



## The Regional Municipality of Durham

### Finance and Administration Committee Revised Agenda

Tuesday, March 21, 2023, 9:30 a.m.

Regional Council Chambers

Regional Headquarters Building

605 Rossland Road East, Whitby

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2054.

Note: This meeting will be held in a hybrid meeting format with electronic and in-person participation. Committee meetings may be [viewed via live streaming](#).

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Recommendation: Refer to consideration of Report #2023-F-9

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Recommendation: Refer to consideration of Report #2023-F-9

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**10. Advisory Committee Resolutions**

There are no advisory committee resolutions to be considered

**11. Confidential Matters**

There are no confidential matters to be considered

**12. Other Business**

**13. Date of Next Meeting**

Tuesday, April 11, 2023 at 9:30 AM

**14. Adjournment**

Notice regarding collection, use and disclosure of personal information:

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**The Regional Municipality of Durham**

**MINUTES**

**FINANCE & ADMINISTRATION COMMITTEE**

**Tuesday, February 14, 2023**

A regular meeting of the Finance & Administration Committee was held on Tuesday, February 14, 2023 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 Ashe, Chair  
Councillor Leahy, Vice-Chair  
Councillor Garrod  
Councillor Lee\*  
Councillor McDougall  
Councillor Schummer\*  
Councillor Woo  
Regional Chair Henry

Also

Present: Councillor Barton  
Councillor Carter\* attended for part of the meeting  
Councillor Crawford  
Councillor Neal attended for part of the meeting  
**\*denotes Councillors participating electronically**

Staff

Present: E. Baxter-Trahair, Chief Administrative Officer  
B. Goodwin, Commissioner of Corporate Services  
N. Taylor, Commissioner of Finance  
J. Austin, Deputy General Manager – Transit Support Services  
S. Austin, Director, Strategic Initiatives  
B. Bridgeman, Commissioner of Planning & Economic Development  
J. Cermak, Director, Financial Services  
A. Hector-Alexander, Director, Diversity, Equity, and Inclusion  
W. Holmes, General Manager, DRT  
J. Hunt, Regional Solicitor/Director of Legal Services  
R. Inacio, Systems Support Specialist, Corporate Services – IT  
C. Norris, Deputy General Manager – Transit Operations  
N. Pincombe, Director, Business Planning & Budgeting  
J. Presta, Commissioner of Works, attended for part of the meeting  
D. Ramkissoon, Manager, Investment Portfolio  
K. Smith, Committee Clerk, Corporate Services – Legislative Services  
A. Wismer, Economic Analyst, Financial Planning

L. Fleury, Legislative Officer and Deputy Clerk Pro Tem, Corporate Services  
– Legislative Services

**2. Declarations of Interest**

There were no declarations of interest made.

**3. Adoption of Minutes**

Moved by Councillor Leahy, Seconded by Councillor Garrod,  
(13) That the minutes of the regular Finance & Administration Committee  
meeting held on Tuesday, January 17 2023, be adopted.

CARRIED

Councillor Neal asked why the question he raised at the January meeting  
regarding the Transit related law suit with the City of Oshawa was not  
included in the minutes.

**4. Statutory Public Meetings**

There were no statutory public meetings.

**5. Presentations**

5.1 Nancy Taylor, Commissioner of Finance & Treasurer, Jamie Austin, Deputy  
General Manager – Transit Support Services, Christopher Norris, Deputy General  
Manager - Transit Operations, and Nicole Pincombe, Director, Business Planning  
& Budgeting, re: Transit Service and Financing Strategy (2023 – 2032) (2023-F-5)

N. Taylor provided opening remarks and advised that it is important to clearly  
outline the Region's goals with respect to Transit to assist with advocacy efforts.  
She thanked staff for the time and effort spent developing the report.

B. Holmes, General Manager, Durham Region Transit, provided further opening  
remarks and noted that ridership recovery strategies are paying off and numbers  
have gone up, and that the reality of hybrid work continues to impact travel to  
Toronto, but stronger local patterns have emerged. He added that the decisions  
being made today are very important to shape the future of the Regional transit  
network. B. Holmes outlined numerous Transit accomplishments and added that  
past investments are not enough to prepare for the Durham of today. He advised  
that the primary determinants of Transit success are access, frequency and  
reliability of service and a significant investment in transit is needed to reach  
those goals.

Jamie Austin, Deputy General Manager – Transit Support Services, Christopher  
Norris, Deputy General Manager - Transit Operations, and Nicole Pincombe,  
Director, Business Planning & Budgeting provided a presentation with respect to  
the Transit Service and Financing Strategy (2023 – 2032). Highlights of the  
presentation included:



- Transit Service and Financing Strategy (2023–2032) Recommendations
- Transit is essential to Durham’s future
- Land use is essential to transit’s success
- Ridership Recovery and Outlook
- Service Enhancements
- Durham Transit Investments vs Peers
- 2023-2032 Service Investment
- 2032 Frequent and Available Transit Network
- 2032 Integrated Transit Network
- Transition to Zero Emission Vehicles
- Fare Modernization
- Proposed Fare Structure
- DRT Charter Service
- Cost Pressures and Financing Opportunities
- 10-Year Durham Region Transit Forecast
- Risk and Considerations
- Conclusions

Staff responded to questions with respect to the \$0.10 cent increase in the cash fare and what programs and supports are being offered for lower income individuals; the tax impact of 2% and whether the transit related tax increases are expected to be the same each year; the removal of on-demand routes; capturing the number of individuals attempting to use on-demand services unsuccessfully; available payment methods for transit; fare modernization; reliability of on-demand service in rural areas of Clarington; the number of on-demand vehicles; the time to transition to electronic vehicles; use of Uber for on-demand vehicles; the wait times for on-demand transit; the increase in on-demand requests in rural areas; charter rates; ways to improve access to transit; plans for providing connections between south and north Durham; and, the status of the Federal Gas Tax funding and how it could impact current Transit funding models.

## 6. Delegations

### 6.1 Jo-anne Marr, President & CEO, Oak Valley Health, re: Regional Council Community Grant Investment Support on the Upcoming Redevelopment of the Uxbridge Hospital

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Jo-anne Marr, President & CEO, Oak Valley Health appeared before the Committee with respect to Regional Council Community Grant Investment Support on the Upcoming Redevelopment of the Uxbridge Hospital.

J. Marr outlined the following:

- Uxbridge campus of care
- Population served by Uxbridge Hospital
- Meeting long-term care needs

- Enhanced services
- Regional Support – 7.5%=- approximately \$10 million

J. Marr responded to questions with respect to the cost, operational and care efficiencies that will be realized with having the hospital and long-term care home co-located; and the increase in the number and type of beds from the redevelopment.

Moved by Councillor Garrod, Seconded by Regional Chair Henry,  
(14) That the delegation from Jo-anne Mar with a request for Community Investment Grant Support for the Uxbridge Hospital Redevelopment project be referred to staff for consideration for inclusion in the Region's hospital capital program.

CARRIED

N. Taylor advised that staff will report back on the grant request from Oak Valley Health.

6.2 Ian Sinnott, DRT Chair, Unifor Local 222, re: Transit Long-Term Service and Financing Strategy

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Ian Sinnott, DRT Chair, Unifor Local 222 appeared before the Committee with respect to the Transit Long-Term Service and Financing Strategy.

Ian Sinnott outlined the following:

- Buses are running at or near capacity so at times can't pick up members of the public;
- Transit funding does not keep up with the services required;
- A transit report by the Toronto Board of Trade outlined a standard transit wait time of 10 minutes, with 13 to 15 minutes being the maximum desirable time to wait; Durham Region Transit service frequency is 15 to 30 minutes, with most between 20 to 30 minutes;
- Relative to comparators, Durham provides the lowest funding revenue hours per capita;
- Population of Durham Region is set to grow significantly, there will also be university growth; studies indicate that public transit is more relied on by certain groups of people; and
- Transit is key to attracting top employers, cutting commute times and decreasing GHG emissions; and will position Durham Region for growth and investment.

I. Sinnott concluded that an annual investment of \$1.27 million revenue service hours is needed to keep up with the forecasted growth in Durham Region.

6.3 Jeff Gray, President, Unifor Local 222, re: Transit Long-Term Service and Financing Strategy

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Jeff Gray, President, Unifor Local 222 appeared before the Committee with respect to the Transit Long-Term Service and Financing Strategy.

