resolve claims made against the Region as a delivery agent.
- 3.23 The Delegation By-law will also delegate authority to the Commissioner of Social Services to initiate court proceedings in order to obtain support orders and

recover overpayments of welfare assistance benefits. The Commission of Social Services will work in coordination with the Director of Legal Services.

4. Conclusion

- 4.1 It is recommended that a by-law delegating authority of Regional Council to specified senior Regional staff be enacted in the form attached hereto (Attachment #1).
- 4.2 This report has been reviewed by the Legislative Services and Legal Services Divisions of the Corporate Services Department.

5. Attachments

Attachment #1: Draft Delegation By-law

Respectfully submitted and Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

By-law Number **-2020

of The Regional Municipality of Durham

Being a by-law to provide certain delegations of authority from Regional Council to the Regional Chair and/or senior Regional staff for the administration of the Region.

Whereas Section 23.1(1) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides for a municipality to delegate its powers and duties under this or any other Act to a person or body subject to certain restrictions.

Whereas the Council of the Regional Municipality of Durham has deemed it desirable and efficient to delegate certain powers pursuant to the provisions of the *Municipal Act, 2001* and the restrictions and provisions of this By-law, including for financial matters with approved budgets.

Now therefore, the Council of The Regional Municipality of Durham hereby enacts as follows:

1. Interpretation

1.1 In this By-law:

- (a) “By-law” means this By-law and includes its Schedule “A”;
- (b) “CAO” means the Region’s Chief Administrative Officer;
- (c) “Commissioner of Finance”, means the Region’s Commissioner of Finance or any acting Commissioner of Finance;
- (d) “Commissioner of Works” means the Region’s Commissioner of Works or any acting Commissioner of Works;
- (e) “Commissioner of Planning and Economic Development” means the Region’s Commissioner of Planning and Economic Development or any acting Commissioner of Planning and Economic Development;
- (f) “Commissioner of Corporate Services” means the Region’s Commissioner of Corporate Services or any acting Commissioner of Corporate Services;
- (g) “Commissioner of Health” or “Medical Officer of Health” are interchangeable and means the Commissioner of Health and Medical Officer of Health of the Health Department;
- (h) “Commissioner of Social Services” means the Region’s Commissioner of Social Services or any acting Commissioner of Social Services;
- (i) “Council” means the Council of the Regional Municipality of Durham;
- (j) “Department Head” means the positions cited within subsections 1.1(c), (d), (e), (f), (g), (h) and (k) inclusive, of this By-law;
- (k) “Designate” means any individual within the Region appointed from time to time by the CAO or Department Head to act on behalf of the appointing

person in respect of the exercise of their delegated authority;

- (l) “General Manager, DRT” means the Region’s General Manager of Durham Region Transit or any acting General Manager, DRT;
- (m) “Legal Services” means legal counsel to the Region;
- (n) “LPAT” means the Local Planning Appeal Tribunal under the *Local Planning Appeal Tribunal Act, 2017*, S.O. 2017, c. 23;
- (o) “Region” or “Regional” means the Regional Municipality of Durham;
- (p) “Reviewed by” is a restriction which is met when the party seeking to exercise the delegated authority can demonstrate that the document or documents that are the subject of the delegation have been reviewed by the identified authority and any comments or suggested changes or actions have been reasonably considered. For clarity the approval of the authority reviewing the document is not required for the delegation to be exercised.
- (q) “Recommended by” is a restriction which is met when the party seeking to exercise the delegated authority can demonstrate that action and/or document has the approval or recommendation of the authority recommending the delegation. This approval or recommendation is required for the delegation to be exercised.
- (r) “Risk Management” means the Insurance and Risk Management Division of the Region’s Finance Department.

2. Delegation

- 2.1 Within each row of each table in Schedule “A” to this By-law, the authority described in the column entitled, “Delegated Authority”, is delegated to the person or persons identified in the column entitled, “Delegate”, subject to any delegation process requirements, if any, in the column entitled, “Delegation Process”.
- 2.2 Within each row of each table in Schedule “A” to this By-law, the delegated authority may be exercised by any such person(s). It is however, a condition of this delegation that the CAO is in effect the head of all Departments and may intervene or exercise any of the authorities delegated in this By-law if in the opinion of the CAO such intervention is prudent and necessary to effectively administer the authority provided.
- 2.3 Within each row of each table in Schedule “A” to this By-law, each person identified in the column entitled, “Delegate”, shall report or communicate in the manner, if any, specified in the column entitled, “Reporting”. The CAO and/or Department Heads may, from time to time, advise Council or its committees of the exercise of delegated authority pursuant to this By-law in such manner and in such circumstances as the CAO or any Department Head considers appropriate.

3. General

- 3.1 For the purpose of subsection 23.2(4) of the *Municipal Act, 2001* it is the opinion of Council that any legislative powers delegated pursuant to this By-law are of a

minor nature having regard to the number of people, the size of geographic area, and the time period affected by the exercise of each such power.

- 3.2 In the event of any inconsistency between this By-law and any other Regional by-law, the provision that more effectively delegates authority prevails to the extent of the inconsistency.
- 3.3 This By-law is effective on the date of its passing.
- 3.4 The short title of this By-law is the "Delegation By-law".

This By-law Read and Passed on the -----th day of -----, 2020.

J. Henry, Regional Chair and CEO

R. Walton, Regional Clerk

Schedule "A"

