



The Regional Municipality of Durham

Finance & Administration Committee Agenda

Council Chambers
Regional Headquarters Building
605 Rossland Road East, Whitby

Tuesday, September 15, 2020

9:30 AM

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

1. Roll Call

2. Declarations of Interest

3. Adoption of Minutes

- A) Finance & Administration Committee meeting – July 14, 2020

Pages 4 - 14

4. Statutory Public Meetings

There are no statutory public meetings

5. Delegations

- 5.1 Mike Walters, CAO, Lake Simcoe Region Conservation Authority re:
2020 Budget Companion Document

6. Presentations

- 6.1 Nancy Taylor, Commissioner of Finance and Nicole Pincombe, Director of Business Planning, Budgets and Risk Management re: 2021 Regional Business Plans and Property Tax Supported Budget Guideline (2020-F-17) [Item 8.2 A)]

7. Administration

- 7.1 Correspondence

- 7.2 Reports

- A) The Regional Municipality of Durham's 2019 Accessibility Report (2020-A-17) 15 - 28
- B) Fee for Providing Regional Records and Documents (2020-A-18) 29 - 34

8. Finance

- 8.1 Correspondence

- 8.2 Reports

- A) 2021 Regional Business Plans and Property Tax Supported Budget Guideline (2020-F-17) 35 - 63
- B) The Issuance of Debentures on Behalf of the City of Pickering, Town of Whitby, Municipality of Clarington, Township of Brock, Township of Uxbridge, and The Regional Municipality of Durham (2020-F-18) 64 - 69

9. Advisory Committee Resolutions

There are no advisory committee resolutions to be considered

10. Confidential Matters

There are no confidential matters to be considered

11. Other Business

12. Date of Next Meeting

Tuesday, October 13, 2020 at 9:30 AM

13. Adjournment

Notice regarding collection, use and disclosure of personal information:

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

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

The Regional Municipality of Durham

MINUTES

FINANCE & ADMINISTRATION COMMITTEE

Tuesday, July 14, 2020

A regular meeting of the Finance & Administration Committee was held on Tuesday, July 14, 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 Dies
Councillor Highet
Councillor Joe Neal attended for part of the meeting
Councillor Roy attended for part of the meeting
Councillor Yamada

Staff
Present: E. Baxter-Trahair, Chief Administrative Officer
D. Beaton, Commissioner of Corporate Services
N. Taylor, Commissioner of Finance
S. Austin, Director, Corporate Policy and Strategic Initiatives, Office of the CAO
C. Bandel, Deputy Clerk, Corporate Services – Legislative Services
K. Chakravarthy, Chief Information Officer, Corporate Services – IT
S. Danos-Papaconstantinou, Commissioner of Social Services
J. Demanuele, Director of Business Services, Works Department
S. Gill, Director, Economic Development and Tourism
J. Hunt, Director, Legal Services, Corporate Services – Legal
R. Inacio, Systems Support Specialist, Corporate Services - IT
S. Siopis, Commissioner of Works
L. Talling, Sport Tourism Coordinator
T. Fraser, Committee Clerk, Corporate Services – Legislative Services

2. Declarations of Interest

There were no declarations of interest.

3. Adoption of Minutes

Moved by Regional Chair Henry, Seconded by Councillor Leahy,
(54) That the minutes of the regular Finance & Administration Committee meeting held on Tuesday, June 9, 2020, be adopted.

CARRIED

4. Statutory Public Meetings

There were 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

Rocco Tullio and Roger Hunt, participating electronically, appeared before the Committee with respect to the Oshawa Generals bid to host the 2021 Memorial Cup Tournament. A written copy of their submission detailing the items and expenses they are requesting the Region and City of Oshawa to cover was distributed electronically to the Committee.

R. Hunt advised that the Memorial Cup Tournament is an opportunity to bring thousands of visitors into the Region and City of Oshawa. He explained that the centre piece will be the games played at the Tribute Communities Centre in Oshawa, and it will be a region-wide event with the arrival of the cup, a Memorial Cup golf tournament at Deer Creek in Ajax, off day events potentially scheduled at Canadian Tire Motorsport Park in Bowmanville, and include hotels and restaurants across the Region. He noted that the proposed route for the arrival of the Memorial Cup would be along Highway 401, onto Simcoe Street and end at Central Park or the Ontario Regiment.

R. Hunt also advised that the 2020 Memorial Cup will be held in Ontario and will be hosted by either Sault Ste. Marie or Oshawa. He stated that they are looking for support from the Region and City of Oshawa, and he advised that the Oshawa Generals ownership will pay the full Memorial Cup Guarantee.

R. Hunt further advised that the Oshawa Generals are positioned to have a good hockey team that can compete for the Memorial Cup and this is one of the factors considered by the Canadian Hockey League (CHL) in determining the host community.

R. Tullio concluded by advising that the City of Oshawa has approved their funding request and upgrades to the Tribute Communities Centre to meet the requirements for the Memorial Cup Tournament.

R. Hunt and R. Tullio responded to questions of the Committee.

N. Taylor advised that the Oshawa Generals have been working with staff in the Region's Economic Development Division and at the City of Oshawa. She also advised that the funding request was approved by the City of Oshawa at their Council meeting held on July 13, 2020. She further advised that staff have prepared draft resolutions for the Finance & Administration Committee's consideration, one with a commitment matching the approval of the City of Oshawa with an upset limit of \$250,000.

Moved by Regional Chair Henry, Seconded by Councillor Nicholson,
(55) That the order of the Agenda be altered to consider a motion related to the delegation from Rocco Tullio and Roger Hunt at this time.

CARRIED

Two draft resolutions prepared by the Finance Department were provided for the Committee's consideration.

Moved by Regional Chair Henry, Seconded by Councillor Nicholson,
(56) That Committee recess for 5 minutes.

CARRIED

Committee recessed at 9:54 AM and reconvened at 9:59 AM.

Committee members indicated their support for the Oshawa Generals bid to host the 2021 Memorial Cup Tournament. N. Taylor responded to a question with respect to the possibility of providing funding under the Community Investments Grant Policy.

Moved by Councillor Nicholson, Seconded by Councillor Ashe,
(57) That we recommend to Council:

- A) That the Region of Durham provide a matching operational commitment with an upset limit of \$250,000 as requested by the Oshawa Generals, consisting of a combination of in-kind services and financial contribution funded at the discretion of the Commissioner of Finance, to support the bid by the Oshawa Generals to host the May 2021 Memorial Cup in the City of Oshawa with pre-budget approval from the Sport Tourism program of the 2021 Economic Development Business Plan, subject to the event being able to proceed in accordance with COVID-19 restrictions;

- B) That Disbursement will be on terms satisfactory to the Commissioners of Finance and Planning including: the cash funding is contingent upon award of the tournament to the Oshawa Generals and the cash funding will not be disbursed by the Region until:
- i) The commencement of the tournament; and
 - ii) The team provides cost details (invoices or other documents constituting a paper audit trail) satisfactory to the Commissioners; and
- C) That the Generals engage in collaborative discussions with the Region to develop a plan and hosting framework that satisfies the Regional objectives of not only maximizing and reporting on positive economic impact, but also enhancing sport culture throughout the Region, creating lasting legacies socially for the community, and ensuring memorable experiences for visitors and residents from all demographics.

CARRIED UNANIMOUSLY ON THE
FOLLOWING RECORDED VOTE:

Yes

Councillor Ashe
Councillor Collier
Councillor Drew
Regional Chair Henry
Councillor Leahy
Councillor Mulcahy
Councillor Nicholson
Councillor Foster, Chair

No

None

Members Absent: None

Declarations of Interest: None

6. Presentations

6.1 Arend Wakeford, Senior Solicitor, re: Delegation of Authority By-law (the "Delegation By-law") (2020-A-14)

J. Hunt, Director, Legal Services, provided a PowerPoint presentation regarding the Delegation of Authority By-law. Highlights of his presentation included:

- Municipal Act, 2001 – Authority for Delegation
- Municipalities with Delegation By-laws
- Region's Delegation By-law
- "Reviewed" vs "Recommended"
- Example 1 – No Restrictions
- Example 2 – Reviewed by

- Example 3 – Recommended by
- Example 4 – Consistent with Existing Policy or By-law

Staff responded to questions with respect to the proposed delegation of authority to execute confidentiality agreements and the possibility of reporting these to Council; and the proposed delegation of authority to attend Small Claims Court and settle any action.

6.2 K.C. Chakravarthy, Chief Information Officer, re: myDurham 311 (2020-A-16)

K. Chakravarthy provided a PowerPoint presentation regarding myDurham 311. Highlights of his presentation included:

- Background – 2019-2020 Modernization Studies
- Modernization Investigation Recommendations
- Case Study: Cost Per Government Service Transaction
- myDurham 311 Mandate and Objectives
- myDurham 311 Guiding Principals
- Tiered Call Centre Model
- 311 Examples of Good Practice
- Future Durham Customer Interface
- myDurham 311 High-Level Program Plan
- myDurham 311 Program - Roadmap

D. Beaton advised that K. Chakravarthy is a finalist for the CIO of the Year Award in the public sector category. He also advised that the winner will be announced on Thursday, July 16, 2020, and he outlined the selection process for the CIO of the Year Awards.

The Committee congratulated K. Chakravarthy.

7. Administration

7.1 Correspondence

There were no communications to consider.

7.2 Reports

A) Delegation of Authority By-law (the “Delegation By-law”) (2020-A-14)

Report #2020-A-14 from E. Baxter-Trahair, Chief Administrative Officer, was received. A revised page 3 to Report #2020-A-14 was distributed electronically.

J. Hunt responded to a question with respect to examples of delegations of authority from Council to staff where there is no proposed/existing reporting in Schedule “A” to the by-law.

Moved by Councillor Collier, Seconded by Councillor Ashe,
(58) That we recommend to Council:

- A) That the Delegation By-law, in the form included as Attachment #1 to Report #2020-A-14 of the Chief Administrative Officer, 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 to Report #2020-A-14.

CARRIED ON THE FOLLOWING
RECORDED VOTE:

Yes

Councillor Ashe
Councillor Collier
Councillor Drew
Councillor Mulcahy
Councillor Foster, Chair

No

Councillor Nicholson

Members Absent: Councillor Leahy
Regional Chair Henry

Declarations of Interest: None

- B) Appointment of Member of the Durham Region Roundtable on Climate Change (DRRCC) (2020-A-15)
-

Report #2020-A-15 from E. Baxter-Trahair, Chief Administrative Officer, was received.

Moved by Councillor Ashe, Seconded by Councillor Collier,
(59) That we recommend to Council:

That Janet Taylor, Manager Sustainability and Business Advocacy at Oshawa Power and Utilities Corporation, be appointed to the Durham Region Roundtable on Climate Change (DRRCC).

CARRIED

- C) myDurham 311 (2020-A-16)

Report #2020-A-16 from D. Beaton, Commissioner of Corporate Services, was received.

Moved by Councillor Mulcahy, Seconded by Councillor Leahy,
(60) That we recommend to 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;
- 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) That 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.

CARRIED

8. Finance

8.1 Correspondence

There were no communications to consider.

8.2 Reports

There were no Finance reports to consider.

8.3 Other Business

A) Bill 197, COVID 19 Economic Recovery Act, 2020

N. Taylor advised that the Province introduced Bill 197 last week and she provided an overview of the proposed changes related to Development Charges, Parkland and Community Benefits Charges. She explained that previous changes to the Development Charges Act have been reversed and items have been added back into the list of development charge eligible services. She also advised that the statutory 10% discount is proposed to be removed. She further advised that parkland dedication has been maintained and alternative rates have been supported, however alternative rate bylaws can be appealed to the Local Planning Appeal Tribunal (LPAT). She also noted that Community Benefits Charges will remain and only apply to high density development, which is development that is 10 or more units in a building or five or more storeys. She

added that upper-tier municipalities are not able to utilize Community Benefits Charges.

Councillor Foster asked staff to circulate a summary of the proposed changes introduced in Bill 197 to members of Council.

9. Reports from Other Standing Committees

9.1 Health and Social Services Committee

A) Expedited Supportive Housing Development (2020-SS-9)

Moved by Regional Chair Henry, Seconded by Councillor Leahy,

(61) That we concur with the recommendations of the Health and Social Services Committee, as outlined in Report #2020-SS-9 of the Commissioner of Social Services and adopted at their meeting held on July 9, 2020.

CARRIED

This matter was considered by the Health and Social Services Committee at their meeting held on July 9, 2020 and will be presented to Regional Council on July 29, 2020 as Item #2 of the 2nd Report of the Health and Social Services Committee.

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

E. Baxter-Trahair responded to questions with respect to the rationale for including the positions within the Regional budget; whether Durham Regional Police Service (DRPS) is looking at allocating funds to increase mental health workers; whether any direction has been given to DRPS to focus on mental health; and the possibility of requesting DRPS to focus on this issue.

Discussion ensued with respect to support for the proposed motion; increasing the focus on mental health; and the commitment of DRPS to training additional officers in mental health response.

Moved by Councillor Nicholson, Seconded by Councillor Collier,

(62) That we recommend to Council:

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;

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; and

That staff pursue any senior government funding opportunities.

CARRIED UNANIMOUSLY ON THE
FOLLOWING RECORDED VOTE:

Yes

Councillor Ashe
Councillor Collier
Councillor Drew
Regional Chair Henry
Councillor Leahy
Councillor Mulcahy
Councillor Nicholson
Councillor Foster, Chair

No

None

Members Absent: None

Declarations of Interest: None

This matter was considered by the Health and Social Services Committee at their meeting held on July 9, 2020 and will be presented to Regional Council on July 29, 2020 as Item #5 of the 5th Report of the Finance and Administration Committee.

10. Advisory Committee Resolutions

10.1 9-1-1 Management Board

A) Resolution re: 911 Misdials

Moved by Councillor Mulcahy, Seconded by Councillor Leahy,
(63) That we recommend to 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.”