J. Gray outlined the following:

- It is good that Unifor continues to partner with businesses for equality; the union is on a path of manufacturing recovery, and they want to continue to motivate in Oshawa;
- It is bad that in the early 1990's good manufacturing jobs moved to third world countries, it was the beginning of unfair trade, and manufacturing jobs still have lower wages now;
- It is a problem that with jobs with low pay, low or no pensions plans, inflation, and the cost of housing and food, workers rely on ride sharing programs like Uber to get to work. The cost of an Uber is \$18 one way from Durham College to the General Motors plant in Oshawa, and employees wait to order Ubers until after 6 am because it is less expensive, which makes them late for work;
- Transit needs to do better – takes over an hour, doesn't work for workers; and
- They are asking Durham Region Transit to enhance delivery to the Region to ensure no person is disadvantaged.

J. Gray advised that they are feeling optimistic due to the 2022 Inflation Reduction Act which has led to an upshift in investments in electric vehicle manufacturing. He added that they are asking for help from Durham Region Transit to get workers to work.

6.4 Mehmet Yazan, re: Durham Water Billing Dispute

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Mehmet Yazan, re: Durham Water Billing Dispute, did not appear.

**7. Administration**

7.1 Correspondence

There were no communications to consider.

7.2 Reports

A) The Regional Municipality of Durham's Accessibility Advisory Committee's 2022 Annual Report and 2023 Workplan (2023-A-4)

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Report #2023-A-4 from Elaine Baxter-Trahair, Chief Administrative Officer, was received.

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

- A) That Report #2023-A-4 of the Chief Administrative Officer be received for information as The Regional Municipality of Durham's Accessibility Advisory Committee's 2022 Annual Report; and
- B) That the Regional Municipality of Durham's Accessibility Advisory Committee's 2023 Workplan be approved.

CARRIED

- B) Appointment of new members to the Durham Accessibility Advisory Committee (AAC) (2023-A-5)
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Report #2023-A-5 from Elaine Baxter-Trahair, Chief Administrative Officer, was received.

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

That the following people be appointed to the Durham Accessibility Advisory Committee:

Mr. Jim McEwen – Community member; and

Mr. Adam Blum – community member.

CARRIED

## 8. Finance

### 8.1 Correspondence

There were no communications to consider.

### 8.2 Reports

- A) Investment Portfolio Update (2023-F-4)
- 

Report #2023-F-4 from Nancy Taylor, Commissioner of Finance, was received. Staff responded to questions with respect to how the Region's investment portfolio did last year; when the annual investment report will be presented; the next steps required to move to prudent investor status; and the upside to adjusting the risk tolerance level for investments.

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

That staff continue to investigate alternatives for transitioning to the prudent investor standard to assess its suitability for the Region's portfolio.

CARRIED

B) Transit Service and Financing Strategy (2023 – 2032) (2023-F-5)

Report #2023-F-5 from Nancy Taylor, Commissioner of Finance, was received. Staff responded to questions with respect to how transit use for shift workers at the Oshawa General Motors plant can be improved through expansion of service hours; why 2025 was chosen as the end-year for the Strategy; if there are any updates on the GO train extension to Bowmanville; ridership considerations for the Courtice hub due to the sale of the General Motors headquarters; and if there are any plans to increase Port Perry's trip density with this strategy.

Moved by Councillor Henry, Seconded by Councillor Woo,  
(18) That we recommend to Council:

- A) That the 10-year plan to phase investment in transit service enhancements, electrification, and new facilities and amenities be approved in principle subject to annual investment approvals through the Region's business planning and budget process, and that the 10-year plan be reviewed every four years or earlier as necessary in consideration of new information that may impact plan delivery, financing and timelines;
- B) That given the current level of funding to Durham Region Transit supports a significantly lower service level than that provided by our comparators, and that the 10-year plan requires a long term, not a one year commitment, to achieve the outcomes needed, that annual incremental increases for Durham Region Transit be acknowledged at a starting increase of approximately 2 per cent per year on the overall Regional tax levy with a goal to incorporate new funding opportunities that may arise annually to smooth annual tax levy impacts where possible;
- C) That staff enhance advocacy for sustained, incremental, targeted funding from the Provincial and Federal governments to support the funding gaps identified in this 10-year plan;
- D) That the General Manager of Durham Region Transit and the Commissioner of Finance be authorized to implement a 2023 charter service rate for standard 12 metre transit buses on a cost recovery basis at \$925.00 per hour for a minimum four hour booking, with a rate of \$505.00 for each additional bus and \$130.00 for each additional hour;
- E) That the proposed DRT Fare Structure listed in Attachment 2 of Report #2023-F-5 be approved establishing a base adult fare and associated discount for trip rates for each fare category ensuring the proportional application of any future adjustments to the base fare is maintained; and
- F) That DRT fares be adjusted with a \$0.10 increase to the base fare to take effect on July 1, 2023 as detailed in Attachment 2 of Report #2023-F-5.

CARRIED UNANIMOUSLY ON THE  
FOLLOWING RECORDED VOTE:

Yes

No

Councillor Ashe, Chair  
Councillor Garrod  
Regional Chair Henry  
Councillor Leahy  
Councillor Lee  
Councillor McDougall  
Councillor Schummer  
Councillor Woo

None

Members Absent: None

Declarations of Interest: None

**9. Advisory Committee Resolutions**

There were no advisory committee resolutions to be considered.

**10. Confidential Matters**

There were no confidential matters to be considered.

**11. Other Business**

There was no other business to be considered.

**12. Date of Next Meeting**

The next regularly scheduled Finance & Administration Committee meeting will be held on Tuesday, March 21, 2023 at 9:30 AM in Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

**13. Adjournment**

Moved by Councillor Henry, Seconded by Councillor McDougall,  
(19) That the meeting be adjourned.

CARRIED

The meeting adjourned at 11:35 AM

Respectfully submitted,

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K. Ashe, Chair

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L. Fleury, Legislative Officer



# The Regional Municipality of Durham Report

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To: Finance and Administration Committee  
From: Chief Administrative Officer  
Report: #2023-A-6  
Date: March 21, 2023

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**Subject:**

Durham Accessibility Advisory Committee (AAC) membership appointments

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**Recommendation:**

That the Finance and Administration Committee recommends to Regional Council:

A) That the following five people be appointed as community members to the Durham Region Accessibility Advisory Committee:

- i. Aly Beach
- ii. Dawn Campbell
- iii. Rosanne Purnwasie
- iv. Sarah Sones
- v. Wayne Henshall

B) That the following three individuals be appointed as representatives from industry, association and public institutions to the Durham Region Accessibility Advisory Committee:

- i. Doreen Hume-McKenna
- ii. Heather Hall
- iii. Lorrie Houston



**Report:****1. Purpose**

- 1.1 The Accessibility Advisory Committee's (AAC) Terms of Reference allow for an eleven-member committee. The purpose of this report is to recommend individuals for appointment to the Durham Region Accessibility Advisory Committee.

**2. Background**

- 2.1 Under the Ontarians with Disabilities Act, 2001 (ODA), Durham Region was obligated to form an Accessibility Advisory Committee (AAC). A second piece of legislation, Accessibility for Ontarians with Disabilities Act, 2005 (AODA) was proclaimed in 2005. However, the first Act was not repealed, and therefore, Durham must comply with both pieces of legislation. The requirement to have an AAC is still in effect.

- 2.2 An eleven-person committee may typically be comprised as follows:

a) Six members shall be persons with disabilities. These Committee members shall be representative of gender, ethnicity and different types of visible and invisible disabilities noted in the ODA 2001;

b) Five members shall be persons who may not have a disability. These members shall be comprised of:

- one member of Regional Council,
- two citizen members of which one member shall be a family member of a disabled person, and
- two members who are professionals from the stakeholder community.

**3. Appointment of new members**

- 3.1 The application process for the current nominees is the same as was for the original committee. After completing an application form an interview was held with each applicant. The selection criteria used to determine suitability to serve on the committee are:

- a. Knowledge of disability issues
- b. Experience with committees, volunteerism, community work
- c. Excellent communication skills
- d. Team building and collaboration skills
- e. Demonstrated commitment to projects/teams
- f. Ability to build trust and relationships.