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
1. General					
1.1	The authority to execute an agreement with the Federal or Provincial government, a municipality, agency, institution, utility or community partner for a Regional undertaking, program delivery and administration	The Department Head for the relevant department.	Approval of the project or program by Regional Council and/or monetary obligation captured in approved budget or in accordance with the Budget Management Policy. Reviewed by Risk Management. Agreement format recommended by Legal Services	Funding Agreement	Reporting Annually to Council
1.2	The authority to execute an agreement for the exchange or release of information under the <i>Municipal Freedom of Information and Protection of Privacy Act</i> or the <i>Personal Health Information Protection Act, 2004</i>	The Department Head for the relevant department	Reviewed and recommended by Legal Services	Data Sharing	
1.3	The authority to execute confidentiality agreements	The Department Head for the relevant department	Reviewed by and recommended by Legal Services	Legal Agreements	
1.4	The authority to execute a licensing agreement for use by any third party of any copyright or trademark owned by the Region	The Department Head for the relevant department	Reviewed by and recommended by Legal Services	Legal Agreement	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
1.5	The authority to deem agreements fulfilled or release conditions within an agreement where Regional conditions have been fulfilled or the agreement is no longer required	The Department Head for the relevant department	Recommended by Legal Services	Legal Agreements	
1.6	The authority to issue an acknowledgment of the status or term of agreements to which the Region is a party	The Department Head for the relevant department	Recommended by Legal Services	Data Sharing	
1.7	The authority to execute a data license or a data sharing agreement for the provision of data of the Region to others or for the provision of data from others to the Region	The Department Head for the relevant department	Reviewed by Risk Management for specialized coverage. Recommended by Legal Services and the Director of Corporate Services – Information Technology	Data Sharing	
1.8	The authority to execute a revenue generating agreement or any agreement where the Region is providing a service to others for a charge	The Department Head for the relevant department together with the Commissioner of Finance	Recommended by Legal Services, and provided that the revenue being generated or charged by the Region does not exceed \$250,000 per annum or prevailing budget management policy limits	Financial Agreements	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
1.9	The authority to execute an agreement with a government agency or a non-profit agency, for consideration, for the supply of a service for an approved program of the Region	The Department Head for the relevant department	Approval of the project or program by Regional Council and/or monetary obligation captured in approved budget or in accordance with the budget management policy. Reviewed by Risk Management for certificate of insurance requirements. Agreement recommended by Legal Services	Legal Agreements	
1.10	The authority to advise of interest or non-interest in acquiring surplus land notifications circulated to the Region, including authority to request any partial transfers, easements or permissions necessary to maintain current or future Regional infrastructure or comments regarding proposed stop up and closure of local roads	Commissioner of Works	Reviewed by all Regional Department Heads, Durham Regional Police Service, and the General Manager of Durham Region Transit	Property	
1.11	The authority to sign the Occupational Health and Safety policy on behalf of the Region	Regional Chair and CAO		Policy	
1.12	The authority to hire and terminate employees, including offers of settlement and terms of severance	The Department Head for the relevant department	Recommended by Human Resources and Legal Services.	Human Resources	
1.13	The authority to appoint an Acting Medical Officer of Health to perform the duties and exercise the powers of the Medical Officer of Health in their absence	Medical Officer of Health		Human Resources	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
1.14	The authority to issue tickets for minor offences in food premises	Public Health Inspectors		Enforcement	
1.15	The authority to provide free public transit service from time to time in the event of emergencies	General Manager, DRT		Financial Agreement	
1.16	The authority to provide public transit services from time to time based on full cost recovery for special events.	General Manager, DRT		Financial Agreement	
1.17	The authority to continue a sponsorship agreement for New Years' public transit service	General Manager, DRT	In accordance with prevailing budget management policy and DRT Commission By-law	Financial Agreement	
1.18	The authority to appoint an employee as a Sewage System Inspector or to appoint a Chief Building Official for Part 8 of the Ontario Building Code	Medical Officer of Health or designate		Enforcement	
1.19	The authority to negotiate and sign septic system agreements with the area municipalities	Medical Officer of Health	Recommended by Legal Services	Legal Agreements	
1.20	The appointment of By-law enforcement officers:				
	a) for health enforcement matters	Medical Officer of Health or designate		Enforcement	
	b) for waste by-law enforcement matters	Commissioner of Works		Enforcement	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
	c) for sewer use by-law enforcement matters	Commissioner of Works		Enforcement	
	d) for backflow prevention by-law enforcement matters	Commissioner of Works		Enforcement	
	e) for source water protection legislation and water supply by-law enforcement matters	Commissioner of Works		Enforcement	
	f) for administrative and enforcement matters under the Regional Woodland Conservation and Management By-law	Commissioner of Planning and Economic Development		Administration and Enforcement	
1.21	The authority to submit annually to the Region a written notice, pursuant to Section 72 (5) of the <i>Health Protection and Promotion Act</i> , based on the annual Council-approved Public Health budgeted net expenditures, including occupancy costs	Medical Officer of Health		Service Level Agreement/ Plan	Existing
1.22	The authority to implement any procedural and policy change as is necessary to give effect to the implementation and appointment of a municipal ombudsman for the Region	Commissioner of Corporate Services		Policy	
1.23	The authority to issue a permit or an approval under any legislative authority	The Department Head for the relevant department.	Reviewed by Risk Management	Permit or Approval	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
1.24	The authority to appoint an acting commissioner during periods limited to 6 months.	The CAO or the Department Head of the relevant department		Human Resources	
1.25	The authority to retain lawyers including external counsel, commence legal proceedings or defend legal proceedings, or take any step in a legal proceeding, including the execution of minutes of settlement or releases in such proceedings excluding Durham Municipal Insurance Pool legal actions and related settlements under insurance policies	The Director of Legal Services or designate.	Provided that any funds required for minutes of settlement or release are within the approved Council budget and equal to or less than \$250,000	Legal Proceedings	Legal Services will semi-annually report to council on the exercise of this delegation
1.26	The authority to prepare any evidence, material, affidavit and/or appear before the LPAT or the Divisional Court on a planning, development or expropriation matter	Regional solicitor(s) and Regional staff as expert witness		Legal Proceedings	
1.27	The authority to submit comments on any draft policy, legislation or document prepared by, or on behalf of, the federal government, provincial government, conservation authority, municipality, or public agency.	The Department Head for the relevant department		Policy	Quarterly reporting (or sooner where practical) to the appropriate standing committee of Council on the exercise of this delegation

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
1.28	The authority to settle all claims and execute all agreements as a result of any agreement arising out of an expropriation undertaken by the Region in accordance with the <i>Expropriations Act</i> , R.S.O. 1990, c. E.26	The CAO or the Commissioner of Works	Recommended by Legal Services, and provided that funds are available within the project budget	Legal Proceedings	
1.29	The authority to attend Ontario Small Claims Court and to settle any action (with the exception of matters under the purview of the DMIP) during any court attendance up to the prevailing limit of that court	Director of Legal Services, or designate	Recommended by the relevant Department Head	Legal Proceedings	Quarterly report to committee and Council on settlements.
1.30	The authority to enter into or execute short term license or lease arrangements for short-term or temporary facility use, for the purposes of Tourism or Economic Development events.	The Commissioner of Planning and Economic Development, or their designate.	The term of the agreement must be less than 14 consecutive calendar days in length and have a monetary value equal to or less than \$10,000. Reviewed by Risk Management and Recommended by Legal Services	Agreement	
2. Finance					

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
2.1	<p>Authorities as approved in Council adopted Budget Management Policy including such items as:</p> <ul style="list-style-type: none"> • Define current and capital programs and projects cost centres • Coordinate and implement financial service level indicators • Ensure necessary funding is available to finance the expenditures within the parameters of Council approvals • Monitor, and where necessary, report on material and non- material leases and update the calculation of the Regional debt and financial obligation limit. 	Commissioner of Finance		Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.2	The authority to issue a receipt and acknowledge receipt of unanticipated revenue	Commissioner of Finance		Financial Agreements	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.3	The authority to issue a receipt, release, indemnity, waiver or other document required for the disbursement of a donation or a bequest to the Region	Commissioner of Finance or designate		Financial Agreements	In accordance with Budget Management Policy and/or Purchasing By-law as applicable

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
2.4	The authority to extend payment terms on outstanding accounts or collect such accounts, including referring accounts for collection by agencies or use of legal proceedings, where it is deemed necessary by the Commissioner	Commissioner of Finance or designate		Financial Agreements	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.5	The authority to write off residential water and sewer bills up to \$5,000 (\$2500 water and \$2500 sewer) and small business water and sewer bills up to \$7400 (\$3700 water \$3700 sewer).	Commissioner of Finance		Financial Agreements	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.6	The authority to approve the cancellation of accounts and monies owed to the Region for amounts up to the prevailing limit for Small Claims Court Actions	Commissioner of Finance		Financial Agreements	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.7	The authority to execute executive minutes of settlement for assessment of Region-owned property under Section 39.1 of the <i>Assessment Act</i>	Commissioner of Finance		Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
2.8	The authority to retain lawyers including external counsel, commence legal proceedings, or take any step in a legal proceeding, including the execution of minutes of settlement or releases in such proceedings for all insurance matters including Durham Municipal Insurance Pool (DMIP) legal action and related settlement.	Commissioner of Finance	In accordance with DMIP subscriber's agreement	Legal Proceedings	
2.9	The authority to resolve non-residential sewer use appeal requests if more than 20% of their water use does not enter water pollution control systems.	Commissioner of Finance		Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.10	The authority to enter into base and agency contracts or master agreements, and administer these agreements to ensure continuous supply and access to best pricing for commodities such as natural gas and electricity,	Commissioner of Finance	In accordance with the Region's Commodity Hedging Policy where applicable	Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.11	The authority to enter into a contract for the services of a fiscal agent, legal services and clearing and depository services to handle the Region's debenture issues	Commissioner of Finance		Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
2.12	The authority to accept letters of credit and bonds as security for performance and payments relating to development agreements	Commissioner of Finance		Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.13	The authority to charge interest on temporary loans to external parties to finance capital projects	Commissioner of Finance	Rate to be charged in accordance with applicable by-laws as appropriate.	Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.14	The authority to charge interest on interfund loans	Commissioner of Finance		Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.15	The authority to retain professional investment management services for the Region's investment portfolio	Commissioner of Finance		Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
2.16	The authority to contribute supplementary taxes, general tax surplus, user rate surplus and proceeds from the sale of fixed assets into appropriate Reserve Funds	Commissioner of Finance		Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.17	The authority to dispose of surplus or obsolete equipment if no Regional use exists, by disposing of it at a value, obtained by whatever means deemed appropriate to achieve the highest return for the Region	Commissioner of Finance	In accordance with the Purchasing by-law	Financial	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.18	The authority to disqualify a consultant, contractor, or other supplier for a defined period or for an event-based matter	Commissioner of Finance	In accordance with the purchasing by-law Subject to the application of any predefined Council approved criteria and as recommended by Legal Services and the relevant Department Head	Legal Agreements	In accordance with Budget Management Policy and/or Purchasing By-law as applicable
2.19	The authority to award a contract to a vendor, consulting engineer or architect through a request for proposal and to prequalify a vendor	Department Head of the relevant department	In accordance with limits authorized under the Purchasing By-law. In accordance with Purchasing By-law and other Council approved process.	Legal Agreement	In accordance with Budget Management Policy and/or Purchasing By-law as applicable