CARRIED

11. Confidential Matters

There were no confidential matters to be considered.

12. Other Business

12.1 Cyber Security Training

D. Beaton advised that he will be sending an email to all members of Council with a link to a cyber security training program, in follow-up to the request at the June 9, 2020 Finance & Administration Committee to provide cyber security training to members of Council.

12.2 Order of Proceedings in Committee

Councillor Foster asked staff to review the process followed in other municipalities when an agenda includes a presentation and report on the same topic. He noted that the Region currently deals with reports later in the meeting due to time constraints for delegations and presenters, and he questioned if it may be appropriate to deal with reports immediately following the presentation.

D. Beaton advised that staff are currently reviewing this item and will bring forward a report at a future meeting.

13. Date of Next Meeting

The next regularly scheduled Finance & Administration Committee meeting will be held on Tuesday, September 15, 2020 at 9:30 AM in Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

14. Adjournment

Moved by Regional Chair Henry, Seconded by Councillor Leahy,
(64) That the meeting be adjourned.

CARRIED

The meeting adjourned at 11:14 AM

Respectfully submitted,

A. Foster, Chair

T. Fraser, Committee Clerk



The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Chief Administrative Officer
Report: #2020-A-17
Date: September 15, 2020

Subject:

The Regional Municipality of Durham's 2019 Accessibility Report

Recommendation:

That the Finance and Administration Committee recommends to Regional Council:

That the Regional Municipality of Durham's 2019 Accessibility Report be adopted.

Report:

1. Purpose

- 1.1 The purpose of this report is to present the 2019 Accessibility Report to the Finance and Administration Committee.

2. Background

- 2.1 In June 2005, the Ontario Legislature passed the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). The AODA builds on the previous Ontarians with Disabilities Act, 2001, and both acts are still in effect.
- 2.2 Provincial and municipal governments and key broader public sector organizations are required to establish a multi-year accessibility plan which outlines the organization's strategy to prevent and remove barriers to people with disabilities. These plans are to be reviewed and updated at least once every five years. In addition, the organization must prepare an annual status report on the progress of measures taken to implement this strategy. All accessibility reports and plans must be made available to the public.

3. Process

- 3.1 The attached report reviews the progress made on actions indicated in the 2018 Accessibility Report and 2016-2021 multi-year plan. This progress includes removal and prevention of barriers related to attitudes, technology, policies and procedures as well as those involving physical accessibility to buildings, services and transportation.
- 3.2 The Chief Administrative Officer's office led the report's development, with consultation among representatives from each Regional department and the Accessibility Advisory Committee. A staff working group collaborated internally to prepare updates for the annual report.

4. Next Steps

- 4.1 Once approved, the 2019 Accessibility Report will be made available to the public and posted to the Regional website.

5. Attachments

Attachment #1: Accessibility Report

For additional information, contact: Sandra Austin, Director, Strategic Initiatives, at 905-668-7711, extension 2449.

Prepared by: Janet Traer, Accessibility Coordinator, at 905-668-7711, extension 2009.

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



The Regional Municipality of Durham 2019 Accessibility Report

Update to the 2018 Accessibility Report



Table of Contents

Celebrating access and ability in our communities.....	3
Durham Region Accessibility Advisory Committee	4
Durham Region Accessibility Report 2019	5
Statement of Organizational Commitment	5
Region of Durham’s 2019 highlights.....	6
Helping our Community	7
Continuous improvements throughout the organization	8
Accessibility for Ontarians with Disabilities Act, 2005 compliance timelines	9
Celebrating Progress.....	10
2019 Award Recipients.....	10
National Access Awareness Week 2019	11
Contact Information	12

Celebrating access and ability in our communities

Finding innovative ways to help eliminate obstacles is a path we can travel together. It's amazing what we can achieve by adopting a certain mindset; looking at the community through an accessibility-based lens.

Enhancing the lives of our citizens—regardless of their abilities—is paramount.

When we make communications, services and facilities more accessible, we promote diversity and inclusion and we showcase our dedication to continuous improvement. It's a process strengthened by the invaluable advice from our Accessibility Advisory Committee (AAC). We are so grateful for their input and encouragement.

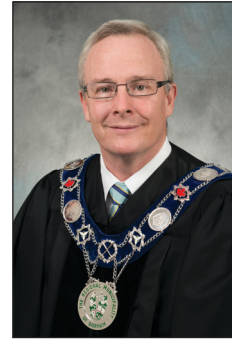
In 2019, our organization enhanced communications, undertook process reviews, and enhanced partnerships to further strengthen our dedication to accessibility. It was a collaborative effort that allowed us to:

- Introduce new and innovative learning resources for our accessible documents.
- Place a stronger focus on barrier-free public reports, forms, web pages and publications.
- Introduce mandatory open captioning for video messages.
- Provide better access to employees via our redeveloped intranet.

It was also a milestone year for us, as Durham Region proudly hosted the 2019 Para Sport Games. This event—which welcomed about 300 athletes in various sporting events—allowed us to showcase our inclusive and accessible community and highlight how we preserve dignity and independence for individuals of all abilities.

It was incredible to see our strong community spirit in action. People came together to support these athletes and brought the Games to life.

Let's continue moving forward on this path by offering equal access and opportunity. Living in an inclusive and accessible environment means working together to ensure dignity and independence for individuals of all abilities.



John Henry

Regional Chair and CEO

Elaine Baxter-Trahair

Chief Administrative Officer

Durham Region Accessibility Advisory Committee

The Accessibility Advisory Committee (AAC) provides valuable feedback and advice to Durham Regional Council and employees. Ontario's accessibility laws require municipalities with more than 10,000 people to form an AAC. The committee advises Regional Council about accessibility plans and standards; reviews site plans and drawings; and performs other functions, as specified in the regulations. Most members must be people with disabilities, come from various backgrounds, and represent an area municipality.

We thank the members of our Durham Region Accessibility Advisory Committee for their commitment and knowledge sharing.



A vertical banner for the Durham Region Accessibility Advisory Committee (AAC). At the top is the Durham Region logo, a stylized 'D' with horizontal lines, and the text "DURHAM REGION". To the right of the logo is the text "Durham Region Accessibility Advisory Committee (AAC)". Below this is a green oval with the letters "AAC" in white. Underneath the oval is the text "What We Do". Below this are three overlapping blue circles containing the text "Accessibility Planning", "Advise Regional Council", and "Educate and Support Regional Staff". Below the circles is a green horizontal band with the text "Destination Accessible 2025". Below this band are three images: a white bus with a person in a wheelchair, a silver award trophy with the Durham Region logo and "Accessibility Award 2015", and a person walking a dog on a path. At the bottom of the banner is the Accessibility Information logo, a stylized 'A' with a wheelchair symbol, and the text "Accessibility Information". Below this is the text "Find us online at" and the website address "www.durham.ca/accessibility".

Durham Region Accessibility Report 2019

Durham Region believes in building communities where every person can fully participate.

The Regional Municipality of Durham 2019 Accessibility Report is our annual update, a chance to identify how we continue to improve accessibility in our community by implementing the standards and timelines outlined in the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the 2016-2021 Multi-Year Accessibility Plan.

The Region of Durham is committed to creating programs, services and facilities that people of all abilities can access. Accessibility benefits everyone. Creating welcoming and inclusive communities - where every person who lives, works and plays, can fully participate - makes good sense for all of us. This philosophy is supported in our Strategic Plan, Diversity and Inclusion Strategy and our Age-Friendly Durham Strategy and Action Plan.

To review the Regional Municipality of Durham 2016-2021 Multi-Year Accessibility Plan and previous Accessibility Reports, please visit durham.ca/accessibilityreports.



Statement of Organizational Commitment

The Region of Durham is committed to ensuring accessibility for persons with disabilities throughout its goods, services, employment and facilities as outlined in the Accessibility Policy. Accessibility shall be addressed in a manner that:

- Upholds the principles of dignity and independence.
- Strives to provide integrated services.
- Provides equal opportunity.

Region of Durham's 2019 highlights

2019 Ontario Parasport Games

From February 8 to 10, 2019, Durham Region welcomed nearly 500 participants—including 300 athletes and hundreds of visiting family and friends—to the Durham Region 2019 Ontario Parasport Games.

The Games featured competition and medal ceremonies in 11 sports at eight venues across the Region; an opening night dinner; memorable Opening Ceremony; and a celebration dinner. Leading up to the Games, the event was promoted at community events. There was also a 100-Day Countdown that engaged local schools and the broader community.



The event was led by the Region of Durham's sport tourism program, Sport Durham. A Games Organizing Committee (GOC) was established to collaborate with the Ministry of Heritage, Sport, Tourism and Culture Industries team and Provincial Sport Organizations to plan and deliver the Games. During the Games weekend, over 300 volunteers from Durham Region and beyond helped to bring the Games to life.

Durham Region's inclusive values were furthered by the Games. More people and businesses became aware of what it means to provide inclusive, accessible and welcoming places and experiences to individuals of all abilities. And, the Games legacy fund of \$111,900 will support initiatives to expand and enhance parasport opportunities, awareness, participation and experience in Durham Region.

My Durham Water

Durham Region launched My Durham Water in December 2019. This state-of-the-art water billing system will be phased in across the region.



It's a new portal which provides more accessible options that allow residents to:

- View billing information online.
- Receive bills online through paperless e-billing.
- Choose from multiple payment options, including e-payments.
- Enter meter readings online.
- Communicate with the Region through multiple channels, such as secure email.
- Access the Region's website for rates and other information.



Helping our Community

In 2019, the CAO's Office worked with Corporate Services-Information Technology's (CS-IT) Telecommunications and Infrastructure teams on a new initiative to donate previously used Region of Durham smartphones to the Canadian National Institute for the Blind's (CNIB) Phone it Forward program. Through this program, donated devices are reset in a secure manner, loaded with accessible apps and donated to people with vision loss.

Thank you to everyone involved for making a difference in our community!

Update on Accessible Pedestrian Signals

In 2019, the Region installed accessible pedestrian signals (APS) at 18 locations, bringing our total number of signalized intersections equipped with APS to 139.

There have been operational improvements made to our APS system. Instead of needing to push and hold an APS for five seconds to receive the audible sounds, the Region revised its policy to implement a three second press and hold time. This change was implemented after dialogue with visually impaired residents of Durham indicated that the longer press and hold time was making it difficult to activate the devices. In 2019, 42 locations were updated to reflect this positive change in operation. These updates continued in 2020.

In 2019, the Region also continued to update signalized intersections with a new pedestrian timing methodology. The new methodology aims to provide positive guidance for pedestrians by displaying a countdown timer to show how much time is left to cross the road. When the flashing hand is displayed, or the clearance tone is heard, it is recommended that pedestrians wait until the next cycle to ensure there is enough time to cross.



Recognizing Bell Let's Talk Day

In partnership with the Region's Health, Safety and Wellness Division, the CAO's Office organized a lunch and learn session for staff to recognize Bell Let's Talk Day. Regional employees were invited to listen and learn from keynote speaker Daniel Cullen, a homelessness community advocate who shared his journey entitled: 8,000 Days Homeless.

Continuous improvements throughout the organization

Internal

- Accessible templates continue to be created based on department/division needs.
- Improving on our internal processes to create better efficiencies and improve accessibility for staff, which will ultimately benefit our residents.
- Certificates are presented to Regional employees who incorporate, champion and share accessibility best practices in their work.
- Training sessions are held for staff who are responsible for posting information on durham.ca.
- The redevelopment of the Region's internal website was designed with accessibility in mind, consistent with Durham's external website – durham.ca.
- Accessibility audits of the Region's facilities are scheduled on a regular basis.
- Accessibility awareness training sessions are planned throughout the organization.

External

- All videos produced by the Region of Durham now have open captioning. Captions are permanently visible on the video or stream and do not require special functionality for media players or streaming platforms to be displayed.
- Improved customer service and accessibility were achieved by reducing the number of contact phone numbers for public health programs and services.
- Installing accessible service counters continues in many areas with public access.
- Continuously improving accessibility of the forms on durham.ca.
- Counter-loop systems have been installed for the hearing impaired.
- A tablet was installed for court users to pay tickets, look up cases or set early resolution proceedings during business hours and after hours.
- Continuous learning opportunities were provided to staff about accessibility/disability related topics to increase their knowledge and understanding. For International Day of Persons with Disabilities, Chris Power, a 16-year Veteran of the Canadian Armed Forces Military Police, spoke to staff about his journey. Once on the brink of suicide, Chris now focuses on helping professionals shift their energy from stress and survival to peace and purpose. As the founder of Family for Life, Chris provides support to a community of veterans and first responders.

Accessibility for Ontarians with Disabilities Act, 2005 compliance timelines

The Accessibility for Ontarians with Disabilities Act, 2005, (AODA) became law in 2005. Under the Act, organizations must meet the requirements of the AODA in the areas of information and communications, employment, transportation, design of public spaces and customer service. The summary below highlights the AODA requirements that are now part of Durham Region's day-to-day operations.

2010-2017 Requirements Completed

- ✓ Provide accessible customer service
- ✓ Provide accessible transportation services
- ✓ Provide emergency and public safety information in accessible formats
- ✓ Provide employees with accessible and customized emergency information
- ✓ Create accessibility policies and a multi-year plan
- ✓ Buy accessible goods, services or facilities
- ✓ Make new websites accessible
- ✓ Train employees on Ontario's accessibility laws
- ✓ Make it easy to provide feedback, when asked
- ✓ Make employment practices accessible
- ✓ Make public information accessible, when asked
- ✓ Make new or redeveloped public spaces accessible

2018

No new requirements

2019

No new requirements

Future Requirements 2021

Websites must conform to the Web Content Accessibility Guidelines (WCAG) Level 2.0 AA

WCAG is an international standard for making websites and web content accessible to a broader range of users with disabilities.