- 3.2 Every effort is made to ensure that there is representation from people with a variety of disabilities, lived experiences and from different professional bodies.

The term of membership will correspond with the term of Regional Council and if a member resigns the Region will seek a replacement in accordance with the Terms of Reference.

#### **4. Relationship to the Strategic Plan**

- 4.1 This report aligns with the following strategic goals and priorities in the Durham Region Strategic Plan:

- a. Goal 2 – Community Vitality, specifically Priority 2.5 – Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging.

#### **5. Conclusion**

- 5.1 It is recommended that the individuals nominated for appointment in recommendations A) and B) be appointed to the Durham Region Accessibility Advisory Committee.

- 5.2 For additional information, contact: Karen Wall, Accessibility Coordinator, Diversity, Equity and Inclusion at 905-668-7711, extension 2009.

#### **6. Attachments**

- 6.1 Attachment #1: Confidential Recommended AAC Member Biographies

Respectfully submitted,

Original Signed By

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Elaine Baxter-Trahair  
Chief Administrative Officer



# The Regional Municipality of Durham Report

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To: Finance & Administration Committee  
From: Chief Administrative Officer  
Report: 2023-A-7  
Date: March 21, 2023

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**Subject:**

Ukrainian Humanitarian Response in Durham

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**Recommendation:**

- A) That Regional Council approve a request for up to \$750,000 to continue to provide supports to individuals and families arriving in Durham via the Canada-Ukraine Authorization for Emergency Travel (CUAET) without independent financial means and are at risk of being precariously housed or homeless, with financing to be provided at the discretion of the Commissioner of Finance;
- B) That Regional staff be authorized to amend an existing Memorandum of Understanding (MoU) with the Community Development Council of Durham (CDCD) to continue to provide the needed wrap-around supports for these individuals for the duration of the project;
- C) That Regional staff be delegated authority or utilize existing delegated authorities to execute any transfer payment agreements, expend funds in accordance with the program guidelines, make any modifications to the program(s) to ensure desired outcomes are achieved, that the Purchasing By-law and Budget Management Policy be waived for this project as applicable and to receive any federal and/or provincial funds should they become available for this response;
- D) That Regional staff be directed to pursue full recovery from federal and/or provincial levels of government for the costs associated with the Region of Durham's (Region) Ukrainian humanitarian response, and that staff report back on the outcome of this undertaking; and,
- E) That a copy of report 2023-A-7 be circulated to the Minister of Immigration, Refugees and Citizenship Canada, Durham Members of Parliament (MPs), Durham Members of Provincial Parliament (MPPs), the Federation of Canadian Municipalities and the Association of Municipalities of Ontario (AMO) for their information.

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**Report:****1. Purpose**

- 1.1 The purpose of this report is to obtain approvals to continue to provide unbudgeted supports to individuals and families arriving in Durham via CUAET without independent financial means and are at risk of being precariously housed or homeless.

**2. Region of Durham Response**

- 2.1 In August 2022, the Region of Durham opened a temporary emergency accommodations site at a local hotel where wrap-around settlement and other services and supports are available for CUEAT arrivals in need of immediate shelter and assistance. This program is currently at capacity and slated to cease operations by April 30, 2023. However, requests continue to be placed with the program as the need continues to increase. Without commitment to continue this program, Regional staff and CDCD will have to close the program in April 2023.
- 2.2 Since opening, the Durham program has supported 199 individuals. The program has successfully resettled 62 families into affordable long-term housing in Durham and surrounding areas. One family was assisted with moving to Alberta, British Columbia.
- 2.3 It is understood that CUAET arrivals are being placed by the Government of Canada at a different local hotel for a 14-day stay. Once their stay has been exhausted, these individuals may be at risk of being precariously housed or homeless, and could result in pressures on already strained local shelters and other programs.
- 2.4 Since spring 2022, Regional staff, in collaboration with GTHA regions convened by Toronto, agreed to a collective and coordinated response to provide supports to Ukrainian newcomers.
- GTHA partners include Durham, York, Peel and Halton Regions, Toronto and the City of Hamilton. Most regional/municipal partners are operating similar hotel programs, which without extended funding and support of provincial and/of federal governments, will have to close by summer 2023.
- 2.5 A proposal was submitted by Toronto on behalf of GTHA partners to the Government of Canada (and shared with the province), noting the role of municipal governments as critical, yet often overlooked by provincial and federal governments. All GTHA partners have continually advocated to upper levels of government for support of this response. Multiple meetings have taken place and at the request of the federal and provincial governments, the partnership has provided a significant amount of data on regional/municipal programs supporting Ukrainian arrivals.

- 2.6 The federal government has acknowledged the proposal but has not indicated if the existing programs will be funded. Without committed federal and/or provincial funding, this will result in additional unfunded pressure on Regional budgets. Staff will continue joint advocacy efforts with GTHA partners to pursue full recovery from federal and/or provincial levels of government for the costs associated with the Region's Ukrainian humanitarian response.
- 2.7 Regional staff continue to support community groups, including the Durham Ukrainian Relief Project and the Durham Chapter of the Ukrainian Canadian Congress, in navigating local services and coordinating supports for newcomers to Durham.
- a. This in-kind support has included attendance at community meetings, ongoing coordination between meetings and support for their advocacy efforts.
  - b. The DEI Division has purchased PRESTO transit cards through Durham Region Transit for this group to distribute to Ukrainian newcomers in need.
  - c. Regional staff coordinated with Feed the Need in Durham and the Relief Project for the introduction of a food bank specifically for newcomers in Durham.
- 2.8 The Region cross-departmental team continues to liaise regularly with other departments and community partners to draw in additional supports and programs as appropriate.
- 2.9 Regional Chair, John Henry has sent letters to provincial and federal governments about the response for supporting newcomers and other concerns, including housing needs.

### **3. Previous Reports and Decisions**

- 3.1 On June 28, 2022, Council approved recommendations provided in [Report #2022-A-22](#) to support individuals and families arriving via CUAET without independent financial means and are at risk of being precariously housed or homeless.
- 3.2 On May 27, 2022, [Report #2022-INFO-43](#) was provided on the arrival of Ukrainian immigrants and the local response in Durham, and on the ongoing collaboration of Region of Durham staff, with the GTHA regions convened by the City of Toronto (Toronto).
- 3.3 On March 9, 2022, [a presentation to Regional Committee of the Whole](#) was provided by Diversity, Equity and Inclusion (DEI) Division staff on Canada's commitments to welcome Afghan refugees and Ukrainians fleeing war.

#### **4. Financial Implications**

- 4.1 The estimated cost of continued supports for Ukrainian arrivals in Durham under this plan is \$750,000. It is recommended that the associated financing be provided at the discretion of the Commissioner of Finance.

#### **5. Background**

- 5.1 Refugees and immigrants continue to arrive in Durham Region with immediate accommodation, housing and other settlement needs.
- 5.2 Ongoing influxes of Ukrainian immigrants arriving through special emergency federal immigration measures and Afghan refugees, in addition to other “regular” arrivals (immigrants, refugees and asylum seekers), outpace the current capacity of existing systems and services to best meet the needs of refugees and immigrants who have experienced incredible trauma.
- 5.3 In March 2022, the Government of Canada opened the CUAET as an immigration pathway to Ukrainians fleeing war, with no cap. Arrivals via the CUAET are classified as “visitors” for up to three years.
- a. As of March 10, 2023, 903,439 CUAET applications have been received. Of these, 592,405 have been approved.
  - b. The majority of arrivals are destined for the Greater Toronto Hamilton Area (GTHA). Approximately 500-700 Ukrainian immigrants are arriving daily via commercial flights into Toronto Pearson International Airport.
- 5.4 Arrivals through Toronto Pearson International Airport are expected to continue to increase as the CUAET pathway has been extended to March 2024. Many individuals and families continue to present daily at airports with limited to no resources, housing arrangements, and connections in Canada, and are at risk of becoming precariously housed or homeless. “Visitor” status under the CUAET means that Ukrainians are not eligible to receive 12 months of income and housing support, which is generally provided to refugees by the federal government to assist with resettlement.
- 5.5 The Government of Canada has made some services and supports available for Ukrainians arriving through the CUAET including:
- a. Federally funded settlement services.
  - b. Access to employers and jobs via the Jobs for Ukraine – Job Bank.
  - c. One-time financial support under a new Canada-Ukraine Transitional Assistance Initiative of \$3,000 per adult (18 years or older) and \$1,500 per child (17 years or younger). An online application to access this funding was launched on June 2, 2022. All applicants will receive the full amount and are required to attest to their eligibility.
  - d. Hotel rooms for up to 14 days upon arrival. Limited settlement and other services are provided at these federal sites. Following the 14-day stay,

residents at these federal sites are referred to GTHA municipal/Regional hotel programs.