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
2.20	The authority to execute early payment agreements of development charges in accordance with Section 27 of the Development Charges Act where requested by the proponent.	Commissioner of Finance	As recommended by Legal Services		
2.21	The authority to enter into contracts and agreements procured under the prevailing Purchasing By-Law	Delegates set out in "Appendix D" of Purchasing By-law or future equivalent	In accordance with Purchasing By-law or future equivalent		In accordance with Budget Management Policy and/or Purchasing By-law as applicable
3. WORKS					
3.1	The authority to temporarily close a Regional road for a social, recreational, community, athletic, cinematographic, official or ceremonial purpose	Commissioner of Works	Compliance with the Region's Special Events – Regional Roads Policy, including provision of insurance coverage (reviewed by Risk Management) and security deposit	Regional Infrastructure	
3.2	The authority to execute an agreement for the use or display of public art on or in Regional property or infrastructure.	Commissioner of Works or Social Services where appropriate	Consistent with Public Art Policy approved in 2017-COW-285 and recommended by Legal Services	Property	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
3.3	The authority to issue a filming permit or approve filming activities on Regional property or Regional Right of Way	The Commissioner of Works or their designate	In the event of a request for an access agreement, such agreements are to be reviewed by Risk Management and recommended by Legal Services. Filming permits do not need to be reviewed	Property	
3.4	The authority to temporarily close a Regional road for railway crossing improvements or for any safety reason	Commissioner of Works	Consistent with By-law 26-2018 or successor by-law	Regional Infrastructure	
3.5	The authority to issue a moving permit or a road occupancy permit under the <i>Highway Traffic Act</i>	Commissioner of Works	Consistent with By-law 26-2018 or successor by-law	Permit	
3.6	The authority to establish reduced load periods on Regional roads	Commissioner of Works	Consistent with By-law 26-2018 or successor by-law	Regional Infrastructure	
3.7	The authority to execute an agreement for access to and/or from a Regional road	Commissioner of Works		Regional Infrastructure	
3.8	The authority to request the conveyance of land for a highway widening and/or for a reserve as a condition of development approval	Commissioner of Works	Commissioner of Finance to record in asset management system even if transaction is non-monetary and consistent with <i>Planning Act</i> , subsections 41(7)(a)(1), 41(8)(a)(1) and 41(9)	Property	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
3.9	The authority to execute an agreement respecting utilities or telecommunications required to service a Regional property or facility	Commissioner of Works	For any agreement outside of the online application, such additional agreement is to be provided to Commissioner of Finance for billing arrangements and recommended by Legal Services	Property	
3.10	The authority to execute agreement with the applicable authority to permit Regional infrastructure to cross a railway, provincial highway, pipeline, hydro-electric power corridor, watercourse, communication, transmission line or any or any other infrastructure as may be required.	Commissioner of Works	Reviewed by Risk Management and recommended by Legal Services	Regional Infrastructure	
3.11	The authority to execute an agreement to permit the Region to have access to, or to encroach on, land owned by others for Regional purposes	Commissioner of Works	Reviewed by Risk Management and recommended by Legal Services	Property	
3.12	The authority to execute an agreement to permit access to, or an encroachment on, Regional lands including rights-of-way, water and sanitary sewerage easements and facilities by third parties and to release those agreements as required	Commissioner of Works	Reviewed by Risk Management and recommended by Legal Services	Property	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
3.13	The authority to execute any document required in connection with the transfer or assumption of Regional lands, infrastructure and facilities	Commissioner of Works	Reviewed by Commissioner of Finance for recording of asset changes and recommended by Legal Services	Regional Infrastructure	
3.14	The authority to submit applications with respect to any Regional undertaking:				
	a) for any and all permits, agreements and/or approvals	Commissioner of Works	Approvals for undertakings for Planning related development approval matters to be reviewed by the Commissioner of Planning and Economic Development	Regional Infrastructure	
	b) for any and all licences	Commissioner of Works	Reviewed by Risk Management for appropriate insurance and indemnification terms and recommended by Legal Services	Regional Infrastructure	
3.15	The authority to execute any development agreements with an area municipality with respect to the construction of a Regional undertaking	Commissioner of Works	Recommended by Legal Services.	Regional Infrastructure	
3.16	The authority to execute an agreement relating to the use and or location of communications antennae on Regional property or facilities including the waiving or reduction of fees	Commissioner of Works	In accordance with any relevant internal policy respecting telecommunication. The waiving of fees shall be recommended by the Commissioner of Finance	Property	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
3.17	The authority to execute documents permitted or required under the Sewer Use By-law in force from time to time including surcharge agreements	Commissioner of Works	Reviewed by Commissioner of Finance for surcharge billing terms, Risk Management and recommended by Legal Services. Also, consistent with By-law 55-2013 or successor by-law	Legal Agreements	
3.18	The authority to execute an agreement relating to the supply of a water or sewer service within the Regional area, including an operation and maintenance agreement with a local area municipality	Commissioner of Works	Recommended by Legal Services	Legal Agreements	
3.19	The authority to execute an agreement, including a cost sharing agreement with an area municipality or other government agency, regarding road construction and/or road maintenance pursuant to a project or program approved by Council	Commissioner of Works	Approval of the project or program by Council and/or monetary obligation captured in approved budget. Reviewed by Risk Management and Recommended by Legal Services	Funding Agreement	
3.20	The authority to execute an agreement or agreements with a developer or developers regarding road improvements to Regional roads, where the improvements are required for new development	Commissioner of Works	Recommended by Legal Services	Development Agreement	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
3.21	The authority to direct the preparation of appraisal reports for the acquisition or disposition of land by either internal or external resources as required and deemed appropriate	Commissioner of Works or their Designate	All appraisals to be completed by appraisers who hold the Accredited Appraiser Canadian Institute (AACI) or Certified Residential Appraiser (CRA) designations in good standing with the Appraisal Institute of Canada	Property	
3.22	The authority to execute an agreement of purchase and sale and any deed, transfer or other document required for the acquisition, purchase, sale or exchange of any interest in land including, without limitation, an easement, a right of first refusal, an option agreement and a re-purchase agreement	Commissioner of Works	The acquisition of land or land interests are included as part of a project or program approved by Council, and/or the monetary obligation captured in approved budget. Reviewed and recommended by Legal Services with the recording of any asset changes and financing confirmed by the Commissioner of Finance	Property	
3.23	The authority to grant an extension of time for making a connection to the sanitary sewer system or the water supply system	Commissioner of Works		Development Agreements	
3.24	The authority to approve a request for a connection to a sanitary sewer or water main outside of the urban area	Commissioner of Works	Subject to the policies of the Greenbelt Plan and the Region's Connection Policy. Reviewed by the Commissioner of Planning and Economic Development	Development Agreements	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
3.25	The authority to permit a non-standard connection to the Region's sanitary sewer or water main infrastructure under special circumstances	Commissioner of Works	Consistent with W-SER-2	Development Agreements	
3.26	The authority to regulate traffic and parking on highways and property under the Region's jurisdiction	Commissioner of Works or designate		Regional Infrastructure	
3.27	The authority to execute standard subdivision and servicing agreements	Commissioner of Works or designate	Recommended by Legal Services	Regional Infrastructure	
3.28	The authority to arrange for, and permit the planting of, trees on Regional property, including Regional rights of way and easements for underground infrastructure	Commissioner of Works		Property	
3.29	The authority to execute lease renewal/extension agreements negotiated by the Real Estate Division on behalf of the Region, Durham Region Police Service and Durham Region Transit	Commissioner of Works	Subject to limitations in Budget Management Policy and Recommended by Legal Services	Property	Annually as part of the business planning cycle
3.30	The authority to execute lease agreements negotiated by the Real Estate Division for the use of property/buildings owned by the Region excluding DRLHC	Commissioner of Works	Subject to limitations in Budget Management Policy and Reviewed by Risk Management and Recommended by Legal Services	Property	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
3.31	The authority to enter into agreements with volunteer citizen groups for "Adopt-A-Road" litter removal programs	Commissioner of Works	Reviewed by Risk Management, and recommended by Legal Services	Property	
3.32	The authority to enter into agreements for restricted access to Regional property for the purpose of bird observation	Commissioner of Works		Permit	
3.33	The authority to advise the area municipality accordingly when the Region has an objection or has no objection to the stopping up of a highway by an area municipality	Commissioner of Works	Reviewed and recommended by the Commissioner of Planning and Economic Development	Regional Infrastructure	Where the Region objects to the stopping up of a highway, the matter will be reported to Council in an information report on the weekly Council Information Package with the rationale for the objection
3.34	The authority to designate a highway or a portion of a highway under the municipality's jurisdiction a construction zone and require that it be marked with signs in accordance with regulations; and set a lower rate of speed for motor vehicles driven in the designated construction zone	Commissioner of Works or their designate	Consistent with By-Law 34-2006, or successor by-law	Regional Infrastructure	