Celebrating Progress

The Region of Durham's Accessibility Awards allow the organization to celebrate the importance of accessibility. They honour community leadership in breaking down barriers by acknowledging individuals, services and/or businesses that have demonstrated a commitment to accessibility.

Nominations for these awards are made by the Accessibility Advisory Committees of municipalities within Durham Region. Thanks to these committees and the various community partners who recommend and support the nominations.

2019 Award Recipients

Town of Ajax – Jolie Cafe

Township of Brock – The Beaverton Town Hall Players

Municipality of Clarington – Brianna's Sweet Treats

Region of Durham – Patricia Rundle

City of Oshawa – The LivingRoom Community Art Studio

City of Pickering – Team Frozen Foods

Town of Whitby – Durham Escape Room



National Access Awareness Week



National Access Awareness Week 2019

National Access Awareness Week (NAAW) aims to bring together—in a spirit of partnership—people with disabilities, the organizations that serve them, businesses, labour and governments to effect meaningful changes in the daily lives of people with disabilities.

It is a week for Canadians to promote inclusion and accessibility in our communities and workplaces; a chance to celebrate our progress and recognize that many barriers must still be overcome.

We need to be proactive and change the way we think, talk and act about barriers to participation and accessibility. An inclusive Canada is one where all Canadians can participate and have an equal opportunity to succeed in their workplaces and communities.

Increased inclusion of persons with disabilities has positive economic and social benefits for the individuals, businesses, the economy, and society in general.

At the Region of Durham, we strive to understand the service needs of customers of all abilities and educate staff on how to provide excellent service. Gaining and sharing this knowledge with our colleagues is important to us.

Durham Region celebrates NAAW each year, in late May and runs for the week. Staff participated in Lunch and Learn sessions on topics such as guide dogs, therapy dogs and Canadian National Institute for the Blind's (CNIB) Phone It Forward program.

Contact Information

We welcome your feedback. Please let us know what you think about the Regional Municipality of Durham 2019 Accessibility Report.

Janet Traer, Accessibility Coordinator

By mail:

The Regional Municipality of Durham
605 Rossland Road East
Post Office Box 623
Whitby, Ontario
L1N 6A3

By phone:

905-668-7711 extension 2009
Or 1-800-372-1102

By email:

accessibility@durham.ca



The Regional Municipality of Durham

605 Rossland Rd. E., Whitby, Ontario L1N 6A3
905-668-7711 or 1-800-372-1102
durham.ca

If you require this information in an accessible format,
please contact the Accessibility Coordinator at
accessibility@durham.ca or 905-668-4113 ext. 2009.





The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Commissioner of Corporate Services
Report: #2020-A-18
Date: September 15, 2020

Subject:

Fee for Providing Regional Records and Documents

Recommendation:

That the Finance and Administration Committee recommends to Regional Council:

That a by-law establishing rates to be charged by the Regional Clerk for providing copies of documents or Regional records under the Region's custody or control, as generally set out in the form included as Attachment #1 to this report, be adopted.

Report:

1. Purpose

- 1.1 The purpose of this report is to repeal By-law #41-2008 and replace it with a new by-law that establishes the rates to be charged by the Regional Clerk for providing copies of Regional documents or records under the Region's custody or control, as set out in Attachment #1 to this report.

2. Background

- 2.1 Section 391 of the Municipal Act, 2001, as amended, provides that a municipality may impose fees or charges for services or activities provided or done by or on behalf of it, for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board, and for the use of its property including property under its control.
- 2.2 Legislative Services recently undertook a review of the documents that are provided to the public, other outside organizations and municipalities. The review concluded that revisions to the current fee structure are warranted.

- 2.3 Previously individuals and organizations could submit a written request each year to receive copies of Regional Council and/or Committee agendas and/or minutes. They paid a yearly subscription fee for the requested material pursuant to By-law #41-2008. This subscription service is no longer provided as material is readily available on the Region's website.
- 2.4 Legislative Services also provides copies of agendas and staff reports free of charge to the public from the Friday afternoon preceding the Council and/or Committee meeting until the Thursday preceding the next Council and/or Committee meeting and will continue this practice pursuant to Council policy. All agendas, minutes and reports are available on the Region's website.
- 2.5 Legislative Services (and the Planning and Economic Development Department) is currently charging \$0.68 per page (over 7 pages) for photocopy fees under the 2019 Listing of Fees and Charges, pursuant to By-law #41-2008. Section 4 of the Routine Disclosure and Active Dissemination Policy #16.10 lists photocopying fees of \$0.20 per page, equal to the fee charged when processing a request under the Municipal Freedom of Information and Protection of Privacy Act.

3. Revised Fees

- 3.1 The review has concluded that fees be removed from the by-law for the following items:

- Subscriptions to the Council, Finance and Administration, Health and Social Services, Planning and Economic Development, Works, Committee of the Whole, Durham Region Transit Commission and Transit Executive Committee agendas and minutes
- All other agendas
- All other minutes
- Subscriptions to the calendar of Regional meetings

It is recommended that these fees be removed from the by-law as the Region no longer provides hardcopies of agendas or minutes and the subscription service has been discontinued. All agenda material is available on the Region's website, and the public and outside organizations can register through the website to receive an automatic email advising when the agenda and/or minutes are available. A calendar of upcoming meetings is also available on the Region's website. There has been a steady decline in revenue since 2016 due to agendas and minutes being posted to the website and the eventual discontinuance of the subscription service.

3.2 The review has also concluded that revisions to fees are warranted for the following items:

- Photocopying fees
- Reports or documents which are available in an electronic format such as CD, DVD or USB flash drive or memory stick - \$25.00 per item

It is recommended that fees be revised to \$0.20 per page for photocopying costs, plus the applicable costs to prepare the records. This will provide consistency in the costs charged for photocopying costs for members of the public, and for requests for documents under the Freedom of Information Act. For the same reason, it is also recommended that fees be revised from \$25.00 to \$10.00 for reports or documents provided in an electronic format, with the exception of the consolidated Regional Official Plan.

3.3 Fees for the following items will continue:

- Office Consolidation of the Regional Official Plan - \$60.00
- Office Consolidation of the Regional Official Plan in an Electronic Format - \$25.00
- Office Consolidation of the Council Rules of Procedure - \$20.00
- Office Consolidation of the Region's Traffic By-law - \$20.00
- Office Consolidation of the Water and Sewer By-laws - \$20.00
- Office Consolidation of the Sewer Use By-law - \$20.00
- Consolidation of the current and capital budget - \$25.00
- Certification of records and/or documents - \$10.00

4. Conclusion

4.1 It is recommended that the new fee by-law, as outlined in Attachment #1 to this report, be passed. The new fee by-law meets the accountability and transparency provisions of the Municipal Act, 2001 and complies with the Routine Disclosure and Active Dissemination By-law. It also complies with Section 5.1 of the Strategic Plan whereby the Region will streamline administrative processes and look for cost efficiencies through co-ordinated service delivery and partnership, and to responsibly manage the Region's financial assets to deliver critical infrastructure and services for current and future generations.

5. Attachments

Attachment #1: Proposed Fee By-law

Prepared by: Cheryl Bandel, Deputy Clerk, at 905-668-7711, extension 2005.

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

By-law Number XX-2020
of The Regional Municipality of Durham

Being a by-law to establish rates to be charged by the Regional Clerk for providing copies or certified copies of any records or documents and to repeal By-law #41-2008.

Whereas Section 391 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may impose fees or charges for services or activities provided or done by or on behalf of it, for costs payable by it for services or activities provided or done by or on behalf of any other municipality or local board, and for the use of its property including property under its control;

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

1. That the fee for the following documents be established as set out below:

Budget – Consolidated Current and Capital	\$25.00
Council Rules of Procedure – Office Consolidation	\$20.00
Development Charge Background Study	\$25.00
Regional Official Plan – Office Consolidation	\$60.00
Traffic By-law – Office Consolidation	\$20.00
Water and Sewer By-laws – Office Consolidation	\$20.00
Sewer Use By-law – Office Consolidation	\$20.00
2. That the fee for a copy of a record which must be photocopied be established at \$0.20 per page, plus the applicable costs to prepare the records.
3. That the fee for reports or documents, with the exception of those set out in Section 1, which do not have to be photocopied be established at the printing cost charged to Legislative Services, plus \$10.50 for handling and distribution.
4. That the fee for a copy of a record which must be faxed be established at \$0.20 per page.
5. That the fee for reports or documents which are available in an electronic format such as CD, DVD or USB flash drive or memory stick be established at \$10.00 per item.
6. That the fee for a copy of the Regional Official Plan – Office Consolidation that is available in an electronic format such as DVD or USB flash drive or memory stick be established at \$25.00 per item.
7. That the fee for certification of any record or document by the Regional Clerk be established at \$10.00 per certification.
8. That shipping costs associated with mailing or couriering documents shall be borne by the recipient.
9. That applicable taxes be in addition to the new fee structure.
10. That all fees are to be paid by cash, debit, credit, cheque or money order made payable to The Regional Municipality of Durham.

11. That By-law #41-2008 of The Regional Municipality of Durham is hereby repealed.

This By-law Read and Passed on the 30th day of September, 2020.

J. Henry, Regional Chair and CEO

R. Walton, Regional Clerk



The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Commissioner of Finance
Report: #2020-F-17
Date: September 15, 2020

Subject:

2021 Regional Business Plans and Property Tax Supported Budget Guideline

Recommendations:

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

- A) The following detailed direction and guidelines for the 2021 Business Plans and Budgets for the Durham Regional Police Services Board, Conservation Authorities, Regional Operations and other Outside Agencies be approved:
 - i. The 2021 Property Tax Guideline not exceed an overall tax impact of 2.0 per cent compared to the 2020 approved budget;
 - ii. The 2021 Business Plans and Budget for the Durham Regional Police Services Board not exceed \$221.16 million, an increase of approximately 3.0 per cent compared to the 2020 approved budget; and
 - iii. The 2021 Operating Budget for each Conservation Authority not exceed an increase of 2.5 per cent, plus or minus any current value assessment adjustments, and the 2021 Special Benefitting Programs Budget for each Conservation Authority not exceed an increase of 1.5 per cent, plus or minus any current value assessment adjustments, compared to the 2020 approved budget;
- B) The preliminary timetable for the 2021 Regional Business Plans and Budgets be approved, as outlined in Attachment #2 to this report, which includes the following key dates:
 - i. December 16, 2020 – final Regional Council approval of the 2021 Water Supply and Sanitary Sewerage Business Plans and Budgets;
 - ii. January 27, 2021 – final Regional Council approval of all 2021 Property Tax Supported Business Plans and Budgets; and

- C) Copies of this report be forwarded to the Durham Regional Police Services Board, Durham Region Transit Commission, Conservation Authorities, Durham Regional Local Housing Corporation and other Outside Agencies to guide the development of detailed 2021 Business Plans and Budgets.
-

Report:

1. Overview

- 1.1 This report provides an overview of the current economic climate and Regional priorities and initiatives for 2021 and the four-year forecast period (2022 to 2025). The report also identifies pressures and risks facing the Region that need to be considered in establishing the 2021 Regional Business Plans and Budget guidelines including the estimated 2021 costs of responding to the COVID-19 pandemic, the associated recovery plan and potential provincial funding impacts for the 2021 budget.
- 1.2 Further, this report provides an update on the Region's multi-year business planning and budget process review and modernization project including the proposed modernization initiatives which will support the development of the 2021 Business Plans and Budgets.
- 1.3 Lastly this report outlines the proposed timetable and public engagement strategy for the 2021 Business Plans and Budgets.

2. Purpose and Use of the Recommended Guideline

- 2.1 The overall 2021 property tax guideline provides a capped tax impact for the 2021 Regional Property Tax Supported Business Plans and Budgets. This guideline is an overall impact which is then allocated across all Departments, Durham Regional Police Service (DRPS), Durham Region Transit (DRT), Conservation Authorities and Durham Regional Local Housing Corporation (DRLHC).
- 2.2 The establishment of specific property tax guidelines at this time provides direction and assists staff with finalizing the 2021 budget submission for presentation to Regional Council in January 2021.
- 2.3 In establishing the 2021 Property tax guidelines, the Region took into consideration the increased demands and pressures the COVID-19 pandemic has placed on many Regional programs and services as well as the financial pressures the pandemic has placed on Regional property taxpayers.
- 2.4 Regional staff will continue to review priorities and pressures with a goal of delivering the annual Property Tax Supported Business Plans and Budgets within the guideline. Historically, depending on the final growth in assessment, the actual increase has been delivered below the guideline set by Council.

3. 2021 Property Tax Guideline Overview

- 3.1 Through this report staff are seeking Regional Council approval for an overall 2021 property tax guideline not to exceed a tax impact of 2.0 per cent (after net weighted assessment growth). The following specific guidelines for the Durham Regional Police Services Board and Conservation Authorities are also recommended and will need to be accommodated within the overall 2021 property tax guideline of 2.0 per cent:
- The 2021 Business Plans and Budget for Durham Regional Police Services Board not exceed \$221.16 million, an increase of approximately 3.0 per cent compared to the 2020 approved budget; and
 - The 2021 Operating Budget for each Conservation Authority not exceed an increase of 2.5 per cent, plus or minus any current value assessment adjustments, and the 2021 Special Benefiting Programs Budget for each Conservation Authority not exceed an increase of 1.5 per cent, plus or minus any current value assessment adjustments, compared to the 2020 approved budget.
- 3.2 Through discussions with the Municipal Property Assessment Corporation (MPAC), net weighted assessment growth is estimated at between approximately 1.00 per cent and 1.25 per cent (excluding net assessment growth in Seaton). This is significantly lower than the net weighted assessment growth of 1.78 per cent (excluding net assessment growth in Seaton) realized for the 2020 Budget. Net assessment growth has been impacted by COVID-19 and this is only a preliminary estimate and should be used with caution as the actual assessment growth could vary significantly, either higher or lower, than the estimate.
- 3.3 The overall property tax guideline of 2.0 per cent will result in an annual budgetary increase of \$56 for an average residential property owner in Durham Region with a current estimated 2021 current value assessment of \$483,100.
- 3.4 The setting of the recommended guidelines was achieved in consultation with the CAO, Regional departments, DRPS and DRT and through detailed review of 2021 to 2025 operating pressures and 2021 to 2030 capital priorities. In addition, this guideline contemplates changes in the local and broader economic, political and social environments (Attachment #1) and associated risks and uncertainties facing the Region in the delivery of its programs and services.
- 3.5 The development of the recommended guideline considered the sustainable use of Development Charges, Federal and Provincial Gas Tax Funds and the Region's Reserves and Reserve Funds to fund one-time operating and capital investments. As staff continue to develop the 2021 Business Plans and Budget submissions, all opportunities to sustainably use the Region's Reserve and Reserve Funds to finance 2021 budget pressures will be pursued in accordance with the Long-Term Financial Planning Framework adopted by Regional Council.