5.6 The Province of Ontario has committed to providing Ukrainians arriving through CUAET with access to:

- a. Provincially funded settlement services.
- b. The Ontario Health Insurance Plan (OHIP) and drug benefits.
- c. Emergency Assistance via Ontario Works, allowing Ukrainian arrivals to access up to 48 days of emergency financial assistance for housing and other basic needs, ranging from \$733 per month for a single person to \$2,150 per month for a six-member household. Upon introduction, this assistance was classified as renewable based on individual household need for up to six months. The Government of Ontario has not indicated how long this will continue; however, it is known that assistance has been renewed for Ukrainian immigrants in receipt for over six months.
- d. No-cost education for elementary and secondary students.
- e. Trauma-informed counselling and culturally responsive supports.

5.7 Under provincial legislation, Ukrainian arrivals are not eligible for longer-term housing supports. Ukrainian arrivals are ineligible for social housing options and provincially funded rent supplement programs or portable housing benefits. Provincial legislation states that only Canadian citizens, permanent residents or individuals with an existing claim for refugee protection are eligible for longer-term housing supports.

5.8 Access to affordable housing is a significant barrier for many newcomers arriving in Durham, including Ukrainian arrivals. Newcomers arriving to Durham, many from the trauma of war and conflict, are at risk to becoming precariously housed or homeless. Should the Region not respond appropriately to this increasing need, existing local services and supports (i.e., the shelter system), which are already strained, could be impacted.

## **6. Relationship to Strategic Plan**

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

- a. Goal 2: Community Vitality – To foster an exceptional quality of life with services that contribute to strong neighbourhoods, vibrant and diverse communities, and influence our safety and well-being.
- b. Goal 4: Social Investment – To ensure a range of programs, services and supports are available and accessible to those in need, so that no individual is left behind.
- c. Goal 5: Service Excellence – To provide exceptional value to Durham taxpayers through responsive, effective, and fiscally sustainable service delivery.

## 7. Conclusion

- 7.1 Durham is a destination of choice for many immigrants. Newcomers will continue to arrive in Durham. It is expected that the number of Ukrainian immigrants arriving in Durham without Canadian connections and sufficient funds will continue to increase, contributing to local emergent need. The Region has a responsibility to ensure appropriate supports are available for immigrants as they settle in Durham communities.
- 7.2 Staff continue to participate on the GTHA partners' table and advocate as a collective whole for funding, direction, policy changes, and overall coordination from the federal and provincial government. Further information will be provided to Regional Council as it becomes available.
- 7.3 This report has been reviewed by the Finance Department and the Commissioner of Finance concurs with the financial recommendation.

For additional information, contact: Allison Hector-Alexander, Director, Diversity, Equity and Inclusion, at 905-668-7711, extension 3893 and [Allison.Hector-Alexander@durham.ca](mailto:Allison.Hector-Alexander@durham.ca).

Prepared by: Sarah Hickman, Manager, Corporate Initiatives, at 905-431-4873 and [Sarah.Hickman@durham.ca](mailto:Sarah.Hickman@durham.ca).

Respectfully submitted,

Original Signed By:

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Elaine C. Baxter-Trahair  
Chief Administrative Officer



File: 3-5

March 7, 2023

**DELIVERED BY E-MAIL**  
**(ukrconstoronto@gmail.com)**

Oleksandr Shevchenko  
Consulate General of Ukraine in Toronto  
Taras Bahriy, President  
Ukrainian Canadian Congress Ontario Provincial Council

Re: Consulate General of Ukraine in Toronto Requesting Support for Ukraine's Energy Infrastructure

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This is in response to your correspondence of January 10, 2023 to Oshawa City Council concerning the above-referenced matter.

At its meeting of February 27, 2023, City Council adopted the following resolution:

“Whereas the City of Oshawa has provided support of Ukraine and the Ukrainian people during this difficult time of defending their homeland against the Russian invasion; and,

Whereas the Consulate General of Ukraine and Ukrainian Canadian Congress Ontario Provincial Council has requested support through the provision of generators to ease the pressure on Ukraine's electric grid;

Therefore be it resolved that the Council of the City of Oshawa donate ten thousand dollars (\$10,000) for the purchase of generators and that the funds be taken from the Inter Government Relations Account; and,

That the Mayor, Members of Council and the Economic Development staff reach out to our businesses and other partners to make them aware of this need and request; and,

That this resolution and related correspondence be sent to the councils of the Region of Durham, Ajax, Brock, Clarington, Pickering, Scugog, Uxbridge and Whitby to ask them to consider similar support”.

.../2

If you need further assistance concerning the above matter, please contact me at the address listed below or by telephone at 905-436-3311.



Mary Medeiros  
Director, Legislative Services/City Clerk

/jl

- c: Members of Council at:  
The Regional Municipality of Durham  
The Town of Ajax  
The Township of Brock  
The Municipality of Clarington  
The City of Pickering  
The Township of Scugog  
The Town of Uxbridge  
The Town of Whitby

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2303



# The Regional Municipality of Durham Report

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To: Finance and Administration Committee  
From: Commissioner of Finance  
Report: #2023-F-7  
Date: March 21, 2023

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**Subject:**

The Remuneration and Expenses in 2022 of Members of Regional Council and Regional Council Appointees to Local Boards, as Required by Section 284(1) of the Municipal Act, 2001, S.O. 2001, c. 25

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**Recommendation:**

That the Finance and Administration Committee recommends to Regional Council:

That this report be received for information.

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**Report:**

**1. Purpose**

1.1 The purpose of this report is to provide a statement of the remuneration and expenses that were paid in 2022 to Regional Councillors and Regional Council Appointees, as required by the Municipal Act.

**2. Background**

2.1 The Municipal Act, 2001 Section 284(1) requires that:

"The treasurer of a municipality shall in each year on or before March 31 provide to the council of the municipality an itemized statement on remuneration and expenses paid in the previous year to,

- (a) each member of council in respect of his or her services as a member of the council or any other body, including a local board, to which the member has been appointed by council or on which the member holds office by virtue of being a member of council;

- (b) each member of council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and
- (c) each person, other than a member of council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body. 2001, c. 25, s. 284 (1).”

### **3. Previous Reports and Decisions**

- 3.1 This report is presented to Regional Council annually, in compliance with the Act.

### **4. Remuneration and Expenses of Regional Council Members and Appointees to Boards and Committees**

- 4.1 Remuneration and expenses of Regional Council members represent the amounts reimbursed directly to or paid on behalf of Regional Council members in 2022, as recorded on the Region’s accounts (Schedules 1 and 2).
- 4.2 The information concerning Regional Council appointees (Schedule 3) was obtained directly from the Local Boards, except for the Boards, Committees, and Taskforces whose accounting records are maintained by the Regional Finance Department:

the 9-1-1 Management Board, Accessibility Advisory Committee, Development Charges Complaint Committee, Durham Active Transportation Committee, Durham Advisory Committee on Homelessness, Durham Agricultural Advisory Committee, Durham Environmental Advisory Committee, Durham Local Immigration Partnership Council, Durham Nuclear Health Committee, Durham OneNet Inc., Durham Region Anti-Racism Taskforce, Durham Region Child & Youth Advocate, Durham Region Community Safety and Well-Being Plan Steering Committee, Durham Region Police Services Board, Durham Region Roundtable on Climate Change, Durham Region Transit Commission, Durham Region Transit Executive Committee, Durham Regional Local Housing Corporation, Durham Vision Zero Task Force, Energy from Waste – Waste Management Advisory Committee, Land Division Committee, I, Municipal Election Joint Compliance Audit Committee, and the Transit Advisory Committee.

### **5. Relationship to Strategic Plan**

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

- a. Goal 5: Service Excellence

- 5.3 Demonstrate commitment to continuous quality improvement and communicating results. This report is in compliance with the requirements

of the applicable legislation and is part of the Region's commitment to accountability and transparency framework.