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
3.35	The authority to negotiate and execute an agreement requiring the payment of frontage and/or connection charges, at rates approved by resolution of Council, upon requests from residents requesting permission to connect to existing Regional sanitary sewer, storm sewer and/or water systems	Commissioner of Works	Reviewed by Commissioner of Finance and recommended by Legal Services	Development Agreement	
3.36	The authority to amend By-law #44-2006 or any successor by-law which regulates traffic and parking on roads under the jurisdiction of the Regional Municipality of Durham including speed limits, turn restrictions, parking restrictions, community safety zones or lane designations, and other traffic control measures	Commissioner of Works			Annual reporting on any exercise of this delegated authority
4. Planning and Economic Development					
4.1	The authority to execute any agreement imposed or required in the satisfaction of any condition of approval under the <i>Planning Act</i> and/or the <i>Condominium Act</i> , in connection with the development of land including, without limitation, a plan of subdivision, a plan of condominium, a site plan, a zoning by-law and a Holding (H) by-law where the Region is not the applicant	Commissioner of Planning and Economic Development	Reviewed by the Commissioner of Finance and Recommended by the Commissioner of Works or their designate and Legal Services.	Development Agreement	Existing

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
4.2	The authority to prepare and file an application, submission, declaration, representation and execute any agreement imposed or required in the satisfaction of any condition of approval under the <i>Planning Act</i> or the <i>Building Code Act, 1992</i> in connection with the development or redevelopment of Regional property or building, where the Region is the applicant, provided the project has been approved by Council	Commissioner of Planning and Economic Development	Recommended by Legal Services and the Commissioner of Works	Regional Infrastructure	Existing
4.3	The authority to issue a release or an acknowledgment of compliance pursuant to any agreement executed under the <i>Planning Act</i> or the <i>Condominium Act</i>	Commissioner of Planning and Economic Development	Recommended by Legal Services	Development Agreement	Existing
4.4	The authority to issue draft and final approval of any plan of subdivision under the <i>Planning Act</i> , or any draft plan of condominium under the <i>Condominium Act</i> within the Townships of Brock, Scugog and Uxbridge	Commissioner of Planning and Economic Development	Reviewed by General Manager, Durham Region Transit	Development Agreement	Annual reporting on any exercise of this delegated authority

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
4.5	The authority to issue Regional comments and draft conditions of draft approval, and issue Regional clearance of conditions of draft approval with respect to an application for draft plan of subdivision under the <i>Planning Act</i> or draft plan of condominium under the <i>Condominium Act</i> within the Cities of Oshawa and Pickering, the Towns of Ajax and Whitby and the Municipality of Clarington	Commissioner of Planning and Economic Development or Designate	Reviewed by Commissioner of Works or their designate and by General Manager, Durham Region Transit	Planning	Existing
4.6	The authority to schedule and give notice of a statutory public meeting under the <i>Planning Act</i> concerning an application for an amendment to the Durham Regional Official Plan	Commissioner of Planning and Economic Development		Planning	Existing
4.7	The authority to initiate a Notice of Appeal through the Director of Legal Services to the LPAT: of a decision of an area municipal Committee of Adjustment, of a decision of the Land Division Committee, of a zoning by-law passed by an area municipality under section 34 of the <i>Planning Act</i> , or of an exempt local official plan amendment under the <i>Planning Act</i> adopted by a local council that is not consistent with the draft amendment upon which the exemption decision was based	Commissioner of Planning and Economic Development	Recommended by Legal Services	Legal Proceedings	As required

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
4.8	The authority to select and assign street names on Regional roads	Commissioner of Planning and Economic Development or Designate		Planning	Annual reporting on any exercise of this delegated authority
4.9	The authority to issue a permit, or to undertake any action under the authority under the Region's Woodland Conservation and Management By-law	Commissioner of Planning and Economic Development or Designate	Consistent with the provisions and restrictions of the Region's Woodland Conservation and Management By-law	Permit	Existing
4.10	The authority to undertake provincial plan review responsibilities in the review of applications filed under the <i>Planning Act</i> or the <i>Condominium Act</i>	Commissioner of Planning and Economic Development, or Designate		Planning	Existing
4.11	The authority to deem an application filed under the <i>Planning Act</i> as complete	Commissioner of Planning and Economic Development, or Designate		Planning	Existing
4.12	The authority to advise an area municipality in respect to a proposed area municipal official plan amendment filed under the <i>Planning Act</i> , whether the proposed amendment is exempt from Regional approval	Commissioner of Planning and Economic Development, or Designate		Planning	Existing
4.13	The authority to refuse to accept or consider a locally adopted official plan amendment adopted under the <i>Planning Act</i> without a complete record	Commissioner of Planning and Economic Development		Planning	Existing

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
4.14	The authority to approve, approve with modifications, or partially approve an area municipal official plan or amendment adopted under the <i>Planning Act</i> where such modifications or deferrals have been agreed to by the council of the area municipality	Commissioner of Planning and Economic Development		Planning	Annual reporting on any exercise of this delegated authority
4.15	The authority to execute a non-financial agreement required as a condition of a decision of Land Division Committee	Regional Chair and Regional Clerk	Commissioner of Finance to be advised of any financial transactions or implications	Planning	Existing
4.16	The authority to approve an application for consent which, in the opinion of the Commissioner, is routine or non-controversial.	Commissioner of Planning and Economic Development		Planning	Monthly reporting on any exercise of this delegated authority
4.17	The authority to approve a part lot control exemption by-law within the Townships of Brock, Scugog and Uxbridge	Commissioner of Planning and Economic Development		Planning	Existing
4.18	The authority to refund all or part of a planning application fee to facilitate the withdrawal of a Regional planning application where planning merits cannot be adequately justified, or to correct an error in the original fee calculation.	Commissioner of Planning and Economic Development		Planning	Existing