- 3.6 To achieve the guideline recommended in this report Regional departments, boards, commissions and outside agencies will continue to review their operating and capital business plans and budgets looking for efficiencies, prioritizing and pursuing the necessary significant adjustments to balance competing priorities, capital requirements and operating pressures.

4. Projected 2021 Base Pressures and Non-Discretionary Items

- 4.1 Preliminary 2021 budget analysis indicates a number of base pressures and non-discretionary items that are required to continue to deliver the Region's existing programs and services including:

- The annualization of 2020 budget decisions and adjustments for one-time items included in the 2020 budget;
- Contractual and inflationary increases;
- Economic increases (salary/benefit contracts); and
- Items that have been given 2021 prebudget approval by Regional Council including a number of initiatives under the Region's COVID-19 Recovery Plan.

- 4.2 In total these base pressures result in a preliminary budgetary pressure of approximately 3.5 per cent. Staff continue to review these base submissions to look for efficiencies and savings to mitigate the impacts of these items to achieve the recommended 2021 property tax guideline of 2.0 per cent.

5. 2021 Strategic Investment Pressures

- 5.1 In addition to addressing the non-discretionary pressures, the guideline provides for limited strategic investments to support key priorities while balancing the need for taxpayer affordability and competitive property taxes recognizing the increased demands and pressures the COVID-19 pandemic has placed on many Regional programs and services as well as the financial pressures the pandemic has placed on property taxpayers.

- 5.2 The identified 2021 strategic investments are aligned with the following five goals of the Region's Strategic Plan:

- Environmental Sustainability;
- Community Vitality;
- Economic Prosperity;
- Social Investment; and
- Service Excellence.

- 5.3 The following five sections highlight potential 2021 initiatives organized under each of the five goals of the Durham Region Strategic Plan. Many of these initiatives are multi-year initiatives and will have impacts on the 2022 budget and beyond. Given the base budget pressures (identified in Section 4) and the numerous 2020 strategic investments, significant prioritization and refinement of these strategic initiatives will be required to achieve the 2.0 per cent overall property tax guideline recommended in this report.

Environmental Sustainability

- 5.4 Under the Environmental Sustainability goal, the Region is focused on protecting the environment for the future by demonstrating leadership in sustainability and addressing climate change. The following are the potential 2021 initiatives that support this Regional goal.
- Continue to develop and implement a Corporate Climate Change Master Plan (2020 – 2030) including the advancement of capital initiatives and operating enhancements to achieve GHG reduction targets.
 - Advance the renewable and district energy mapping program including an analysis of opportunities for development.
 - Develop “Durham Building Standards” for the construction, renovation and operation of facilities, including measures to advance the Region’s climate change and energy conservation initiatives.
 - Develop and implement the Region’s low carbon fleet strategy including analyzing existing patterns of fleet use and age, equipment replacement schedules, technology advancements and opportunities against fueling and facility needs.
 - Develop the Durham Home Energy Savings Program, in partnership with local electricity distribution companies, to deliver a region-wide home energy literacy campaign supported by an interactive website.
 - Build on the early success of the LEAF backyard tree planning program to develop a complementary tree planting program for rural landowners with larger tracts of land available for planting.
 - Complete climate adaptation vulnerability and risk assessments (including urban flooding, water/wastewater and public health) to identify and prioritize Regional infrastructure and services that are susceptible to risks associated with a changing climate, and to outline recommended changes.
 - Meet requirements articulated in the Ontario Public Health Standards; Requirements for Programs, Services and Accountability related to climate change and healthy built environments.
 - Increase waste diversion through the advancement of the Region’s pre-sort and anaerobic digestion facility.
 - Respond to provincial legislative changes on extended producer responsibility in waste management.
 - Implement a landfill bio cover pilot project at the Oshawa landfill site.

Community Vitality

5.5 Under the Community Vitality goal, the Region is focused on fostering an exceptional quality of life with services that contribute to strong neighbourhoods, vibrant and diverse communities, and influence our safety and well-being. The following are the potential 2021 initiatives that support this Regional goal.

- Continue to advance and expand the Region's diversity, equity and inclusion program including working with community stakeholders to develop and implement a diversity, equity, and inclusion community development strategy and action plan.
- Implement Regional Council's July 29, 2020 direction to work with the Durham Regional Police Services Board and community partners to investigate a 24/7 mobile crisis response program and other possible mental health investments including providing funding for three additional nurses for a mental health support unit.
- Enhance the Region's Primary Care Outreach Program to respond to the evolving needs of the Region's vulnerable populations.
- Provide advanced care paramedic training to enhance care provided to community.
- Orient public health programs and services to address the needs of priority populations.
- Enhance the level of care and supports for residents of the Region's long-term care homes by increasing front-line resources in response to the increasing complexity of care of the home's residents.
- Continue to implement the actions under the Age-Friendly Durham Strategy in collaboration with community partners and the Durham Council on Aging.
- Continue to implement the Ontario Seniors Dental Care Program including the relocation and expansion of the Region's Oral Health Clinic to 200 John Street in Oshawa.
- Adopt a Community Investment Framework that provides an outcome-based, transparent and accountable allocation model for Regional investments in community non-profits supporting the delivery of Regional programs and services.
- Continue to implement Vision Zero counter measures as outlined in the Region's Road Safety Action Plan.
- Continue to advance the Farm 9-1-1 Program to improve emergency response times through 9-1-1 sign coverage and documentation of property access points including education and outreach to promote maintenance of the signs in the rural areas of the Region.
- Ongoing system enhancements for Emergency 9-1-1.

Economic Prosperity

5.6 Under the Economic Prosperity Goal, the Region is building a strong and resilient economy that maximizes opportunities for business and employment growth, innovation and partnership. The following are the potential 2021 initiatives that support this Regional goal.

- Through the recently initiated Transit Oriented Development Office, continue to advance transit-oriented development opportunities on key transit corridors, including the GO East extension to Bowmanville.
- Leverage Investing in Canada Infrastructure Program (ICIP) funding opportunities for eligible projects including bus rapid transit expansion projects on Highway 2 and Simcoe Street. Regional financing is required for the Region's share of eligible costs as well as ineligible costs (e.g. land).
- Ensure the necessary human resources are available to manage and administer large special infrastructure projects and grant programs including the ICIP.
- Replace existing PRESTO devices with new devices that provide more reliable and up-to date technology for DRT Presto riders as required by Metrolinx.
- Continue to advance the development of the new Regional Official Plan as part of Envision Durham.
- Continue to invest in new Regional assets in response to growth pressures across all Regional departments including the DRPS Clarington Phase 2 facility.
- Advance the servicing of employment lands to increase Regional investment readiness.
- Respond to applications received under the Regional Revitalization Program.
- Continue the implementation of the Region's Broadband Strategy including supporting the deployment of broadband infrastructure to under-served areas.
- Advance investment attraction efforts for the Region-owned land in the Clarington Energy Park.
- Support the development of a Regional Nuclear Sector Strategy by participating in an economic impact study on the decommissioning of the Pickering Nuclear Generating Station in collaboration with the City of Pickering and OPG and hosting a "Durham's Nuclear Future" workshop to focus on nuclear sustainability.
- Continue to provide financial support to 1855 Whitby for their 1855 MASTERCLASS series which features industry leaders who provide the Region's business community with tools to achieve and drive growth.
- Work with community partners to continue to investigate and complete the business case for an Agri-Food Hub and Innovation Centre.

- Continue to identify and implement smart cities solutions to address economic, social and environmental challenges.
- Provide financial and in-kind services to support the Oshawa Generals' bid for the 2021 Memorial Cup.

Social Investments

5.7 Under the Social Investments Goal, the Region is striving to ensure a range of programs, services and supports are available and accessible to those in need, so that no individual is left behind. The following are the potential 2021 initiatives that support this Regional goal.

- Continue to advance the At Home in Durham, the Durham Housing Plan 2014 – 2024 and the achievement of Regional Council's goal of initiating the development of 1,000 new affordable housing units during the next five years, with development completed and ready for occupancy over the following five years and an end to chronic homelessness in Durham by 2024. Actions include the development of 50 modular affordable supportive housing rental units in Beaverton and the provision of temporary supportive housing units under the Region's Microhome Pilot project.
- Increase the number of Childcare Fee Subsidy Spaces to address the Region's growing waitlist for subsidized childcare spaces.
- Pilot a flexible childcare program at one of the Region's directly operated childcare centres to meet the community's demand for childcare services on evenings and weekends by working collaboratively to achieve this.
- Review the development of a Regional Community Improvement Plan (CIP) to enable the Region to offer development incentives for targeted initiatives related to affordable housing and transit-oriented development.

Service Excellence

5.8 Under the Service Excellence Goal, the Region is working to provide exceptional value to Durham taxpayers through responsive, effective and fiscally sustainable service delivery. The following are the potential 2021 initiatives that support this Regional goal.

- Implement the multi-year enterprise myDurham 311 project that will introduce a new customer experience program at the Region that is designed to facilitate, streamline and integrate service delivery from a customer perspective.
- Continue to advance various Regional review and improvement initiatives including the enterprise information management strategy and associated enterprise content management system, business planning and budget process review and modernization project, workforce scheduling system, enterprise maintenance management system, development tracking system, modernized Housing Services waitlist software system and advancing the digitization of Regional records.
- Increase investment in technology infrastructure and applications including continuing to implement the Region's Digital Durham Strategy.

- Build and further expand on the advancements achieved in response to the COVID-19 pandemic in the virtual delivery of Public Health Services, Social Assistance Programs, Family Services, POA Court Services, DRPS freedom of information requests and online records checks, and e-learning opportunities for staff.
- Continue implementation of the CADLINK software to reduce paramedic response times and enhance care by improving the information available to paramedics responding to calls.
- Build on the early success of City Studio Durham to facilitate improved collaboration with Durham's post secondary institutions.
- Provide for the ongoing maintenance and renewal of the Region's assets (including buildings, furniture and fixtures, vehicles, machinery and equipment, and IT infrastructure) in alignment with the Region's Asset Management Plan and prudent asset management practices to maximize the value of the Region's assets over their life cycle.
- Continue the optimization and modernization of Regional Headquarters.
- Capital investments in DRLHC's aging social housing portfolio.
- Advance site improvements at the Oshawa Waste Management Facility (WMF) to improve site efficiency and navigation.
- Manage the increased workload for Region prosecutors resulting from the anticipated transfer of responsibility for the prosecution of Part III offences from the Province to the Region.

6. Projected COVID-19 Fiscal Impacts on the 2021 Budget

- 6.1 The COVID-19 pandemic continues to have a significant and evolving impact on the Region through increased demands on a number of critical Regional programs and services and changes to how Regional programs and services are delivered. The Region has been very nimble and responsive in adapting to these evolving demands and requirements.
- 6.2 It is anticipated that the Region will continue to face significant financial pressures in 2021 in continuing to respond to the COVID-19 pandemic and advance the Region's recovery plan.
- 6.3 Regional staff will continue to review, monitor and update these projections over the balance of the year in advance of finalizing the 2021 Business Plan and Budget submission to Council in January. The 2021 budget will also need to provide for flexibility to respond should subsequent COVID-19 waves occur.
- 6.4 As outlined in Section 7 of this report, staff will provide Committee and Council with further updates as additional information from the Province is provided on the availability of federal and provincial funding to help mitigate the projected 2021 financial pressures the Region faces in continuing to respond to the COVID-19 pandemic.

6.5 While the fiscal impacts of the COVID-19 pandemic continue to evolve, the balance of this section provides a summary of the current projected financial impacts where available for 2021. It is important to note that these preliminary estimates will continue to be refined and do not contemplate subsequent waves of COVID-19 in 2021:

- Durham Regional Police Service – reduced recoveries for pay duty (vehicle and administration component) (\$0.1 million); and personal protective equipment (PPE) (\$0.1 million).
- Transit – additional cleaning supplies (\$0.8 million); staffing costs to meet additional cleaning requirements of the fleet (\$1.2 million); and reduced transit and program revenues.
- Public Health – additional public health nurses for the Region's schools which the Province has indicated it will fund; temporary case and contact management resources (\$0.3 million); temporary public health inspectors (\$0.6 million); and PPE (\$0.2 million). Additional public health inspectors and public health nurses are required as a result of new requirements and increased workload due to COVID-19 which are expected to continue in future years. Temporary funding will be used for COVID-19 response activities such as: responding to public and community partners inquiries; case and contact management; outbreak support; surveillance testing; guidance and support to long-term care homes, retirement homes, childcare settings, post-secondary institutions, workplaces and other congregate living settings; and compliance, and enforcement with the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020* until such time that additional staff can address these and other program needs.
- Long-Term Care – temporary resources to complete required screening (\$0.6 million); additional infection control practitioners (\$0.1 million) and infection control products (\$0.3 million); and cleaning supplies (\$0.2 million).
- Social Assistance – potential impacts on discretionary benefits.
- Economic Development – recovery-based programs to support local businesses (\$0.2 million).
- Corporate Communications – communications and advertising (\$0.1 million).
- Information Technology – technology and security investments to facilitate teleworking and protection of Regional data.
- Region wide – increased cleaning materials, janitorial services, PPE, and security costs. Staff are currently developing 2021 projections for these costs.