**6. Attachments**

- Schedule #1:      Schedule #1: Regional Council Members 2022 Remuneration and Expenses
- Schedule #2:      Schedule #2: Regional Council Members 2022 Compensation Paid in Lieu of Pension Plan and Severance
- Schedule #3:      Schedule #3: Regional Council Appointees to Local Boards 2022 Remuneration and Expenses

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

**REGIONAL COUNCIL MEMBERS  
2022 REMUNERATION AND EXPENSES**

	<u>REMUNERATION</u>	<u>CONFERENCES, CONVENTIONS &amp; MEETINGS</u>	<u>MILEAGE</u>	<u>TOTAL</u>
	\$	\$	\$	\$
<b><u>REGIONAL COUNCILLORS</u></b>				
Anderson, G. (3)	54,232.13	-	-	54,232.13
Ashe, K. (4)	58,109.18	-	-	58,109.18
Barton, D. (3) (4)	58,109.18	1,498.75	-	59,607.93
Brenner, M.	7,411.87	-	-	7,411.87
Carter, D.	57,359.17	-	20.89	57,380.06
Chapman, R. (4)	63,188.68	-	31.33	63,220.01
Collier, S. (4)	74,351.33	-	-	74,351.33
Cook, L.	7,411.87	-	-	7,411.87
Crawford, M. (4)	58,109.18	-	-	58,109.18
Dies, J.	57,359.17	1,298.71	-	58,657.88
Drew, R.	49,947.30	2,002.23	-	51,949.53
Foster, A. (3) (4)	62,438.68	1,773.51	-	64,212.19
Garrod, B. (3)	7,411.87	-	-	7,411.87
Grant, J.	49,947.30	-	-	49,947.30
Highet, G. (3)	49,947.30	-	38.76	49,986.06
Jubb, M.	7,411.87	-	-	7,411.87
Kerr, R.	57,359.17	-	-	57,359.17
Leahy, C. (3)	57,359.17	1,895.62	-	59,254.79
Lee, S.	57,359.17	2,700.16	-	60,059.33
Marimpietri, T.	57,359.17	1,718.10	-	59,077.27
McDougall, I.	7,411.87	-	-	7,411.87
McLean, W.	49,947.30	-	-	49,947.30
Mitchell, D. (3) (4)	55,026.81	-	-	55,026.81
Mulcahy, R. (3)	57,359.17	294.12	-	57,653.29
Neal, Joe (3)	49,947.30	-	-	49,947.30
Neal, John	57,359.17	2,304.44	-	59,663.61
Nicholson, B.	57,359.17	-	-	57,359.17
Pickles, D.	57,359.17	-	-	57,359.17
Roy, E. (3) (4)	58,109.18	-	-	58,109.18
Ryan, D. (4)	55,026.81	-	-	55,026.81
Schummer, W.	7,411.87	-	-	7,411.87
Shahid, M. (3)	7,411.87	-	-	7,411.87
Smith, T.	49,947.30	2,354.54	-	52,301.84
Woo, W. (3)	7,411.87	-	-	7,411.87
Wotten, W.	57,359.17	1,895.95	-	59,255.12
Yamada, S. (3)	57,359.17	1,128.37	-	58,487.54
	<b><u>1,643,989.96</u></b>	<b><u>20,864.50</u></b>	<b><u>90.98</u></b>	<b><u>1,664,945.44</u></b>

**REGIONAL COUNCIL MEMBERS  
2022 REMUNERATION AND EXPENSES**

	<u>REMUNERATION</u>	<u>CONFERENCES, CONVENTIONS &amp; MEETINGS</u>	<u>MILEAGE</u>	<u>TOTAL</u>
	\$	\$	\$	\$
<b><u>REGIONAL CHAIR</u></b>				
Henry, J.	196,039.15	818.68	2,261.52	199,119.35
	<b><u>196,039.15</u></b>	<b><u>818.68</u></b>	<b><u>2,261.52</u></b>	<b><u>199,119.35</u></b>

**NOTES TO SCHEDULE OF REGIONAL COUNCIL MEMBERS 2022 REMUNERATION AND EXPENSES**

- (1) Remuneration to the Regional Chair and Regional Councillors is authorized under by-laws #42-2022, #55-2018, #16-2007, #01-2005, #09-2004, #10-2004, #50-95 and #61-93.
- (2) Regional Councillors may claim reimbursement for expenses incurred for Regional business purposes in accordance with approved policies. Regional Councillors may decline reimbursement.  
 Mileage - based on the approved rate per kilometre.  
 Conferences, Meetings, etc. -  
   Meals & Incidentals - based on the approved rate of \$75/day without receipts; however, if the daily rate is insufficient, actual expenses with receipts are reimbursed.  
   Accommodation, registration, etc. - reimbursed based on actual receipts.  
   Term Limit maximum of \$10,000 for conferences.
- (3) Remuneration paid to Regional Councillor by Area Municipality and the Region reimburses the Area Municipality.
- (4) Denotes Chair of Regional Standing Committee or Transit Executive Committee for a period in 2022.

**REGIONAL COUNCIL MEMBERS  
2022 COMPENSATION PAID IN LIEU OF PENSION PLAN**

<u>REGIONAL COUNCIL MEMBERS</u>	<u>IN LIEU OF PENSION</u>
	\$
Ashe, K.	5,902.19
Carter, D.	5,226.65
Chapman, R.	5,902.19
Collier, S.	5,902.19
Crawford, M.	5,226.65
Dies, J.	5,226.65
Drew, R.	5,902.19
Grant, J.	4,181.32
Henry, J.	26,401.88
Kerr, R.	5,226.65
Lee, S.	5,226.65
Marimpietri, T.	5,226.65
McLean, W.	5,226.65
Neal, John	5,226.65
Nicholson, B.	5,226.65
Pickles, D.	5,226.65
Ryan, D.	5,902.19
Smith, T.	5,226.65
Wotten, W.	5,226.65
	<hr/>
	122,813.95
	<hr/> <hr/>

**NOTES TO SCHEDULE OF 2022 COMPENSATION PAID IN LIEU OF PENSION PLAN**

- (1) Pursuant to by-law #42-2022, members of Regional Council who are not enrolled in the Ontario Municipal Employees Retirement System (OMERS) are entitled to compensation in lieu of a pension plan. Payment made in the current year is based on earnings of the prior year.
- (2) Pursuant to by-laws #16-2007 and #55-2018, the Regional Chair has the option to enrol in OMERS or to receive payment in Lieu of Pension.



**REGIONAL COUNCIL APPOINTEES TO LOCAL BOARDS  
2022 REMUNERATION AND EXPENSES**

<b>REGIONAL COUNCIL APPOINTEES</b>	<b>REMUNERATION</b>	<b>MILEAGE</b>	<b>CONFERENCES, CONVENTIONS, MEETINGS &amp; OTHER</b>	<b>TOTAL</b>
	\$	\$	\$	\$
<b>Central Lake Ontario Conservation Authority</b>				
Barton, D.	300.00	-	-	300.00
Chapman, R.	2,900.00	-	-	2,900.00
Hooper, R.	350.00	-	-	350.00
Jones, J.	350.00	-	-	350.00
Leahy, C.	400.00	-	-	400.00
Lee, S.	250.00	-	-	250.00
Marimpietri, T.	300.00	-	-	300.00
McDougall, I.	300.00	-	-	300.00
Mitchell, D.	350.00	-	-	350.00
Neal, John	350.00	-	-	350.00
Nicholson, B.	250.00	-	-	250.00
Pickles, D.	350.00	-	-	350.00
Roy, E.	250.00	-	-	250.00
Traill, C.	300.00	-	-	300.00
Yamada, S.	400.00	-	-	400.00
	<b>7,400.00</b>	<b>-</b>	<b>-</b>	<b>7,400.00</b>
<b>Ganaraska Region Conservation Authority</b>				
Neal, Joe	280.00	-	-	280.00
Zwart, M.	560.00	-	-	560.00
	<b>840.00</b>	<b>-</b>	<b>-</b>	<b>840.00</b>
<b>Lake Simcoe Region Conservation Authority</b>				
Barton, D.	700.00	-	-	700.00
Drew, R.	1,000.00	-	-	1,000.00
Pettingill, C.	900.00	-	-	900.00
	<b>2,600.00</b>	<b>-</b>	<b>-</b>	<b>2,600.00</b>
<b>Toronto &amp; Region Conservation Authority</b>				
Ashe, K.	866.20	-	-	866.20
Dies, J.	1,645.78	-	-	1,645.78
Highet, G.	1,905.64	-	-	1,905.64
	<b>4,417.62</b>	<b>-</b>	<b>-</b>	<b>4,417.62</b>