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
4.19	The authority to conduct a statutory public meeting under the <i>Planning Act</i> in order to comply with the statutory timeframes under the <i>Planning Act</i> , where a meeting before Planning and Economic Development Committee or Council is not possible	Commissioner of Planning and Economic Development		Planning	Existing

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
4.20	The authority to take all steps necessary to pass a by-law as provided in s.4 of the Retail Business Holidays Act (RBHA), including the passing of the by-law to permit a business to operate during holidays as described in the RBHA	Commissioner of Planning and Economic Development	<p>The delegation shall only be exercised if, in the opinion of the Commissioner of Planning and Economic Development, the request for an exemption under s.4 of the RBHA is of a minor nature. Without limiting the generality of the foregoing, the request shall be considered minor in nature if it is:</p> <ul style="list-style-type: none"> - Not located within a shopping centre; - Not located within a downtown of either Pickering, Ajax, Whitby, Oshawa, Courice or Bowmanville; - Is Independently owned and operated; - Generally smaller than 200 sq. m. 	By-law	A report to council will be made within 6 months of the exercise of this delegation
5. Social Services					

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
5.1	The authority to execute a license agreement and license agreement renewal for child care centres operated on behalf of the Region.	Commissioner of Social Services or their designate		Contract	Existing
5.2	The authority to execute child care subsidy service contracts with: (i) licensed day nurseries (institutions); and (ii) private home day care facilities (individuals); pursuant to the <i>Child Care and Early Years Act</i>	Commissioner of Social Services or their designate		Contract	Existing
5.3	The authority to execute agreements relating to the admission of persons to long-term care homes or supportive housing operated by the Region, including both permanent and temporary admissions (respite)	Commissioner of Social Services or their designate		Contract	Existing
5.4	The authority to execute lease agreements for housing units owned or leased by the Region	Commissioner of Social Services or their designate		Contract	Existing
5.5	The authority to execute agreements between the Region acting as delivery agent under the <i>Ontario Works Act, 1997</i> , and a person who has a legal obligation to provide financial support to a recipient of Ontario Works, regarding the recovery of income assistance paid for the benefit of the Ontario Works recipient from that person	Commissioner of Social Services or their designate		Financial	Existing

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
5.6	The authority to issue directions and assignments (including assignments of support orders, assignments of insurance proceeds and assignments of other benefits and sources of income) in favour of the Region acting as delivery agent under the <i>Ontario Works Act, 1997</i> , and agreements to reimburse the Region acting as delivery agent under the <i>Ontario Works Act, 1997</i>	Commissioner of Social Services or their designate		Financial	Existing
5.7	The authority to issue receipts, releases, minutes of settlement, consents and other documents required for the settlement or compromise of any claim, action, application or other proceeding brought or made by or against the Region, acting as delivery agent under the <i>Ontario Works Act, 1997</i> , in relation to support for a recipient of Ontario Works and/or support arrears owed to the Region as support assignee	Commissioner of Social Services or their designate	Recommended by Legal Services	Legal Proceedings	Existing
5.8	The authority to adjust individual target plans for rent geared to income units and market units as allowable under the <i>Housing Services Act, 2011</i> in order to achieve the legislated Regional rent geared to income service level standard and to ensure that this service level is not exceeded without prior approval from Council	Commissioner of Social Services	In compliance with Budget Management Policy		Existing

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
5.9	The authority to institute proceedings, in the interests of the Region, in Provincial Court (Family Division), for the purpose of securing or pursuing support orders where the lack of such orders has caused or obligated the Region to expend public monies in the form of social assistance to one or more persons involved	Commissioner of Social Services or their designate	Recommended by Legal Services	Legal Proceedings	Existing
5.10	The authority to lay such information and charges in civil court as are necessary, from time to time, to recover overpayments or payments of social assistance benefits, issued to applicants as a consequence of apparent fraud, misrepresentation or the withholding of pertinent information	Commissioner of Social Services or their designate	Recommended by Legal Services	Legal Proceedings	Existing
5.11	The authority to sign as co-applicants on behalf of the Region to institute proceedings in Provincial Court, (Family Division), for the purpose of securing or pursuing support orders when the lack of such orders has or may obligate the Region to issue public assistance to one or more of the persons involved	Family Court Workers	Recommended by Legal Services	Legal Proceedings	Existing
5.12	The authority to approve and execute acceptable rent supplement agreements	The Commissioner of Social Services	In compliance with Budget Management Policy and Recommended by Legal Services	Legal Agreements	Existing

#	Delegation of Authority	Delegate	Delegation Process	Document Type	Reporting Existing/Proposed
5.13	The authority to submit, to any government or relevant agent of the crown and program plan or activity report, of any kind, as may be required by legislation	The Commissioner of Social Services or their designate or Commissioner of Finance as required by legislative authority			Existing



The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Elaine Baxter-Trahair, Chief Administrative Officer
Report: #2020-A-15
Date: July 14, 2020

Subject:

Appointment of member to the Durham Region Roundtable on Climate Change (DRRCC)

Recommendation:

That the Finance and Administration Committee recommends to Regional Council:

That Janet Taylor, Manager Sustainability and Business Advocacy at Oshawa Power and Utilities Corporation be appointed to the DRRCC:

Report:

1. Purpose

1.1 The purpose of this report is to recommend an industry representative for appointment to the Durham Region Roundtable on Climate Change (DRRCC).

2. Background

2.1 The DRRCC is an ad hoc committee, formed to champion and assist Durham Region in its response to climate change. The DRRCC's scope of activities includes:

- a. provide advice, feedback and guidance to Regional staff and Council on implementation of Durham's community-facing climate change plans, including the Durham Community Climate Adaptation Plan and the Durham Community Energy Plan;
- b. support and enable successful implementation of Durham Region's climate change plans by engaging and influencing relevant stakeholders and networks;
- c. provide accurate and transparent reports to Regional Council on progress with implementation of Durham Region's climate change plans; and
- d. provide a forum for residents to learn more about what the Region and its partners are doing to address climate change.

2.2 The DRRCC is currently composed of between 15 to 20 members as follows:

- a. Five Regional Councillors – the Regional Chair, ex-officio, and one Councillor representing each of the four Regional Standing Committees;
- b. Eight to ten representatives from industry, associations and public institutions such as:
 - public agencies focused on energy, housing, transportation and conservation (e.g. local electricity distribution companies, Durham Region Non-Profit Housing Corp, and/or Conservation Authorities)
 - academia (e.g. Ontario Tech University, Durham College, Trent Durham University, and/or local school boards)
 - professional and Industry Associations (e.g. Durham Labour Council, BILD Durham Chapter, etc.)
 - community and socially focused organizations (e.g. Durham Community Foundation, Community Development Council Durham, etc.)
- c. 1 to 6 citizen at-large representatives with specialized expertise, including youth representatives (aged 16-25); and
- d. The Chief Administrative Officer (CAO) of the Region.

2.3 DRRCC member Brad Cochrane resigned his position in January 2020, leaving a vacancy on the committee.

3. Appointment of Members Representing Industry, Associations and/or Public Institutions

- 3.1 As indicated in the Terms of Reference, for the selection of members representing industry, associations and/or public institutions, the CAO's Office shall contact community and industry leaders and invite them to volunteer for the DRRCC.
- 3.2 Regional Staff have determined that it would be valuable to add energy sector expertise on the DRRCC and have invited OPUC representative Janet Taylor to volunteer for the DRRCC. Janet has accepted the invitation and submitted her resume (Attachment #1) and a brief letter of interest (Attachment #2) for consideration by the Finance and Administration Committee and Regional Council.