7. Provincial Funding and Provincial Legislation Impacts

- 7.1 In 2020, the Region is budgeted to receive approximately 21.4 per cent of its annual revenues through provincial subsidies and grants.
- 7.2 The provincial government, as part of their 2019 - 2020 Budget, introduced several funding reductions, changes to provincial funding formulas and potential downloading of provincial services to the Region impacting various social services, public health, paramedic services, Transit and Conservation Authorities. It is important to note that in response to municipal advocacy and the additional financial pressures facing the municipal sector in the delivery of programs and services impacted by the COVID pandemic (e.g. public health, paramedic services and various social services), the province has temporarily paused or deferred some of the previously announced funding reductions and changes to the provincial funding formulas.
- 7.3 While the Province has provided 2020 funding letters for many of the Regional program areas that are provincially funded, there is still significant uncertainty and associated risk related to provincial funding levels for 2021. The following is a summary of the known and estimated impacts to the 2021 budget resulting from adjustments in provincial funding and changes in the provincial funding formulas:
- Paramedic Services – The 2020 Regional Business Plans and Budgets assumed 2020 provincial funding of paramedic services would be consistent with the level of funding provided in 2019. In August 2020, the provincial government confirmed the Region's 2020 funding for paramedic services was \$25,674,516, \$1,031,985 (4.2%) more than the 2019 approved provincial funding of \$24,642,531. This increase provides for the provincial portion of the inflationary pressures and service enhancements. While the 2021 funding has not yet been confirmed it is anticipated to be in-line with the 2020 actual funding which is \$1,031,985 more than what was included in the Region's 2020 Business Plan and Budget.
 - Public Health – The Province previously announced changes to the cost sharing arrangement with municipalities. For 2020, the provincial funding of mandatory programs declined from 75 per cent to 70 per cent while the funding of 100 per cent provincial funded programs dropped to 70 per cent provincial funding (with the exception of the Ontario Seniors Dental Care Program, which the Province has indicated they will fund at 100 per cent). Based on the Region's current base funding level the impact of the change in the provincial funding formula was \$45,600. On August 21, 2020, the Province confirmed one-time mitigation funding to ensure that municipalities are not negatively impacted in 2020 by the changes to provincial cost-sharing formula considering the significant funding and resource pressure facing public health departments from the COVID-19 pandemic. This one-time funding will also be available to the Region for the period April 1, 2021 to March 31, 2022.

- Childcare – While the Region has not received its 2021 funding confirmation for Children’s Services, the Province has announced changes in the provincial funding model. Effective January 1, 2021 all administration costs will shift to 50 per cent provincial funding and 50 per cent Regional funding with administration costs limited to 10 per cent of program delivery costs. In 2022, the administration costs will be limited to 5 per cent of program delivery costs. This change in the provincial funding model is estimated to have a \$0.8 million impact on the 2021 budget and a further \$0.4 million impact on the 2022 budget.
- Social Assistance – The 2019 – 2020 Ontario Works provincial funding was \$0.6 million less than planned. While the Province has not yet confirmed 2020 – 2021 funding, staff’s initial projections reflect a further \$0.6 million reduction in provincial funding for administrative costs. The Province has announced further modernization efforts impacting the Region’s Social Assistance program in 2022 and beyond. It is not clear what additional impacts these changes will have on provincial funding, cost sharing formulas and service delivery.
- Social Housing – Preliminary planning information from the Province projects a 2021 Community Homelessness Prevention Initiative (CHPI) funding increase of \$264,033 over the approved 2020 funding level. The federal government has indicated a 2021 funding increase of \$182,031 under the Federal Reaching Home Program compared to the 2020 approved funding. It is anticipated that the additional CHPI and Federal Reaching Home funding will be used to provide enhanced housing supports to Durham residents.
- Police – On April 18, 2019, the Province announced that five provincial police grants will be replaced with the Community Safety and Policing (CSP) grant. DRPS was successful in receiving provincial funding under this program for the initial three-year term (2019/2020 to 2021/2022) providing the Region with provincial funding certainty and sustainability. On August 10, 2020, the Province announced a review of their Court Security and Prisoner Transportation Program. It is unclear at this time what impact this review may have on 2021 provincial funding under this program. In 2020, under this Program the Region of Durham will receive \$4,065,641 in provincial funding.
- Transit – Under the previous provincial government’s plan, provincial gas tax was to increase from 2 cents per litre to 4 cents per litre by 2021 to 2022. These increases were proposed to support DRT service improvements and other capital priorities. The Province has indicated that they will not be moving forward with the previous government’s proposed increase to the municipal share of provincial gas tax funding. During the COVID pandemic, early reports indicate a reduction in the amount of provincial gas tax funds being collected by the Province. It is not clear what, if any, impact this reduced funding will have on the future allocation of provincial gas tax by the Province to municipalities. The Province continues its review of the current program and there remains significant uncertainty about potential changes that may reduce the funding Durham Region receives through the Provincial Gas Tax Program.

- **Provincial Safe Restart Fund (SRF)** – On August 12, 2020, the provincial government announced \$22,956,596 in funding for Durham Region under phase one of the provincial and federal Safe Restart Fund. Of the \$22,956,596 approved, \$8,405,396 is dedicated to mitigating the impacts of the COVID-19 pandemic on the Region's transit system. The Region is awaiting additional information from the Province on the program design, eligible uses of this funding and additional details on the process for applying for SRF phase two funding. Staff will provide Committee and Council with further updates as additional information is provided including the availability of federal and provincial funding to help mitigate the projected 2021 financial pressures the Region faces in continuing to respond to the COVID-19 pandemic (see Section 6.0 of this report) and the ongoing implementation of the Region's recovery plan.
- 7.4 Together these known and anticipated provincial funding adjustments, changes in provincial funding formulas and potential provincial downloading result in a net property tax increase of approximately \$0.4 million for the 2021 Business Plans and Budgets.
- 7.5 Regional staff will continue to advocate for sustained provincial funding and will work with the Province to understand any further financial impacts on the 2021 Business Plans and Budgets and beyond.

8. 2022 – 2025 Forecast Highlights

- 8.1 Many of the 2021 strategic investment pressures identified in Section 5.0 of this report are multi-year initiatives and will continue throughout the 2022 to 2025 forecast period. This section provides highlights of the additional significant strategic investment pressures currently projected over the 2022 to 2025 forecast period.

Environmental Sustainability

- 8.2 Finalize the Region's Long-Term Waste Management Plan and associated five-year action plan (2022) and advance the implementation of the action plan and public communication (2022 – 2025). The proposed vision for the Plan is for the Region to manage solid waste as a resource through innovation and adaptability to enhance environmental sustainability.
- 8.3 Ongoing implementation of the Durham Community Energy Plan and the Durham Community Climate Adaptation Plan.
- 8.4 Advance implementation of the Corporate Climate Change Master Plan with a focus on deep energy retrofits in the Region's social housing portfolio while leveraging available federal funding opportunities.
- 8.5 Expand the residential energy retrofit program into other building sectors, including multi-unit residential buildings and small commercial buildings. Over the forecast period, further expansion opportunities may include institutional buildings (e.g. schools) and larger commercial buildings.

- 8.6 Build on the climate risk and vulnerability analysis that is underway and planned for 2021 by advancing priority infrastructure upgrades and other proactive initiatives.

Community Vitality

- 8.7 Increase paramedic resources and replacement of the Clarington Paramedic Station to respond to increasing response times resulting from continued offload delay challenges and additional call preparation and clean up time required for improved staff safety. This will be further reviewed pending the results and recommendations of the Paramedic Services Master Plan currently under development.
- 8.8 Increase police resources, including front line constables and investigative staff, to respond to more complex calls and, pending the results of the pilot, the potential roll-out of body-worn cameras.
- 8.9 Potential new Regional long-term care home in North Pickering subject to Ministry approval of the Region's application.
- 8.10 Respond to increased demand for a variety of public health services as a result of population growth, local epidemiology and an aging and more diverse community.
- 8.11 Continued need to address wait lists in several social service program areas including childcare fee subsidy, individual, couple or family counselling services, behaviour management and affordable housing.

Economic Prosperity

- 8.12 Additional investment in resources to accelerate the growth of the Region's priority economic development clusters and advance Economic Development's workforce talent attraction program.
- 8.13 Continue to invest in Regional assets in response to growth pressures across all Regional departments including the construction of a new transit bus storage and servicing facility.
- 8.14 Over the forecast period it is anticipated that a number of the planned Regional facilities in Seaton will be designed, constructed and in some limited cases begin providing programs and services to the community. These include a DRPS facility; Paramedic Station; Social Assistance and Family Services facility; Public Health facility; Waste Management facility; and Transit facility. To help mitigate the financial impact of the operating costs of these facilities, the timing of the incremental property tax revenue is being aligned with the additional operating costs for these facilities and the Regional programs and services being delivered from these facilities as approved by Regional Council in the 2018 Regional Business Plans and Budget.
- 8.15 Optimize DRT services to serve new growth areas, including Seaton, and improve the high frequency network and existing connections.

- 8.16 Respond to increased demands on Regional transit, police and paramedic services resulting from the Durham Live development.

Social Investments

- 8.17 Implement the recommendations coming forward from the Region's comprehensive Master Housing Strategy that is currently under development. This strategy will operationalize and support the goals of At Home in Durham, including a fulsome review of the current housing system and revitalization of the Regionally owned DRLHC portfolio.
- 8.18 Pending the successful outcome of the flexible childcare program pilot, advance the implementation of permanent flexible childcare services on evenings and weekends.
- 8.19 Open a new North Durham directly operated childcare centre to address the increasing need for childcare services in this area of the Region.

Service Excellence

- 8.20 Provide for the ongoing maintenance and renewal of the Region's assets in alignment with the Region's Asset Management Plan.
- 8.21 Plan for the implementation of the findings from the Depot Rationalization study being completed as part of the development of the overall Facility Master Accommodation Plan.
- 8.22 Review and refresh the Region's Strategic Plan.
- 8.23 Work with local municipalities to review and explore opportunities for efficiencies in the delivery of municipal POA prosecutions.

9. Update on the Business Planning and Budget Process Review and Modernization Project

- 9.1 The multi-year business planning and budget process review and modernization project presents a structured opportunity to collaboratively reflect on and provide input into our business processes and systems to ensure:
- A streamlined, efficient, consistent, transparent and modernized business planning and budget process that meets the needs of the Region's various stakeholders including the public, businesses, investors and credit rating agencies and that advances the long-term financial strength of the Region;
 - Efficient and sustainable allocation of the Region's resources in alignment with the Region's Strategic Plan;
 - Accurate and timely information is available for sound evidence-based decision making;
 - Transparent and user focused business planning and budget documents;

- Integrated business planning, budget and forecast system with robust financial reporting that will support and automate the Region's renewed business planning and budget process;
 - Increased public engagement in business planning and budget processes;
 - Concurrent approval of user rate and property tax supported budgets; and
 - Position the Region as an industry leader in business planning and budgets.
- 9.2 The Project takes a collaborative approach that proactively engages stakeholders across the corporation and agencies to better understand organizational requirements and seeks input on the development and deployment of transformations that align broader policy and fiscal priorities.
- 9.3 As part of the Business Planning and Budget Process Review and Modernization Project, the format of the 2021 Business Plans and Budget document will be updated and modernized based on the following guiding principles:
- Transparent and user-focused document with information provided consistently across departments;
 - Provide a clear and immediate connection between the program and services being provided to residents and businesses and the financial and human resources required to provide these programs and services;
 - Provide financial and qualitative information that is clear, transparent, consistent and at a level of detail that enables strategic investment decision-making by Committee and Council; and
 - Provide a consolidated, comprehensive current year capital budget and nine-year capital forecast schedules that reflect enhanced long-term capital planning, asset management requirements and current growth projections.
- 9.4 To achieve the above guiding principles, the 2021 Business Plans and Budget document will continue to provide program-based business plans and budgets that will include the following components and changes:
- High-level qualitative summary of each of the programs and services provided by the Department;
 - Planned activities for the current budget year which will contribute to the achievement of the Region's priorities outlined in the Region's Strategic Plan;
 - Key performance targets for 2021 to demonstrate projected outcomes for residents, businesses and stakeholders;
 - Pivot the description of key budgetary changes to provide a consolidated schedule of all budget changes that delineates base budget changes from strategic investment decisions;
 - High-level overview by Department of underlying trends and forecasted impacts that will affect the way programs and services are delivered over the next five years.
 - The inclusion of the following 500 financial schedules for each Department:

- Departmental Summary by Account – this schedule will profile the Departments gross expenditures (including both operating and capital expenses) by object of expenditure and revenues by revenue categories including the net property tax/user rate requirement.
- Program Summary – this schedule will provide the total operating expense, capital expense, subsidy, other revenue and non-user rate/property tax financing by each program within the Department.
- The inclusion of the following three capital budget schedules:
 - Consolidated Corporate Capital Summary – this schedule provides a corporate level summary by department of the current year capital budget and nine-year capital forecast including proposed financing.
 - Department Capital Summary – this department schedule provides current year capital budget, nine-year capital forecast and proposed financing summarized by division and project category (e.g. building and structures, land and improvements, information technology, furniture and fixtures, machinery and equipment, and vehicles).
 - Department Capital Project Schedule – this department schedule provides project specific details and financing for projects proposed in the current year capital budget.