**REGIONAL COUNCIL APPOINTEES TO LOCAL BOARDS  
2022 REMUNERATION AND EXPENSES**

<b>REGIONAL COUNCIL APPOINTEES</b>	<b>REMUNERATION</b>	<b>MILEAGE</b>	<b>CONFERENCES, CONVENTIONS, MEETINGS &amp; OTHER</b>	<b>TOTAL</b>
	\$	\$	\$	\$
<b>Durham Region Non-Profit Housing Corporation</b>				
Carter, D.	5,500.00	-	-	5,500.00
Chapman, R.	-	-	1,562.79	1,562.79
Dies, J.	-	-	-	-
Foster, A.	-	-	-	-
Henry, J.	-	-	-	-
Mitchell, D.	-	-	-	-
Ryan, D.	-	-	-	-
	<b>5,500.00</b>	<b>-</b>	<b>1,562.79</b>	<b>7,062.79</b>
<b>Durham Region Police Services Board</b>				
Ashe, K.	5,079.50	-	-	5,079.50
Carter, D.	750.00	-	-	750.00
Collier, S.	750.00	-	-	750.00
Drew, R.	9,316.96	-	4,576.25	13,893.21
Fisher, K.	12,246.57	409.92	7,319.16	19,975.65
Henry, J.	5,079.50	-	-	5,079.50
Woo, W.	750.00	-	-	750.00
	<b>33,972.53</b>	<b>409.92</b>	<b>11,895.41</b>	<b>46,277.86</b>
<b>Municipal Election Joint Compliance Audit Committee</b>				
Austin, R.	400.00	-	-	400.00
Brown, J.	400.00	-	-	400.00
Chapman, K.	400.00	-	-	400.00
Cohn, G.	400.00	-	-	400.00
Gravelle, K.	400.00	-	-	400.00
Jones, P.	400.00	-	-	400.00
Persaud, S.	400.00	-	-	400.00
	<b>2,800.00</b>	<b>-</b>	<b>-</b>	<b>2,800.00</b>
<b>Land Division Committee</b>				
Arnott, A.	2,287.79	-	-	2,287.79
Bavington, K.	3,178.46	-	-	3,178.46
Camposeo, A.	2,507.77	156.70	-	2,664.47
Georgieff, A.	3,869.34	-	24.30	3,893.64
Hudson, E.	2,507.77	181.75	-	2,689.52
Molinari, C.	2,287.79	50.63	-	2,338.42
O'Connor, G.L.	2,500.92	-	-	2,500.92
Smith, D.	2,504.63	-	-	2,504.63

<u>21,644.47</u>	<u>389.08</u>	<u>24.30</u>	<u>22,057.85</u>
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**REGIONAL COUNCIL APPOINTEES TO LOCAL BOARDS  
2022 REMUNERATION AND EXPENSES**

**NOTE TO SCHEDULE OF REGIONAL COUNCIL APPOINTEES TO LOCAL BOARDS**

1. No remuneration or expenses were paid to Regional Council Appointees to the:
- 911 Management Board
  - Accessibility Advisory Committee
  - Association of Municipalities of Ontario
  - Business Advisory Centre Durham
  - Canadian National Exhibition Association
  - CTC Source Protection Committee
  - Development Charges Complaint Committee
  - Durham Active Transportation Committee
  - Durham Advisory Committee on Homelessness
  - Durham Agricultural Advisory Committee
  - Durham Environmental Advisory Committee
  - Durham Local Immigration Partnership Council (formerly Local Diversity & Immigration Partnership Council)
  - Durham Nuclear Health Committee
  - Durham OneNet Inc.
  - Durham Region Anti-Racism Taskforce
  - Durham Region Child and Youth Advocate
  - Durham Region Community Safety and Well-Being Plan Steering Committee
  - Durham Region Roundtable on Climate Change
  - Durham Region Transit Commission
  - Durham Region Transit Executive Committee
  - Durham Regional Local Housing Corporation
  - Durham Vision Zero Task Force
  - Energy from Waste - Waste Management Advisory Committee
  - Golden Horseshoe Food & Farming Alliance
  - Kawartha Region Conservation Authority
  - Royal Agricultural Winter Fair Association
  - Transit Advisory Committee
  - Trent Conservation Coalition Source Protection Committee



# Durham Budget

2023

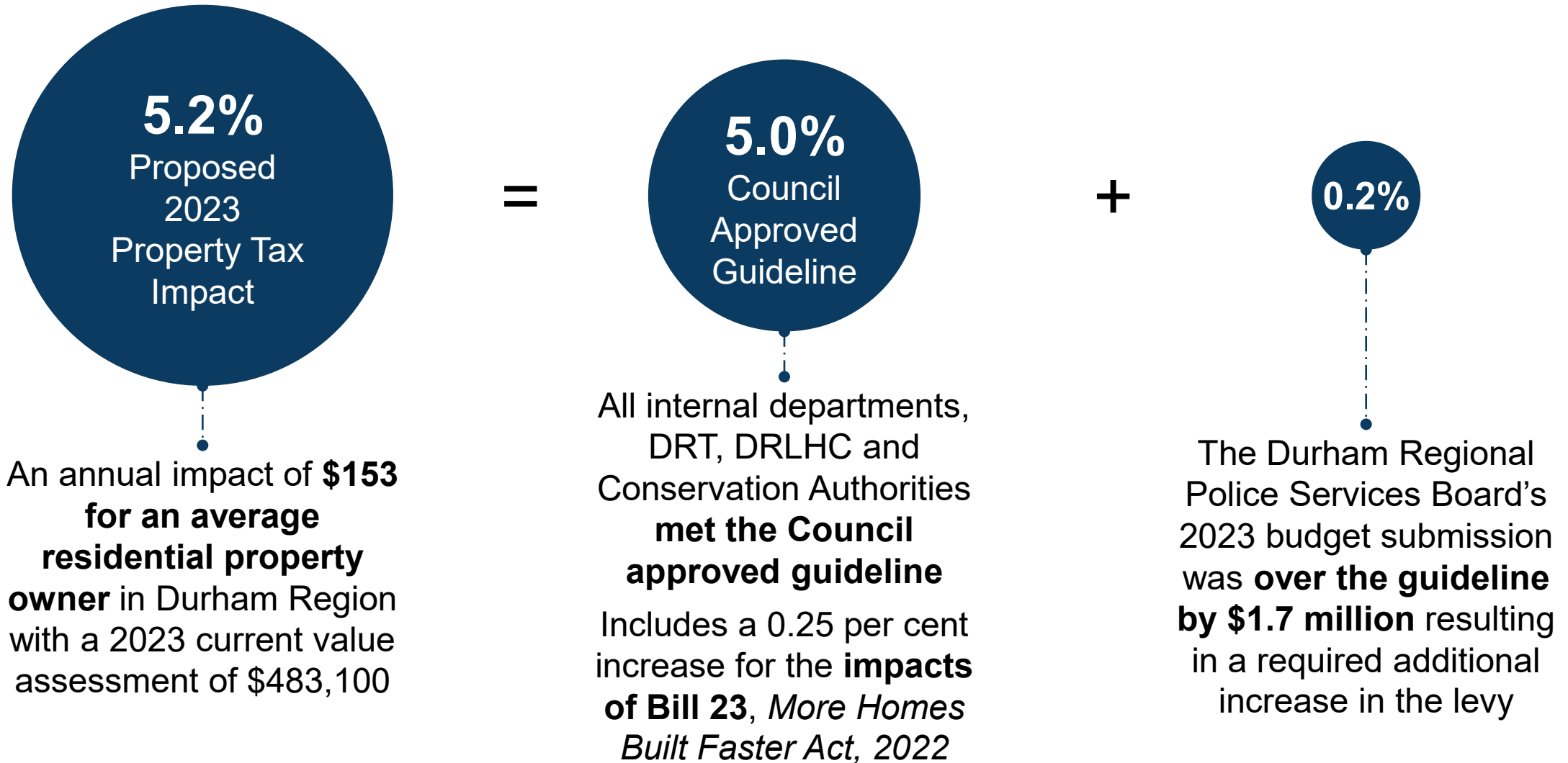
## 2023 Property Tax Supported Business Plans and Budgets