4. Conclusion

- 4.1 DRRCC currently lacks representation from the local energy industry. Janet Taylor, representing Oshawa Power and Utilities Corporation helps fill that sectoral gap, while also providing DRRCC with knowledge and expertise relating to energy conservation, electric vehicles, and other key topics related to the implementation of Durham Region's climate change plans and strategies. It is recommended that Regional Council appoints the recommended nominee to the DRRCC for the remaining term of Council.

5. Attachments

Attachment #1: Janet Taylor's Resume UNDER SEPARATE COVER

Attachment #2: Janet Taylor's Statement of Interest UNDER SEPARATE COVER

Prepared by: Ian McVey, Manager of Sustainability, at 905-668-7711, extension 3803.

Respectfully submitted,

Original signed by

Sandra Austin,
Director, Strategic Initiatives

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 Corporate Services
Report: #2020-A-16
Date: July 14, 2020

Subject:

myDurham 311

Recommendation:

That the Finance and Administration Committee recommends to Regional Council:

- A) That the proposed myDurham 311, which will modernize the way in which the Region engages with its customers, combining public facing services and customer service strategy into one enterprise program at a total estimated project cost of \$10 million over 2020-2023, be endorsed for implementation, subject to approval through the Region's Business Planning and Budget Process in future years, and
 - B) That 2021 pre-budget approval be granted and funding in the amount of \$1,750,000 for the first year of implementation of the unbudgeted myDurham 311 in 2020 be provided from the Innovation and Modernization Initiatives Reserve Fund, as established for such initiatives, and
 - C) The Commissioner of Finance be authorized to execute any required agreements necessary to move the project forward as approved by the myDurham 311 Steering Committee following the existing Budget Management Policy and Purchasing By-Law requirements.
-

Report:

1. Purpose

1.1 The purpose of this report is to:

- a. Provide an update report on the Audit and Accountability funding use.
- b. Introduce a new customer experience program at the Region, myDurham 311, which has been designed to facilitate, streamline and integrate service delivery from a customer perspective. It is envisioned that myDurham 311 will cross all channels including phone calls, in-person inquiries, email inquiries, chat and social media tweets, messages and posts. The program implements findings from three studies:

- The first engagement was initiated through the Province of Ontario Audit and Accountability Fund. The main engagement was a complete review of all call centres/contact centres that the Region currently supports. Price Waterhouse Coopers (PWC) was engaged to review and provide recommendations to the Region to streamline processes and improve customer engagement.
 - Additionally, in conjunction with the Workplace Modernization Program, PWC reviewed the call centres and counters and provided an assessment of the various public front counters and receptions within Regional facilities.
 - The final internally delivered engagement was a review of the Region's public front facing service, with a view to providing recommendations to improve ease of use, increase online transactions and payment capability, and provide one-window access to Regional services and information.
- c. To request endorsement from Regional Council to implement myDurham 311.

2. Background

- 2.1 On August 8, 2019 the Region of Durham was successful in an application to the Province of Ontario's Audit and Accountability Fund, to the sum of \$225,000. The fund stipulated key conditions:
- a. Independent third-party review to be conducted by PWC.
 - b. Draft report from independent third party to be submitted (November 30, 2019).
 - c. Final report submitted and published on the Region's website (December 31, 2019).
 - d. Final report detailing potential savings and efficiencies (January 17, 2020).
- 2.2 The Region engaged consulting companies to conduct three independent reviews:
- a. Contact Centre Transformation Strategy by PWC
 - b. Technology acquisition and procurement process by Leading Edge
 - c. Workplace Safety & Insurance Board WSIB claim process by Leading Edge
- 2.3 All Provincial conditions for the grant have been met. Visit the [Durham.ca Project Reports, Studies and Plans](#) page to access the three reports. If further funds become available through the Audit and Accountability Fund, myDurham 311 may be a potential candidate depending on the terms of any further program.

- 2.4 The technology acquisition and procurement process as well as the Workplace Safety & Insurance Board (WSIB) claim process were internally focused on improvements in the Information Technology and Human Resources environments respectively and were low cost initiatives of \$15,000 each. The Human Resources Division of Corporate Services has started implementation of recommendations of the report to streamline processing and reduce fine payments to WSIB for late filings. The Corporate Services – Information Technology Division has implemented the recommendations, streamlining and consolidating the processes to eliminate delays and wasted effort in the purchasing process. This new process is demonstrating time and financial efficiencies.
- 2.5 The primary focus of the Audit and Accountability grant was the Contact Centre Transformation and the overall Provincial submission focused on this area.
- 2.6 The consultants' investigations highlighted that the Region of Durham has many opportunities for modernization. With 28 call centres, more than 60 advertised phone numbers, 86 front counters and 89 online public facing services, there is significant potential for the customer to be unable to find the service they require. Customer inquiries are not being resolved at first point of contact. The consultant concluded that the Region must modernize and consolidate call centres and front counters whilst providing more digital opportunities.
- 2.7 The review also highlighted that the Region can become more efficient at transferring customer inquiries to the local area municipalities. Currently customers are redirected, provided the correct phone number to call or on occasion the inquiry is emailed or passed via phone by the Call Centre Agent. This is not efficient and not a positive experience from the customer perspective.
- 2.8 The Public Facing Services Modernization Initiative also highlighted that currently more services are conducted via the phone or in person, as opposed to online. A movement to digital is required to provide choice for the customer and 24/7 service. For example, payments, appointment bookings, submission of documentation and balance/account inquiries can only be done in person or by phone.

3. Contact Centre Transformation

- 3.1 The Consultants conducted a detailed review of the Region's approach to contact centre and front desk operations to understand the way customers engage with the Region. The consultants also reviewed internal processes to resolve inquiries and identify process efficiencies to enhance the customer experience.
- 3.2 The analysis identified 28 contact centres and 86 front desks located throughout nine departments. Over 700,000 incoming calls per year, in addition to email and face-to-face customer interactions are managed through these centres. A key finding of the consultants was that contact centres and front desks were supported by exceptionally knowledgeable staff.

- 3.3 The consultants identified several opportunities for modernization, integration and transformation. The contact centres often work in silos, resulting in the Region having in excess of 60 phone numbers for the residents to navigate. Contact centre staff also perform duties that span customer service and administrative services. These services are supported by limited documented processes and varying levels of technologies. The Region does not provide an omni-channel experience - customer service is primarily restricted to phone and face-to-face, with limited self-service, email, chat or other communication channels, also there are many different contacts if accessing more than one service. Customers are often confused as to which desk can resolve their inquiry. In addition, there are limited liaisons between desks, departments, and local municipalities, and there is inconsistency in staff safety and customer access methods.
- 3.4 The Contact Centre Review report recommends that:
- a. The Region of Durham reduce the number of incoming phone numbers that are available to customers.
 - b. A single enterprise contact centre be adopted, similar to a 311 model.
 - c. A multi-tier contact centre approach to be adopted with inquiries managed by generalists roles through to specialists.
 - d. An omni-channel experience be presented to the resident including, but not limited to, phone, email, chat, self-service and face-to-face.
 - e. The contact centre be supported by all relevant technology including telephony tools and customer relationship management systems.
 - f. The number of front desks be reduced, and these desks manage inter-department inquiries.
 - g. Customer flow and access to the Region be assessed to facilitate migration to the streamlined model and to digital platforms where feasible.
- 3.5 Corporate Services has reviewed these recommendations with Department Heads. A staff debrief was held on January 30, 2020 and an internal CAO led Town Hall to engage the wider staff audience was held on February 27, 2020. The Program Core Team is currently engaging with other municipalities to identify implementation best practices and lessons learned.
- 3.6 The myDurham 311 contact centre is a move away from a traditional call centre. It will be omni-channel, meaning it will manage phone calls, in-person inquiries at the front counters, email inquiries, chat and social media tweets, messages and posts.
- 3.7 Agents will be supported by a robust knowledge base to answer inquiries for the enterprise. The customer will receive the same answer and can complete many of the same transactions, regardless of their channel choice.
- 3.8 The myDurham 311 contact centre will operate in 4 tiers triaging inquiries at the relevant level to ensure the issue can be resolved at first point of contact. The tiers move from Tier 0 through Tier 3, with the inquiry moving from general through specialist.
- a. Tier 0 – This is an automated tier where the customer can self serve. Example: The customer can pay a bill or book a counselling appointment online.