10. 2021 Regional Business Plans and Budgets Timetable

- 10.1 The Region's business planning and budget process includes strategic planning, risk assessment, economic and financial forecasting, property tax guidelines, detailed business plans and budgets, and performance measurement. Fiscal accountability is strengthened by the multi-year planning of expenditures, financing and risk mitigation that are imbedded in the Region's Business Planning and Budget process and highlighted each year by the Region's bond raters.
- 10.2 The timetable for the 2021 Business Plans and Budgets recommends the advancement of the Committee and Council review of the 2021 Property Tax Supported Business Plans and Budgets from February to January. This represents important progress towards achieving the goal of concurrent approval of user rate and property tax supported business plans and budgets in December of each year as identified in the business planning and budget process review and modernization project. Given the uncertainty with the ongoing COVID-19 pandemic, there may be a need to adjust the projected dates for the 2021 Business Plans and Budgets timetable. Staff will continue to monitor and will advise Regional Council of any changes. The key dates of the preliminary 2021 Regional Business Plans and Budgets timetable are outlined below and are detailed in Attachment #2:
- 2020 Corporate Asset Management Update Report
 - Committee of the Whole – September 16, 2020
 - Regional Council – September 30, 2020

- Water and Sanitary Sewer User Rates
 - Finance and Administration Committee – December 8, 2020
 - Regional Council – December 16, 2020
 - Water Supply and Sanitary Sewerage Business Plans and Budgets
 - Works Committee – December 2, 2020
 - Finance and Administration Committee – December 8, 2020
 - Regional Council – December 16, 2020
 - Property Tax Supported Business Plans and Budgets
 - Standing Committees – week of January 4, 2021
 - Finance and Administration Committee – January 12, 2021 and January 13, 2021 (if required)
 - Regional Council – January 27, 2021
 - Property Tax Strategy
 - Finance and Administration Committee – January 12, 2021 and January 13, 2021 (if required)
 - Regional Council – January 27, 2021
- 10.3 The 2021 proposed timetable establishes December 16, 2020 as the target date for Regional Council approval of the 2021 Water Supply and Sanitary Sewerage Business Plans and Budgets and January 27, 2021 as the target date for Regional Council approval of all 2021 Property Tax Supported Business Plans and Budgets.
- 11. Public Engagement Strategy for the 2021 Business Plans and Budgets**
- 11.1 Transparency and education are key components of building successful public engagement on the Region's business plans and budgets with residents, businesses and stakeholders.
- 11.2 Building upon the success of the 2020 Business Plans and Budget public engagement initiatives and recognizing the limitations the COVID-19 pandemic places on in-person meetings, the Region is developing and deploying tools and complementary engagement activities which focus on increasing opportunities for sharing information and engaging residents, businesses and stakeholders in the development of the 2021 Business Plans and Budget.
- 11.3 To support the 2021 Business Plans and Budget these tools and activities will ensure information that is focused on outcomes for residents, businesses and stakeholders is shared in plain language and through a variety of formats that are accessible and interactive (where possible). The public engagement approach focuses on engaging with more residents and businesses in new and different ways to encourage their feedback and will include:

- Hosting a Virtual Town Hall tentatively planned for Wednesday October 21, 2020 to share information about the key priorities being considered as part of the development of the 2021 Business Plans and Budget and provide an opportunity for the public to provide input;
 - Refreshing the Region's Business Plans and Budget online presence including an updated webpage and use of the Region's Your Voice Durham website to allow residents to ask questions and provide comments online;
 - Developing a series of videos to educate the public on how the budget process works. The videos will feature educational, engaging content that breaks down messaging in a digestible, easy-to-understand way;
 - Providing ongoing social media engagement aligned with the progression of the business planning and budget process to support wider understanding of the process and seek engagement throughout the process; and
 - Providing traditional engagement initiatives consistent with prior year activities including the utilization of print media.
- 11.4 It is contemplated that those proposed engagement activities which are not time-limited, once they are made available, will remain available through the year and not be limited to the time period leading up to the annual Business Plans and Budget.
- 11.5 As part of the multi-year business planning and budget process review and modernization project, an interdepartmental team is working to evaluate standards and best practices, and to incorporate feedback and expertise to better understand when and how to use public engagement tools. This work will help inform the public engagement strategy for future Business Plans and Budgets.

12. Next Steps

- 12.1 In the next phase of the business planning and budget process, all program areas will review their operating and capital plans to achieve the recommended property tax guideline including:
- Completing a line-by-line review wherein Regional Departments review three years of historical actuals to identify 2021 base budget reductions that would not impact service levels;
 - Refining budget estimates and priorities;
 - Exploring alternative funding strategies including the sustainable use of reserve and reserve funds, development charges and provincial and federal gas tax;
 - Working with the provincial and federal government to understand 2021 funding impacts including any potential Phase 2 provincial and/or federal COVID funding;
 - Ongoing monitoring of the Region's weighted net assessment growth; and

- Carefully reviewing and prioritizing 2021 staffing requests, budget pressures and priorities and looking for efficiencies and opportunities to minimize the 2021 budget impact.

13. Conclusion

- 13.1 The recommended overall 2021 property tax guideline for Regional Departments, the Durham Regional Police Services Board, Durham Region Transit Commission, DRLHC and funded Outside Agencies will result in:
- A Region-wide property tax rate impact not to exceed 2.0 per cent, after an estimated 1.00 per cent to 1.25 per cent net weighted assessment growth; and
 - An annual \$56 budgetary increase for an average residential home in Durham Region with an estimated 2021 current value assessment of \$483,100.
- 13.2 Regional departments, boards, commissions and outside agencies will continue to review their operating and capital business plans and budgets looking for efficiencies, prioritizing and making the necessary adjustments to balance competing priorities, capital requirements, and operating pressures to achieve Regional Council's approved property tax guideline. It is important to note that significant reductions will need to be made to achieve the recommended 2.0 per cent property tax guideline and as such not all requests identified will be achieved within this guideline and some will need to be considered in future budget years.
- 13.3 The detailed 2021 Property Tax Supported Business Plans and Budgets are scheduled to be presented to the appropriate Standing Committee or Transit Executive Committee during the week of January 4, 2021, Finance and Administration Committee on January 12, 2021 and January 13, 2021 (if required) and Regional Council on January 27, 2021.

14. Attachments

- 14.1 Attachment #1: Current Economic Analysis
- 14.2 Attachment #2: Preliminary Timetable for the 2021 Regional Business Plans and Budgets

Respectfully submitted,

Original Signed By _____

Nancy Taylor, BBA, CPA, CA
Commissioner of Finance

Recommended for Presentation to Committee

Original Signed By _____

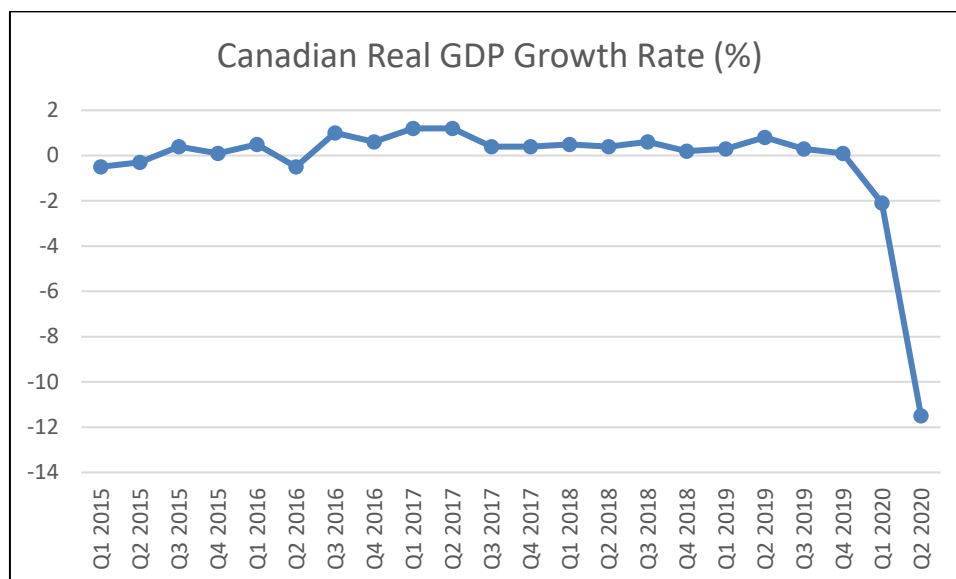
Elaine C. Baxter-Trahair
Chief Administrative Officer

Current Economic Analysis

The Region's Finance Department continuously monitors national, provincial and global economic activity for implications to the local economy. Changes in economic conditions can potentially impact Regional service delivery, as well as Regional expenditures and revenues. The global economy is currently experiencing one of the deepest contractions on record as the COVID-19 pandemic has significantly reduced both consumption and production. In Canada, nearly all levels of government have imposed some form of economic restrictions to contain the spread of the pandemic. The resulting impact has been a considerable decline in many of the key indicators that measure the health of our economy at the national, provincial, and local level.

Canadian Economy

The strength of any economy is typically measured by the Gross Domestic Product (GDP), or the dollar value of all goods and services produced domestically in a given year. Between the first quarter of 2015 and the fourth quarter of 2019, the Canadian economy, as measured by real GDP, experienced an average quarterly growth rate of 0.4 per cent. After the pandemic hit in early 2020, the Canadian economy experienced a 2.1 per cent quarterly contraction in the first quarter of 2020, followed by a record 11.5 per cent quarterly contraction in the second quarter. Expressed as an annualized growth rate, or assuming the current rate of growth continues exponentially over four consecutive quarters, the Canadian economy contracted by 38.7 per cent in the second quarter of 2020.



Source: Statistics Canada

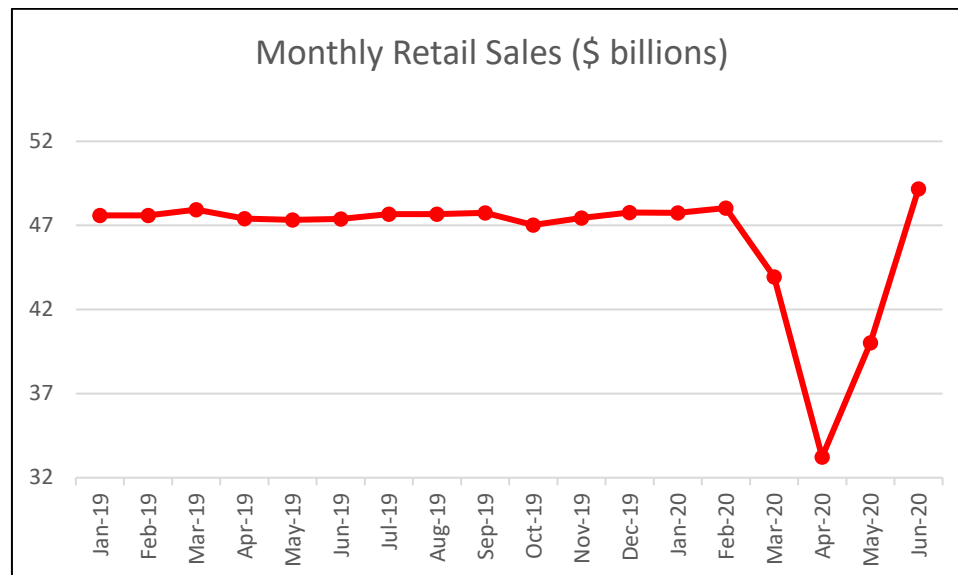
Although the economic contraction over the second quarter of 2020 was the deepest since quarterly data recordings began in 1961, many commercial bank economists are forecasting an even sharper rebound in the third quarter of 2020. Some commercial bank forecasts have third quarter GDP increasing over 40 per cent on an annualized basis, while the average annual GDP growth rate forecast for 2020 is a 6 per cent contraction.

Canadian GDP, or economic output, is a product of many components, including: 1) household consumption; 2) business investment; and 3) net exports (exports minus imports). Each of these components are influenced by several factors.

1. Household Consumption

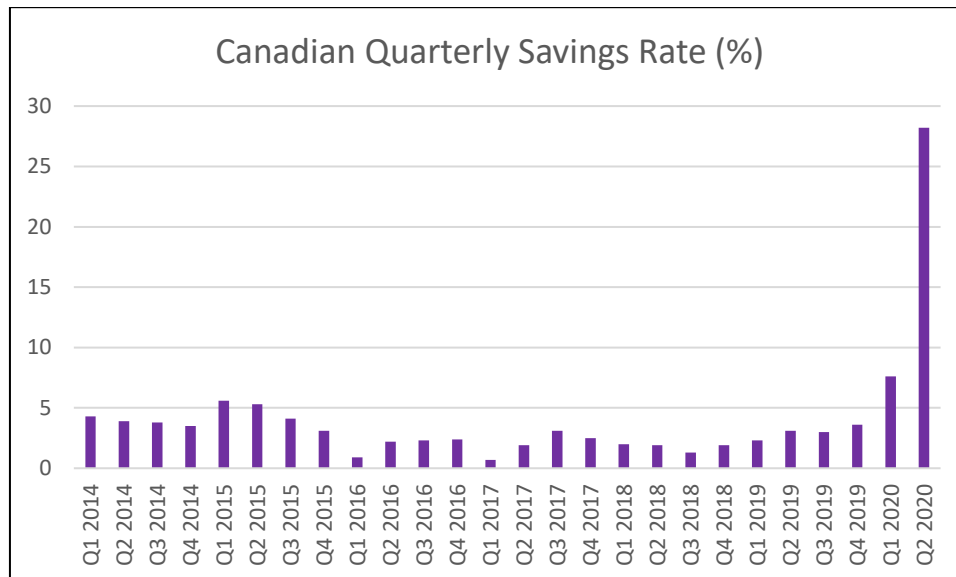
As a result of the pandemic, household consumption (or consumer spending) declined 15.9 per cent between the end of 2019 and the end of the second quarter of 2020. This is significant as household consumption has accounted for approximately 55 per cent of total GDP between 2014 and 2019.

There are signs that consumer spending may be returning toward pre-pandemic levels. After monthly retail sales in April fell 32.4 per cent below pre-pandemic monthly sales in February, retail sales in June had completely recovered to 1.3 per cent above February levels. Retail sales are a key economic indicator of consumer purchasing patterns on a monthly basis.