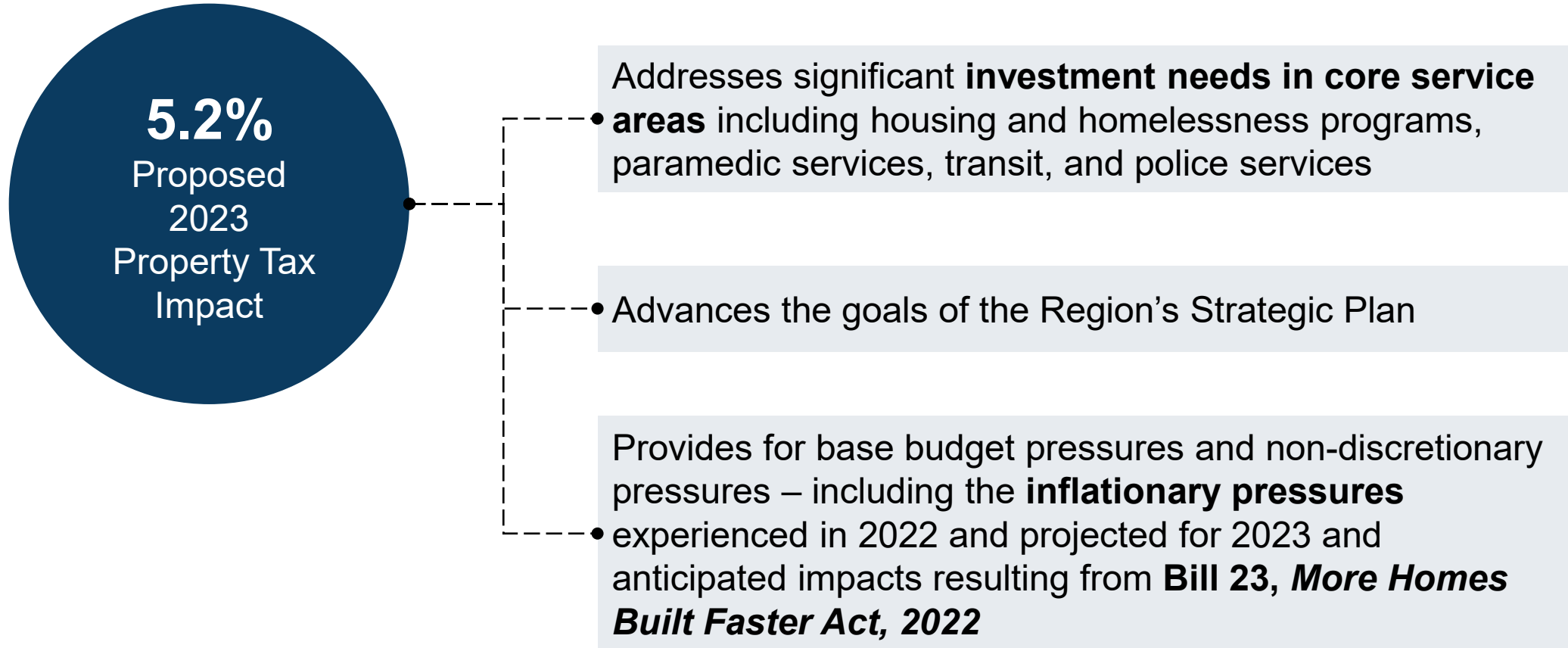
Finance and Administration Committee

March 21, 2023

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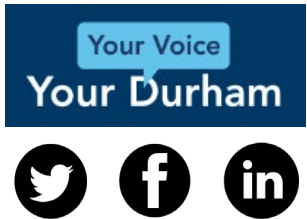
# Proposed 2023 Property Tax Increase





The proposed budget has identified and included the sustainable use of reserves and reserve funds, development charges, provincial and federal gas tax and debenture financing to fund one-time items and major capital expenditures to mitigate property taxation impacts and deliver on Council priorities

The Budget Modernization Project continues to focus on engaging with more residents and businesses in new and different ways to encourage their input on the Region’s Business Plans and Budget including:



Updating the Region’s online presence and social media campaign to allow residents to ask questions and provide comments online in a **convenient and intuitive manner**



Hosting a **Virtual Town Hall** on Thursday November 24, 2022 where more than 14,000 Durham Region residents joined over the phone and online to provide over 125 questions, comments and feedback on key priorities - a 25% increase from the prior year

Highlights of the areas of focus include:  
**affordability, housing and homelessness, roads, planning for growth and transit**



Updating the award-winning **Value Stories Videos** which highlight the details of the Region’s Budget and the outcomes of these budget investments have on residents and businesses



Updating the **Budget Spotlight** to provide a visual summary of the service metrics and investments included in the approved budget



### Housing and Homelessness Investments

	2023 Budget (\$,000's)			Increase Over 2022 Budget (\$,000's)		
	Regional Funding	Non-Regional Funding*	Total Funding	Regional Funding	Non-Regional Funding*	Total Funding
Homelessness Support Programs	\$6,269	\$15,071	\$21,340	\$4,935	\$3,950	\$8,885
Housing Programs	\$55,034	\$18,990	\$74,024	\$11,531	\$7,002	\$18,533
DRLHC**	\$14,185	\$7,721	\$21,906	\$166	\$184	\$350
<b>Total Investment</b>	<b>\$75,488</b>	<b>\$41,782</b>	<b>\$117,270</b>	<b>\$16,632</b>	<b>\$11,136</b>	<b>\$27,768</b>



Homelessness Support Programs



At Home Incentive Program



Social Housing Redevelopment



Rent Supplements



Community Housing Provider Payments

\* Non-Regional Funding include provincial funding, federal funding, rents and other misc. funding

\*\* Does not include one-time 2022 non-tax capital project financing of \$20.877 million towards major energy retrofit project. For clarity the \$1.363 million in tax levy funding for this project has been included.

»»» Total investment of \$117.3 million – an increase of \$27.8 million (31.0 %) from 2022 approved budget

»»» Total Regional investment of \$75.5 million – an increase of \$16.6 million (28.3%) from the 2022 approved budget

- \$62.3 million is funded from property taxes (approximately 8.1% of the overall Regional Levy)

### Paramedic Services Service and Financing Strategy (2023 – 2032)



Endorsed by Regional Council on March 1, 2023  
([Report #2023-COW-7](#))



To respond to population growth, increased calls for service, significant hospital offload delays, support employee wellness and sustained resilience and to improve current response times. 2023 investments include:

- 4 new 12-hour shifts providing 48 hours of additional paramedic services daily
- additional health and wellness supports for paramedics
- additional supervisory and support staff for a growing paramedic service
- capital investments including funding for the Clarington Station, new South Whitby Station and North Durham Station



Projected to require annual property tax increases of between half to three quarters of a per cent per year on the overall Regional tax levy over the term of the plan

### Transit Service and Financing Strategy (2023-2032)



Endorsed by Regional Council on March 1, 2023  
([Report #2023-F-5](#))



To enhance service, fully electrify the fleet by 2037, implement new infrastructure and passenger amenities and fare modernization. 2023 investments include:

- 27,178 additional transit service hours
- procurement of 22 electric buses
- strategic planning activities to support DRT's long-term planning and continuous improvement efforts



Projected to require annual property tax increases of approximately 2 per cent per year on the overall Regional tax levy over the term of the plan

In addition to investments in critical service areas there are a series of strategic investment required to deliver critical services and programs to a growing and diverse community of residents and businesses

## Environmental Sustainability

- Investments to implement Corporate Climate Action Plan including deep energy retrofits
- Continue to implement the Durham Greener Homes Program
- Implement the Region's Long-term Waste Management Strategy

## Economic Prosperity

- Continue to advance transit-oriented development opportunities
- Implement 2023 to 2027 Ready Set Future – A PLACE Blueprint for Durham, a five-year Economic Development and Tourism Strategy and Action Plan
- Complete Envision Durham – the Region's Official Plan Update