- b. Tier 1 – This is where a member of the myDurham 311 staff answers a basic, generic enquiry. Example: Providing directions to the building, opening times or helping identify the right staff member to discuss a more complex enquiry.
- c. Tier 2 – A more specialist member of the myDurham 311 staff can answer a more complex inquiry or complete an application form. Example: The staff member may assist in completing an eligibility assessment for a Social Services or Health program, or reserve dedicated transport from Transit.
- d. Tier 3 – This is where the inquiry is resolved within the department by trained, qualified experts in the subject, or is a continued 1:1 process with the customer. Example: Case management such as Social Services counselling, speaking with a specialist such as a Public Health nurse about PHIPPA information or escalating a complaint or dispute.

4. Public Facing Services

- 4.1 In addition to the customer service projects funded by the Audit and Accountability Fund, the Region initiated a review to conform the public facing services offered by the Region and to identify opportunities to modernize and integrate these services. Undertaking this work is critical to the success of myDurham 311.
- 4.2 This initiative reviewed services accessed primarily through durham.ca and identified ways in which customers can access information and complete service request transactions through the Region's website.
- 4.3 This initiative concluded that more can be done to provide customer-centric online services and transactions through implementing:
 - a. Self service online forms - The project identified 54 opportunities where current PDF forms on durham.ca could be made electronic to enhance the customer experience.
 - b. Online payments - Customers can not currently pay online for Regional services other than water bills. The project identified 20 opportunities to allow for self-service payments, providing choice to the customer and reducing in-person traffic to Regional buildings.
 - c. Online bookings - Appointments are currently scheduled in person or via phone. Introducing an online booking system would provide customers with self-serve capabilities and enhance processes in 10 business areas.
 - d. Customer Portal – Customers should have the ability to securely access information on recent transactions, bills due and services requests made.
 - e. Enhanced integration with local area municipalities – This will allow customer inquiries to be transitioned between municipalities seamlessly without impacting the customer.
- 4.4 These recommendations will be implemented throughout the remainder of 2020 and 2021. Working with key delivery partners, durham.ca will be a key component of the contact centre and will be enhanced to allow the provision of self-service transactions.
- 4.5 By moving more transactions to digital channels, the cost per transaction will decrease.

5. Next Steps – myDurham 311

- 5.1 It is proposed that a corporate project, myDurham 311, be established as an enterprise program for the Region, led by Corporate Services in partnership with all departments. This program would encompass the recommendations from the customer contact centre assessments, including those from the Public Facing Services Modernization Initiative.
- 5.2 Accessing services is the most important way that customers engage with the Region of Durham. It is proposed that the Region continue to modernize and implement the recommendations of the recent studies, through the provision of an omni-channel, customer-centric organization that has a ‘no wrong door’ approach. The aim is to resolve customer inquiries at the first point of contact.
- 5.3 myDurham 311 will combine key customer-centric projects into one coordinated enterprise program, to create a streamlined customer experience. The program will be governed through a Steering Committee, managed by a Program Director, and delivered through a Program Core Team:
- a. Steering Committee:
 - Chief Administrative Officer
 - Commissioner, Corporate Services
 - Commissioner, Works
 - Commissioner, Finance
 - Director, Strategic Initiatives
 - Director, Communications
 - b. Program Director - Chief Information Officer
 - c. Program Core Team:
 - Program Manager
 - Call Centre Manager
 - Program Co-ordinator
 - Subject Matter Expert - Human Resources/Labour Relations
 - Subject Matter Expert - Contact Centre
 - Subject Matter Expert - Business Analysis
 - Subject Matter Expert - Business Analysis
 - Subject Matter Expert – Finance / Internal Audit
- 5.4 myDurham 311 will deliver over the next 36 months, four key overarching principles:
- a. An omni-channel contact centre, with a governance structure using principles from the 311 models used by municipalities throughout the world.
 - b. One main phone number to access the majority of Regional services.
 - c. Efficient Lean processes to manage the delivery of customer services.
 - d. Modernized public facing services, that allow the customer to self-serve and provide first point of contact resolution, where possible.

- 5.5 It is recognized that this program will have implications for all departments in terms of the investment of time and financial resources. This program is an enterprise project that will be implemented incrementally to reduce the impact on departments. Much of the work required from departments is a review and streamlining of processes and development of a digital knowledge base.
- 5.6 To ensure a smooth implementation, the Program Core Team has identified implementation challenges and will develop plans to ensure risks surrounding these challenges are mitigated. Key challenges include:
- a. Works - Workplace Modernization Project – This project will mean that the space needs of departments and call centres will be different moving forward. We will ensure effective communication between these projects.
 - b. Change Management – Each of the 28 call centres and many of the 89 front counters will be heavily impacted throughout transition. Change management will be a core focus of the project, with change advisors and change champions assigned for the program duration.
 - c. Information Technology – Onboarding of new technology and decommissioning of old technology. Information Technology will be centrally involved in the program implementation.
 - d. Finance – New processes and procedures to support online payments.
 - e. Water Billing, POA Courts, POA Collections and Works (Depots and Traffic) do not currently operate on a tiered model with staff currently answering all inquiries and limited self-service. Implementation of this new model will rely on effective change management and education in triaging of service requests based on complexity.
 - f. Some call centre and front counter agents conduct duties that are not a contact centre function.
- 5.7 The myDurham 311 Program Core Team will provide monthly updates to the Steering Committee and semi-annual status reports to both Committee and Council.
- 5.8 The Program Core Team, as part of their activities, will develop success measures and measure efficiencies gained, to report back.

6. Financial Implications

- 6.1 As the project is in its early stages of development, and purchasing options and costings remain under review, a maximum threshold for total project costs has been developed based on comparisons to similar projects.
- 6.2 It is recommended that the initial funding of \$1,750,000 for the estimated \$10 million unbudgeted program be provided from the Innovation and Modernization Initiatives Reserve fund created to modernize the delivery of services to residents, customers, citizens and other levels of government. This reserve fund was set up in 2019 with initial seed money of \$5 million. Additional funding required in future years of the program would be approved through the Region's Business Planning and Budget Process and could include grant funding.

6.3 As recommended by the Program Core Team, and with the approval of the myDurham 311 Steering Committee, staff are recommending that the Commissioner of Finance be authorized to execute any required agreements necessary to move the project forward, following the standard procedures of the existing Budget Management Policy and Purchasing By-Law requirements.

6.4 The table below shows a breakdown of the funding requirements for each of the years for the project, with a description of the items that make up the requirements.

Year	Description	Financial Requirement
Initial Phase Mid 2020 – Mid 2021	Program Implementation and Co-ordination, Auto-Attendant - Integrated Voice Response - Telephony Technology Enhancements, Establishment of Agent Knowledge Base, Public Consultation	1,750,000
2021	Contact Centre Infrastructure and Establishment, Learning & Development, Customer Relationship Management Technology, OMNI Channel Technology Implementation, Consolidation of Customer Portals, Web Self-Service and Chat Features	4,500,000
2022	Continued Digital Modernization and Omni-Channel Integrating, myDurham 311 Centre Process Enhancements, Integration, Learning and Development	3,250,000
2023	Technology Licensing, Program Embedding within the Enterprise	500,000
-	-	10,000,000

7. Benefits

7.1 The primary benefits of this program are the modernization of the customer experience, increased service levels and reduced transaction costs. All Durham customers, whether they contact by phone, in person, or online, will be able to seamlessly access the information and services they need when they require them. Additional benefits include:

- a. Fully functional digital Region.
- b. First point of contact resolution – by 2023 we will aim to resolve more enquiries at first point of contact, recognizing that more complex requests will be channeled to individual departments.
- c. An omni-channel experience – phone, online, chat, social media, in person – all channels will be available for all service requests and customers will be supported to transition between channels.