Source: Statistics Canada

Although household consumption has fallen dramatically over the first half of 2020, household disposable income has increased by 12.2 per cent over the same time period. Households are opting to save a larger portion of their disposable income as the pandemic has caused uncertainty about the future. Prior to the pandemic, the household savings rate, or the percentage of disposable income held as savings, averaged approximately 3 per cent between 2014 and 2019. As a result of the pandemic, the household saving rate increased to 28.2 per cent in the second quarter of 2020.



Source: Statistics Canada

Despite the increased savings rate, Canadian households are still holding large amounts of debt. The debt to disposable income ratio is currently 176.9, meaning for every dollar of disposable income, Canadians hold \$1.77 in credit market debt.

A major influence on the spending and saving habits of consumers is the strength of the labour market. The pandemic has caused a significant shock to the Canadian labour market, resulting in a steep drop in employment and a corresponding rise in unemployment. In April, at the height of the pandemic, the number of employed persons fell 15.7 per cent below pre-pandemic February levels. However, labour market conditions have been steadily improving since pandemic related restrictions began easing in May. As of August 2020, the number of employed persons has recovered to within 94.3 per cent of pre-pandemic February levels.

The number of unemployed persons in Canada spiked during the early days of the pandemic with the unemployment in April rising 113.3 per cent above February levels. As a result, the unemployment rate rose to 13 per cent in April and 13.7 per cent in May, marking the highest unemployment rate recorded since comparable data became available in 1976. The number of unemployed persons has steadily declined with the easing of pandemic related restrictions, however the number of unemployed persons in August remains over 80 per cent higher than pre-pandemic February levels. The unemployment rate in August had fallen to 10.2 per cent, however it remains significantly higher than the 5.6 per cent reported in February.

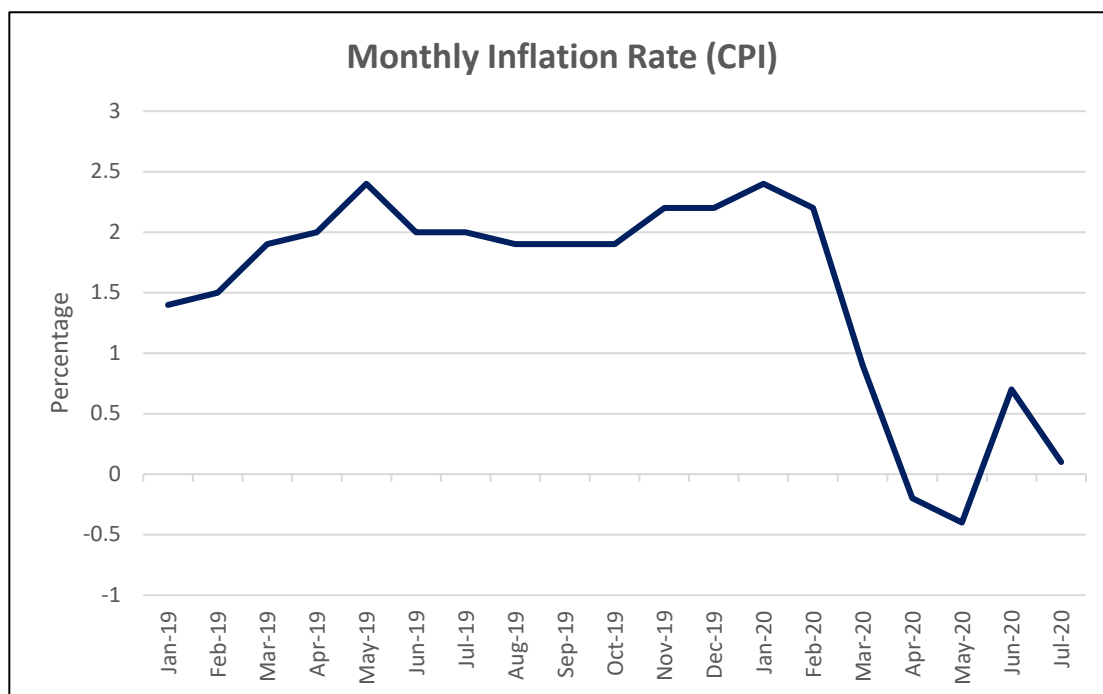
2. Business Investments

Business investment, including large capital infrastructure and research and development, are an indicator of economic expansion since increased investments signal expected increases in future demand. As the pandemic has led to uncertainty about future demand, business investment declined 16.7 per cent over the first half of 2020. Business investment in machinery and equipment experienced the largest decline, falling

26.4 per cent between the end of 2019 and the end of the second quarter of 2020.

Interest rates can also impact the prices that businesses (and consumers) pay for goods and services. When interest rates are low, businesses tend to increase investment in order to take advantage of low borrowing costs. When businesses buy up more goods, it drives up prices and increases inflation. While business investment is largely driven by forecasted future demand, interest rates can also be an influencing factor as most capital projects require the borrowing of funds. The Bank of Canada sets a target for its key policy interest rate (or overnight rate), which is the rate that sets the basis for all other interest rates in the economy (mortgages, loans, etc.). As a result of the pandemic, and in an effort to stimulate investment, the Bank of Canada has lowered its target for the key policy rate by a total of 150 basis points in 2020. The policy rate now sits at the Bank's effective lower bound of 0.25 per cent, meaning no future rate cuts are expected.

As the pandemic has led to a significant decline in both consumer and business spending, inflation (as measured by the Consumer Price Index (CPI)) over the first half of 2020 has averaged 0.8 per cent. This is well below the Bank of Canada inflation rate target of two per cent. The Bank of Canada will typically lower the target for the policy rate as a means of increasing inflation; however, as the rate is already at its effective lower bound, the Bank of Canada has stated that it will "hold the policy interest rate at the effective lower bound until economic slack is absorbed so that the 2 percent inflation target is sustainably achieved".



Source: Bank of Canada

3. Net Exports

Canada's net exports are the dollar value of its total exports, minus the dollar value of its total imports. The pandemic has led to a significant slowdown in international trade as

many countries around the world have imposed border restrictions. As a result, the dollar value of Canadian exports declined a significant 20.2 per cent over the first half of the year, while the dollar value of imports into Canada declined 24.6 per cent. Pandemic related restrictions have had a particular impact on the trade of services as the dollar value of service exports and imports, over the first half of 2020, have declined 22 per cent and 34.9 per cent respectively.

Although international trade volumes experienced significant declines over the first half of 2020, recent statistics indicate that trade volumes are beginning to recover. The total dollar value of exports in July is down only 6 per cent from February levels. The dollar value of imports into Canada in May had fallen to 29.2 per cent below February levels. In July, the dollar value of imports into Canada had recovered to only 4.1 per cent below pre-pandemic February levels.

One of the factors that influence Canadian international trade is the strength of the Canadian dollar. The Canadian dollar endured periods of weakness during the early months of the pandemic but has been regaining strength since April. On January 1, 2020, it cost \$1.30 Canadian to buy one American dollar. The price had increased to an average of \$1.40 by April 1, 2020 but has settled back to \$1.32 as of August 1, 2020.

Provincial Economy

The health of the provincial economy can have major implications on the health of our local economy. The Ontario government has not yet released its economic accounts for the second quarter of 2020, which would provide a fulsome account of the impact that the various pandemic containment measures had on the economy. However, the government has released its economic accounts for the first quarter of 2020 which provide a leading indicator of the economic impacts of the pandemic.

Despite containment measures only being in place during the last two weeks of the first quarter, the Ontario economy experienced a two per cent contraction in comparison to the fourth quarter of 2019. Household consumption fell two per cent over the quarter, marking the steepest decline since 1991. Business investment declined 0.2 per cent, while investments in machinery and equipment fell 2.5 per cent. Exports over the first quarter of 2020 declined 3.1 per cent, while imports declined 2.3 per cent.

The pandemic has led to many private sector economists taking a pessimistic view on the province's short-term economic outlook. According to Ontario's 2020-21 fiscal first quarter financial update, the average private sector forecast projects Ontario's economy to contract by 6.6 per cent in 2020. This would mark the largest annual GDP decline on record. The Ontario Ministry of Finance is also projecting employee compensation to decline 2.5 per cent in 2020 and business profits to decline 14.1 per cent.

The labour market in Ontario has also been severely impacted by the pandemic. The unemployment rate in May hit 13.6 per cent while the number of unemployed persons was 130 per cent higher than February. The number of employed persons in May was also 15 per cent below February levels. However, the labour market has begun to recover as the number of employed persons in August was over 10 per cent higher than May and

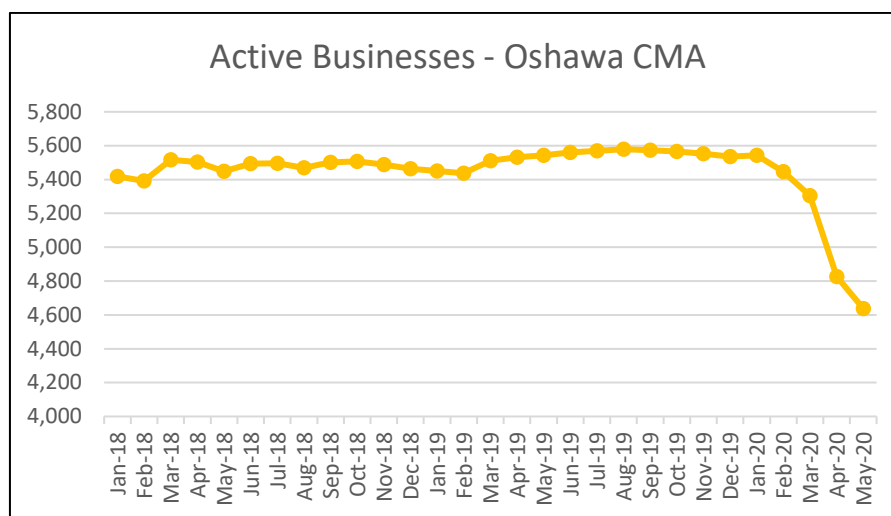
the number of unemployed persons has decreased by 16 per cent. The unemployment rate in August fell to 10.6 per cent but remains well above the 5.5 per cent reported in February.

Local Economy

The local economy is also facing several challenges associated with the COVID-19 pandemic. Statistics Canada does not provide any official GDP estimates for municipalities, which makes the determination of recent local economic growth impacts problematic. The Conference Board of Canada does provide periodic estimates of GDP for Census Metropolitan Area's (CMA); however, no estimates have been provided since the onset of the pandemic and any projections prior to the pandemic are largely irrelevant. In the absence of current GDP data, there are several alternative indicators that can be used to analyze different aspects of the local economy.

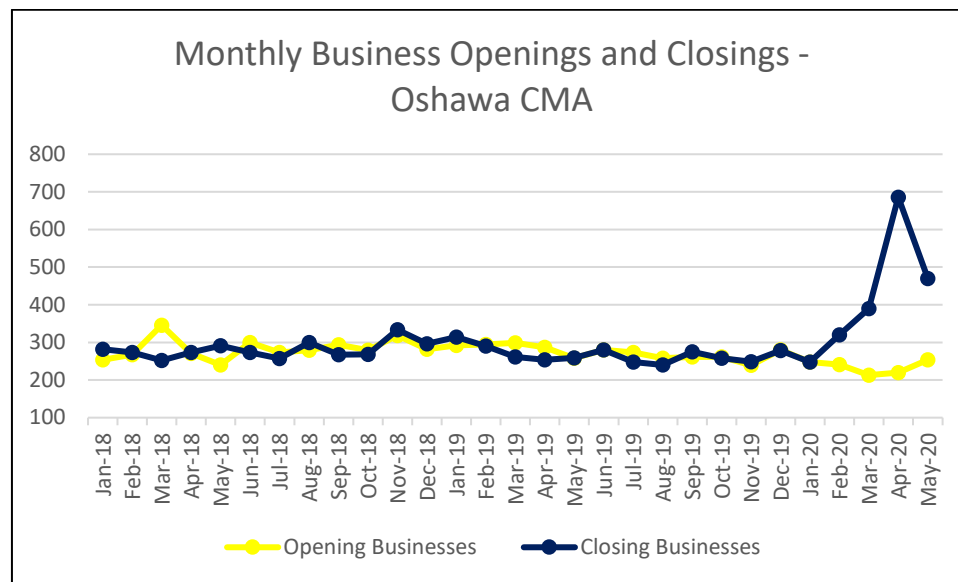
The pandemic has led to significant weakness in the local labour market. The number of employed persons in the Oshawa CMA, as measured using a three-month moving average, declined by 10 per cent between February and June. The number of unemployed persons increased by 60 per cent over the same time period. Although the labour market has recovered over the last couple months, the three-month moving average unemployment rate was 11.4 per cent in August, compared to 7 per cent in February.

The strength of the labour market is dependent on the strength of business activity. Statistics Canada provides monthly data on the number of active businesses in each CMA, as well as the number of business openings and closings. The number of active businesses, or the number of businesses reporting to have at least one employee in a given month, has stayed fairly consistent over the past couple years. However, as a result of the pandemic, the number of active businesses in the Oshawa CMA has dropped by 16.3 per cent from January to May 2020.



Source: Statistics Canada

The number of business openings, or the number of businesses that transition from having no employees in the previous month to having at least one employee in the current month, has stayed relatively stable throughout the pandemic. However, the number of business closures, or the number of businesses that transition from having at least one employee in the previous month to having no employees in the current month, has increased by over 176 per cent between January and April, and in May remained 89.5 per cent above January levels.



Source: Statistics Canada

Despite labour market weakness, the housing market continues to remain strong. According to the Durham Regional Association of Realtors (DRAR), existing home sales in Durham Region increased 17 per cent year-over-year in June, followed by a 52 per cent year-over-year increase in July. The DRAR reported the average selling price of a home in Durham Region at \$709,640 in July, marking a new record high for the month.

Economic Risks

The economic outlook for the near future is dependent on the trajectory of the pandemic. The length of time the virus persists, as well as the potential for future economic restrictions, will determine how quickly the economy is able to recover and return to pre-pandemic growth levels. It also remains to be seen whether structural changes to the economy will occur that permanently alter the way we produce and consume.

Another risk to the local economy is the fiscal health of the federal and provincial governments. Both levels of government have provided large stimulus packages to mitigate the economic impact of the pandemic. As a result of these stimulus packages, the federal government is projecting a \$343 billion deficit this fiscal year, while the provincial government is estimating a \$38.5 billion deficit. Financing these large deficits could potentially limit the amount of funds available for municipal grants and subsidies.

PRELIMINARY TIMETABLE FOR THE 2021 REGIONAL BUSINESS PLANS AND BUDGETS

A) 2021 PROPERTY TAX GUIDELINE

Item	Description	Standing Committee	Regional Council
1.	Review and Approval of the: <ul style="list-style-type: none"> 2021 Regional Business Plans and Property Tax Supported Budget Guideline 	Finance and Administration Committee – September 15, 2020	September 30, 2020

B) SUPPORTING BUSINESS PLANNING REPORTS

Item	Description	Standing Committee	Regional Council
1.	Review and Approval of the: <ul style="list-style-type: none"> Corporate Asset Update Report 	Committee of the Whole – September 16, 2020	September 30, 2020
2.	Review and Approval of the: <ul style="list-style-type: none"> 2021 Water and Sanitary Sewer User Rates 	Finance and Administration Committee – December 8, 2020	December 16, 2020
3.	Review and Approval of the: <ul style="list-style-type: none"> 2021 Strategic Property Tax Study 	Finance and Administration Committee – January 12 and 13 (if required), 2021	January 27, 2021
4.	Review and Approval of the: <ul style="list-style-type: none"> 2021 Property Tax Rates 		January 27, 2021

PRELIMINARY TIMETABLE FOR THE 2021 REGIONAL BUSINESS PLANS AND BUDGETS

C) 2021 DETAILED BUSINESS PLANS AND BUDGETS

Item	Description	Standing Committee(s)	Regional Council
1.	Review and Approval of the: <ul style="list-style-type: none"> 2021 Detailed Water and Sanitary Sewer Business Plans and Budgets 	Works Committee – December 2, 2020 Finance and Administration Committee – December 8, 2020	December 16, 2020
2.	Review and Approval of the: <ul style="list-style-type: none"> 2021 Durham Regional Local Housing Corporation (DRLHC) Business Plans and Budget 	DRLHC Board – December 16, 2020 (tentative)	
3.	Review and Approval of the: <ul style="list-style-type: none"> 2021 Planning and Economic Development Business Plans and Budgets 	Planning and Economic Development Committee – January 5, 2021	
4.	Review and Approval of the: <ul style="list-style-type: none"> 2021 Works General Tax and Solid Waste Management Business Plans and Budgets 	Works Committee – January 6, 2021	
5.	Review and Approval of the: <ul style="list-style-type: none"> 2021 Durham Region Transit Business Plans and Budget 	Transit Executive Committee – January 6, 2021	
6.	Review and Approval of the: <ul style="list-style-type: none"> 2021 Health and Social Services Business Plans and Budgets 	Health and Social Services Committee – January 7, 2021	
7.	Review and approval of the: <ul style="list-style-type: none"> 2021 Departmental Business Plans and Budgets 2021 Durham Region Transit Business Plans and Budget 2021 Durham Regional Police Service Business Plans and Budget 2021 Conservation Authorities Business Plans and Budgets 	Finance and Administration Committee – January 12 and 13 (if required), 2021	January 27, 2021



The Regional Municipality of Durham Report

To: Finance and Administration Committee
 From: Commissioner of Finance
 Report: #2020-F-18
 Date: September 15, 2020

Subject:

The Issuance of Debentures on Behalf of the City of Pickering, Town of Whitby, Municipality of Clarington, Township of Brock, Township of Uxbridge, and The Regional Municipality of Durham

Recommendations:

The Finance and Administration Committee recommends to Regional Council:

- A) That the Commissioner of Finance be authorized to issue external debentures, in a total principal amount not to exceed \$87,186,000 on behalf of the City of Pickering, the Town of Whitby (subject to the approval of Whitby Council), the Municipality of Clarington (subject to the approval of Clarington Council), the Township of Uxbridge, and The Regional Municipality of Durham over various terms, as set out below, with such terms not to exceed 20 years and at an average net yield not to exceed 5.00 per cent relating to the financing requirements as indicated below:

	<u>Amount</u> (Not to Exceed)	<u>Term</u> (Not to Exceed)
<u>City of Pickering</u>		
Purchase of land for Seaton North Fire Station	<u>\$1,856,000</u>	10 Years
<u>Town of Whitby</u>		
400 Centre Street South – former Land Registry Office – interior and exterior renovations	\$1,720,000	20 Years*
Land Acquisition for a future fire hall, training complex and Public Works satellite facility on Cochrane Street, North of 407, Part Lot 29, Concession 6, Part 1, 40R-26098	4,895,000	20 Years*
Operations Centre Expansion – 333 McKinney Drive	7,095,000	20 Years*
Replacement of Pier #4, Port Whitby Marina, 301 Watson Street	<u>540,000</u>	20 Years*
Sub Total – Town of Whitby	<u>\$14,250,000</u>	

	<u>Amount</u> (Not to Exceed)	<u>Term</u> (Not to Exceed)
<u>Municipality of Clarington</u>		
New – South Bowmanville Recreation Centre	<u>\$50,000,000</u>	20 Years**
<u>Township of Uxbridge</u>		
Brock Street Culvert Replacement Project	<u>\$3,500,000</u>	15 Years
<u>The Regional Municipality of Durham</u>		
Newcastle Water Supply Plant	<u>\$17,580,000</u>	15 Years
TOTAL EXTERNAL DEBENTURE REQUIREMENTS	<u>\$87,186,000</u>	

* subject to the approval of Whitby Council on Monday September 14, 2020.

** subject to the approval of Clarington Council on Monday September 21, 2020.

- B) That authorization be given to issue an internal debenture for and on behalf of the Township of Brock in an amount of \$932,000 (the “Brock Debenture”) on the basis that the Township of Brock will purchase the Brock Debenture using reserve funds of the Township of Brock as requested by the Township;
- C) That authorization be given to the Commissioner of Finance to purchase a portion of the external debentures issued in respect of the Newcastle Water Supply Plant in an amount up to \$17,580,000, using the Region’s reserve funds as determined by the Commissioner of Finance;
- D) That the Commissioner of Finance be authorized to amend the proposed terms and conditions of the external debenture issue as deemed necessary by the Fiscal Agents in order to successfully market the issue to prospective investors on the basis that the Region may purchase all or part of the debentures; and
- E) That the Region of Durham be authorized to issue the external debentures through CDS Clearing and Depository Services Inc.’s “Book Entry Only” system.

Report:

1. Purpose

- 1.1 The purpose of this report is to seek authority to issue external and internal debentures on behalf of the City of Pickering, the Town of Whitby, the Municipality of Clarington, the Township of Brock, the Township of Uxbridge and The Regional Municipality of Durham.

2. Background

- 2.1 The recommendations to issue external and internal debentures by the Region are brought forward at this time in response to requests for funding from the City of Pickering, the Town of Whitby, the Municipality of Clarington, the Township of Brock, the Township of Uxbridge and The Regional Municipality of Durham related to various capital works. To meet the financing needs of the area municipalities and The Regional Municipality of Durham, it is anticipated that the Region will go to market with these debenture requests and issue the debentures in the fall of 2020.
- 2.2 Long-term municipal debenture yield rates remain relatively favourable compared to historical rates with the prospect of long-term interest rates increasing in the future.

3. Borrowing Requirements of the Lower-tier Municipalities

- 3.1 As outlined in the recommendations above, the collective principal borrowing requirements of the City of Pickering, the Town of Whitby (subject to the approval of Whitby Council on September 14, 2020), the Municipality of Clarington (subject to the approval of Clarington Council on September 21, 2020), the Township of Brock, the Township of Uxbridge and the Region of Durham for the proposed debenture issue is an amount not to exceed \$88,118,000 (of that amount \$87,186,000 will relate to the external debentures and \$932,000 will relate to the internal debentures).

3.2 City of Pickering

- A) The City of Pickering has requested that the Region issue external debentures on its behalf for the following project:

Capital Project	Amount (Not to Exceed)	Term (Not to Exceed)
Purchase of land for Seaton North Fire Station	<u>\$1,856,000</u>	10 Years

3.3 Town of Whitby

- A) The Town of Whitby has requested that the Region issue external debentures on its behalf for the following projects subject to Whitby Council approval on September 14, 2020:

Capital Projects	Amount (Not to Exceed)	Term (Not to Exceed)
400 Centre Street South – former Land Registry Office – interior and exterior renovations	\$1,720,000	20 Years*
Land Acquisition for a future fire hall, training complex and Public Works satellite facility on Cochrane Street, North of 407, Part Lot 29, Concession 6, Part 1, 40R-26098	4,895,000	20 Years*
Operations Centre Expansion – 333 McKinney Drive	7,095,000	20 Years*
Replacement of Pier #4, Port Whitby Marina, 301 Watson Street	540,000	20 Years*
Total	<u>\$14,250,000</u>	

* Subject to the approval of Whitby Council on Monday September 14, 2020

3.4 Municipality of Clarington

- A) The Municipality of Clarington has requested that the Region issue external debentures on its behalf for the following project subject to Clarington Council approval on September 21, 2020:

Capital Project	Amount (Not to Exceed)	Term (Not to Exceed)
New – South Bowmanville Recreation Centre	<u>\$50,000,000</u>	20 Years **

**Subject to the approval of Clarington Council on Monday September 21, 2020

3.5 Township of Uxbridge

- A) The Township of Uxbridge has requested that the Region issue external debentures on its behalf for the following project:

Capital Project	Amount (Not to Exceed)	Term (Not to Exceed)
Brock Street Culvert Replacement Project	<u>\$3,500,000</u>	15 Years

3.6 Township of Brock

- A) The Township of Brock has requested the Region to issue an internal debenture with a term of 10 years to be purchased using the Township's reserve funds for the following project:

Capital Project	Amount (Not to Exceed)	Term (Not to Exceed)
Sunderland Fire Hall (refinancing debenture)	<u>\$932,000</u>	10 Years

4. Borrowing Requirements of the Region of Durham

- 4.1 The Region of Durham proposes to issue external debentures in an amount not to exceed \$17,580,200 in the Canadian municipal bond market for a term not to exceed 15 years for the following project:

Capital Project	Amount (Not to Exceed)	Term (Not to Exceed)
Newcastle Water Supply Plant	<u>\$17,580,000</u>	15 Years

- 4.2 Recommendation C of this Report seeks authorization for the Commissioner of Finance to fund all or part of the borrowing for the Newcastle Water Supply Plant from internal reserve funds to be repaid over a period not to exceed 15 years from appropriations within the annual Business Plans and Budgets for Sanitary Sewage Services. The Commissioner of Finance will review the availability of funds from the Region's reserve funds to determine the availability of these funds given the existing commitments.

5. External Services Required

- 5.1 The following external services are essential to complete the proposed external debenture transaction:

5.2 Fiscal Agents:

- A) Over the past 30 years, CIBC World Markets Inc. and RBC Dominion Securities Inc. have acted as the Region's Fiscal Agents ("Fiscal Agents"). In this role, the Fiscal Agents have provided advice to Regional staff on an on-going basis and have successfully marketed the Region's debenture issues.
- B) Based on the Region's past practice of rotating the lead manager between the two agents, RBC Dominion Securities Inc. will act in this role for the external debenture issue.

5.3 Fiscal Solicitor:

- A) WeirFoulds LLP will provide legal advice for the debenture issues as the Fiscal Solicitor and will authenticate the debentures.
- B) WeirFoulds LLP has a sound reputation in providing fiscal solicitor services in respect of debentures issued by all of the GTA Regions.

5.4 CDS Clearing and Depository Services Inc.:

- A) CDS Clearing and Depository Services Inc. (CDS) is owned by TMX Group Inc. and has processed previous external debenture issues for the Region through its "Book Entry Only" (BEO) system, providing electronic records for the debenture issues. This means physical definitive debenture certificates issued to debenture holders are not required to market the external issue.

6. Annual Repayment Limits

- 6.1 In accordance with Section 4 of Ontario Regulation 403/02 (Debt and Financial Obligation Limits Regulation), the Regional Treasurer and the Fiscal Solicitor will ensure that the Long-Term Debt/Financial Obligation limits for the City of Pickering, the Town of Whitby, the Municipality of Clarington, the Township of Brock, the Township of Uxbridge and The Regional Municipality of Durham were calculated and were not exceeded by the approval of the capital works which are to be financed through the issuance of the proposed debentures. They will confirm that approval by the Local Planning Appeal Tribunal was not required for the financing of these projects through the Regional debenture issues described in this report.

7. Conclusion

- 7.1 The recommendations contained in this report effectively authorize staff to proceed with the issuance of the internal and external debentures to meet the financing requirements of the Region and the lower-tier municipalities referred to in this report.
- 7.2 Staff will seek the advice of the Fiscal Agents regarding the most opportune time to issue debentures and will advise Finance and Administration Committee and Regional Council of the final terms and conditions of the external debenture issue upon its sale in the Canadian debt capital markets.
- 7.3 The related by-laws for the proposed borrowings will be presented to Regional Council later in the fall of 2020.

Respectfully submitted,

Original Signed by Nancy Taylor

Nancy Taylor, BBA, CPA, CA
Commissioner of Finance

Recommended for Presentation to Committee

Original Signed by Elaine C. Baxter-Trahair

Elaine C. Baxter-Trahair
Chief Administrative Officer