- d. A single source of the truth – we will know our customer and their engagement with the Region – one centralized customer database that ‘talks’ to our work order and service request systems.
- e. A user intuitive customer portal – our customers can see their engagement with the Region, check their bills and see the status of key transactions with the Region.

8. Conclusion

- 8.1 Assessments into how the Region delivers services to its customers have identified areas of good practice, including the excellent attention to the customers’ needs by Regional staff. Opportunities for modernization exist.
- 8.2 It is recommended that myDurham 311 be endorsed for implementation to address these opportunities, modernize the customer experience, and harmonize public facing service provision.
- 8.3 It is recommended that the initial funding of \$1.75 million for myDurham 311 be allocated from the Innovation and Modernization Initiatives Reserve fund.

Respectfully submitted,

Original signed by

D. Beaton, BCom, M.P.A
Commissioner of Corporate Services

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



Memorandum

TO: Finance & Administration Committee

FROM: Nela Prasad, Committee Clerk

DATE: July 9, 2020

RE: Resolution adopted by the Health & Social Services Committee at their meeting held on July 9, 2020

Corporate Services
Department –
Legislative Services

Expedited Supportive Housing Development (2020-SS-9)

Moved by Regional Chair Henry, Seconded by Councillor Carter,
That we recommend to Council, subject to the approval of the
Finance and Administration Committee:

- A) That, subject to a two-thirds majority vote, Council be requested to rescind its previous decision to issue a Request for Proposal for the purpose of soliciting affordable rental housing project proposals under the Ontario Priorities Housing Initiative, as adopted by Council on June 26, 2019 in Part (F) of Report #2019-COW-13 in order for the funds to be reallocated and used directly by the Region for supportive housing development;
- B) That 2021 pre-budget approval be granted for the development of a modular supportive housing project of approximately 50 units and the construction of an approximate 5,000 square foot ancillary structure to provide a combination of support services and congregate living, on Regional land located at 133 Main St., Beaverton, at an estimated cost of \$13,552,990 to be funded from the reallocation of the proposed \$5,620,900 in Ontario Priorities Housing Initiative (OPHI) and \$7,932,090 from the Social Housing Reserve Fund, subject to the approval of the Ministry of Municipal Affairs and Housing (MMAH) under Years 2 and 3 of the Ontario Priorities Housing Initiative (OPHI) in the amounts of \$2,137,535 and \$3,483,365 respectively;
- C) That a sole source agreement with Horizon North Inc. (or its affiliate NRB) for the design, delivery and installation of approximately 50 modular affordable supportive housing rental units at 133 Main St., Beaverton be approved subject to the terms and conditions being satisfactory to the Commissioner of Finance;

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

- D) That 2021 pre-budget approval be granted for a “Microhome Pilot” project to provide temporary supportive housing on Regionally owned lands, that are available for a limited period of time at an estimated cost \$880,000 to be funded from the Social Housing Reserve Fund and the procurement process, including potentially sole sourcing be delegated to the Commissioner of Finance and the Commissioner be authorized to award and execute any required agreements;
- E) That staff be directed to pursue all available and eligible funding from senior levels of government related to the “Supportive Housing - Modular Homes” and “Supportive Housing – Microhomes” projects, and that the Commissioner of Finance be authorized to execute any subsequent agreements; and
- F) That the CAO be authorized to urgently request the Ontario Government to make available operating funding to support the Region’s modular supportive housing initiative and that the Commissioner of Finance be authorized to negotiate and enter into any agreements necessary to secure such funding.

CARRIED

Nela Prasad

N. Prasad
Committee Clerk

- c. N. Taylor, Commissioner of Finance
S. Danos-Papaconstantinou, Commissioner of Social Services
R.J. Kyle, Commissioner and Medical Officer of Health
R. Walton, Director of Legislative Services/Regional Clerk



Memorandum

TO: Finance & Administration Committee

FROM: Nela Prasad, Committee Clerk

DATE: July 9, 2020

RE: Resolution adopted by the Health & Social Services Committee at their meeting held on July 9, 2020

Corporate Services
Department –
Legislative Services

Motion to Add Staff for Mental Health Support Unit in 2021 Regional Budget

Moved by Regional Chair Henry, Seconded by Councillor Chapman,
Whereas there is a growing need for the Durham Regional Police Service (DRPS) to attend to individuals in a mental health crisis;
and

Whereas other jurisdictions have demonstrated success with crisis intervention teams trained in de-escalation and non-violent resolution of situations requiring mental health stabilization, assessment and access to treatment and other services; and

Whereas Lakeridge Health currently has two nurses that work in conjunction with DRPS when addressing such issues; and

Whereas to effectively support this critical need, an additional three nurses are required to ensure that this support can be available 24/7; and

Whereas proactive investment in community social and health services has multiple benefits, including reducing incidence of harm and suicide, easing visits to emergency rooms, reducing time spent in police custody as a place of safety, and contributing to enhanced interaction with citizens;

Now therefore be it resolved that, the three additional nurses, as Regional employees, be recommended for inclusion in the 2021 budget at an estimated cost of \$150,000 (including salary and benefits, etc.) per nurse;

That Regional staff be directed to report as part of the 2021 budget process on total program costs and administration required with Lakeridge Health and DRPS to ensure the availability of these services on a 24/7 basis;

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

That staff continue to explore expansion of the Primary Care Outreach Program (PCOP) as part of the approved Regional Recovery Framework and action plan, including mobile models that address social and healthcare needs of marginalized populations, with staffing needs and requirements to be included as part of the 2021 budget process;

That staff pursue any senior government funding opportunities; and

That this resolution be forwarded to the Finance and Administration Committee for approval and subsequent recommendation at Council.

CARRIED

Nela Prasad

N. Prasad
Committee Clerk

- c. N. Taylor, Commissioner of Finance
- S. Danos-Papaconstantinou, Commissioner of Social Services
- R.J. Kyle, Commissioner and Medical Officer of Health
- R. Walton, Director of Legislative Services/Regional Clerk

Resolutions from Advisory Committees

9-1-1 Management Board

1. Resolution re: 911 Misdials

That we recommend to the Finance & Administration Committee for approval and subsequent recommendation to Regional Council:

That the following resolution from the Town of Tecumseh regarding 911 misdials be endorsed:

“Whereas the calls for service for 911 Misdials have risen dramatically in recent years, correlated with the rise in cell phone use; and

Whereas 911 Misdials must be responded to as if they were legitimate emergency calls; and

Whereas each 911 call is responded to with two OPP officers at an average time per call of 1.2 hours; and

Whereas each 911 call is a billable call to the municipality; and

Whereas in 2019 alone to date, 911 Misdials in Tecumseh number 1,082 calls, which is 28.8% of all billable calls for service to date; and

Whereas 911 Misdials are not unique to Tecumseh and in fact are common across the Province at an estimated cost of millions of dollars;

Now Therefore Be It Resolved That the Municipal, Federal and Provincial governments and relevant associations, including but not limited to, the Ontario Association of Police Services Boards (OAPSB), the Ontario Association of Chiefs of Police (OACP), the Federation of Canadian Municipalities (FCM) and the Association of Municipalities of Ontario (AMO), be requested to lobby the telecommunications industry and smart phone manufacturers to develop a solution to 911 Misdials.”