## Service Excellence

- Implement the Works Depot Rationalization study
- Continue implementation of Service Durham, modernizing our customer service delivery and providing a seamless customer experience
- Investments to improve Regional locates program in alignment with recent study
- Advance the Technology and Cyber Risk Management program

## Social Investment

- Implement provincial and federal government's Canada-Wide Early Learning and Child Care Plan
- Implement Provincial Integrated Employment Services Program
- Relocation of the Breast Feeding Clinic and creation of dedicated vaccination clinic space
- Support two new Regional operated childcare centres

## Community Vitality

- Increase investment in Durham Regional Police Services
- Develop new Diversity, Equity and Inclusion Strategy
- Undertake an equity audit
- Identify areas for reconciliation and culture safety relevant to Indigenous residents and employees
- Support the Community Safety and Well-Being (CSWB) Plan
- Enhance the level of care and supports for residents of the Region's long-term care homes including additional resources to support 4.2 hours daily of direct nursing care on average across all homes
- New Regional long-term care home in North Pickering (Seaton)
- Expand Durham Vision Zero program by adding two new mobile and two new fixed automatic speed enforcement cameras and \$1.7 million in capital works
- Implement recommendations contained in the Regional Cycling Plan
- Engage stakeholders to implement the Durham Region Opioid Response Plan
- Improve access to oral health services for eligible low-income seniors through the Ontario Seniors Dental Care Program

The 2023 Budget responds to a number of base pressures that are required to continue to deliver the Region's existing programs and services including:

- ! Significant **inflationary pressures** in 2022 and projected for 2023
- ! Capital **cost escalations**
- ! Staff and service **contract cost** increases
- ! COVID impacts
- ! Transition of responsibility for prosecution of Part III and Part IX Provincial Offences to the Region from the province
- ! Changes in **provincial and federal funding**
- ! **Bill 23, More Homes Built Faster, 2022** impacts
- ! The **annualization** of 2022 budget decisions and **decisions approved in-year**

To accommodate these base pressures while investing in critical service areas all possible financing sources were taken into consideration to maximize opportunities for permanent base support such as the sustainable use of reserves and reserve funds

# 2023 Capital Budget and Nine-Year Forecast

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Expenditures</b>								
<b>Property Tax Supported Capital Expenditures</b>	<b>492,767</b>	<b>497,773</b>	<b>580,629</b>	<b>460,201</b>	<b>363,639</b>	<b>314,714</b>	<b>1,490,851</b>	<b>3,210,034</b>
<b>Capital Financing</b>								
General Levy	29,533	35,793	53,938	82,949	95,298	108,669	405,755	746,609
Development Charges	69,645	78,435	71,296	91,812	96,641	80,712	389,213	729,674
Reserves and Reserve Funds	152,486	135,612	227,435	145,295	141,158	102,856	533,525	1,150,269
Debentures	134,300	129,549	55,390	126,504	30,538	21,475	153,315	387,222
Subsidy/Grant	102,345	103,749	168,883	13,525	-	-	-	182,408
Other Financing	4,458	14,635	3,687	116	4	1,002	9,043	13,852
<b>Property Tax Supported Capital Financing</b>	<b>492,767</b>	<b>497,773</b>	<b>580,629</b>	<b>460,201</b>	<b>363,639</b>	<b>314,714</b>	<b>1,490,851</b>	<b>3,210,034</b>

- »»» 2024 capital forecast to be updated to include most recent information on Bill 23 impacts, increased growth projections and updated DC Background Study and By-law
- »»» Region is entering into a period of significant investment in a number of major capital projects for which the Region has been accumulating financing in reserve and reserve funds over the last number of years
- »»» Need to continue to increase tax levy investment in capital for sustainable asset management work
- »»» Increase use of reserves, reserve funds and debenture financing projected over the ten-year capital plan



Investment / Household to Replace all Assets **\$73,435**

Based on current projections of planned investments – as well as known risks and pressures - the Region is facing a **tax levy increase of approximately 5% annually over the forecast period**



## Strategic Investments Pressures

- Social Housing Redevelopment
  - Housing and Homelessness Supports
- Seaton Long-term Care Home
  - Two new Directly Operated Childcare Centres
- Achieving GHG emissions reduction target
- Advancing critical investments in DRPS
- Lakeshore GO East Extension
- Etc.



## Implementing long-term service and financing strategies

- Paramedic Services Masterplan Review and Implementation Strategy
- Durham Region Transit's Long-Term Investment Plan



## Bill 23, *More Homes Built Faster Act, 2022*

Significant resource requirements to plan for and implement the level of growth directed by the Province to achieve the home construction targets



## Forecasted Pressures

Asset Management Pressures

# Overview of 2023 Regional Budget

The annual Business Plans and Budget outlines the cost of delivering a wide range of essential programs and services. It ensures resource allocations are aligned with Regional Council’s strategic objectives and balance service, infrastructure and legislative requirements within a framework of financial stability and transparency.

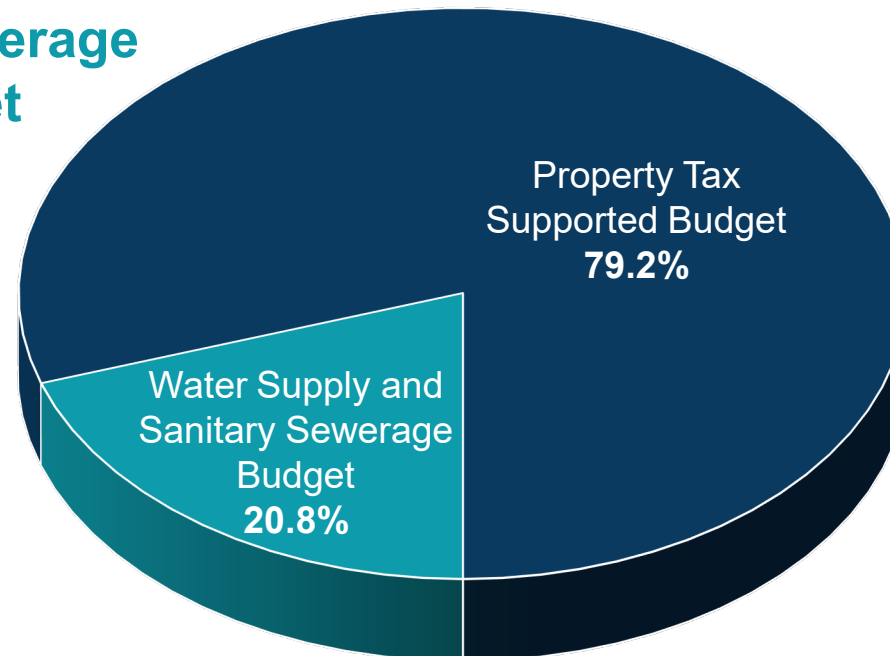
## 2023 Recommended Budget - \$2.4 billion

**Water Supply and Sanitary Sewerage  
Business Plans and Budget**  
\$0.5 billion

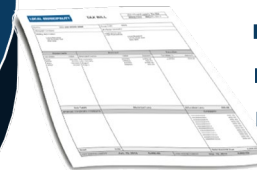
**Property Tax Supported  
Business Plans and Budget**  
\$1.9 billion

### Water and Sewer Bill

THE REGIONAL MUNICIPALITY OF DURHAM		WATER AND SANITARY SEWER BILL	
PERIOD BILLED TO		SERVICE ADDRESS	
ACCOUNT NUMBER		Average Residential Customer	
PLEASE QUOTE THE NUMBER WHEN INQUIRING CURRENT WATER METER READING		DESCRIPTION	AMOUNT
PREVIOUS WATER METER READING		Water Consumption	\$61.60
CONSUMPTION Typical Quarterly Average (56 cubic metres)		Water Service Charge	\$55.44
WATER METER SIZE		Total Water Charges	\$117.04
UNMETERED FIRE LINE SIZE		Sanitary Sewer Usage Charge	\$98.56
		Sanitary Sewer Service Charge	\$20.70
		Total Sewer Charges	\$119.26
		AMOUNT DUE NOW	\$236.30
		2% LATE PAYMENT CHARGE EFFECTIVE AFTER	
		AMOUNT DUE AFTER DATE SHOWN	



### Property Tax Bill

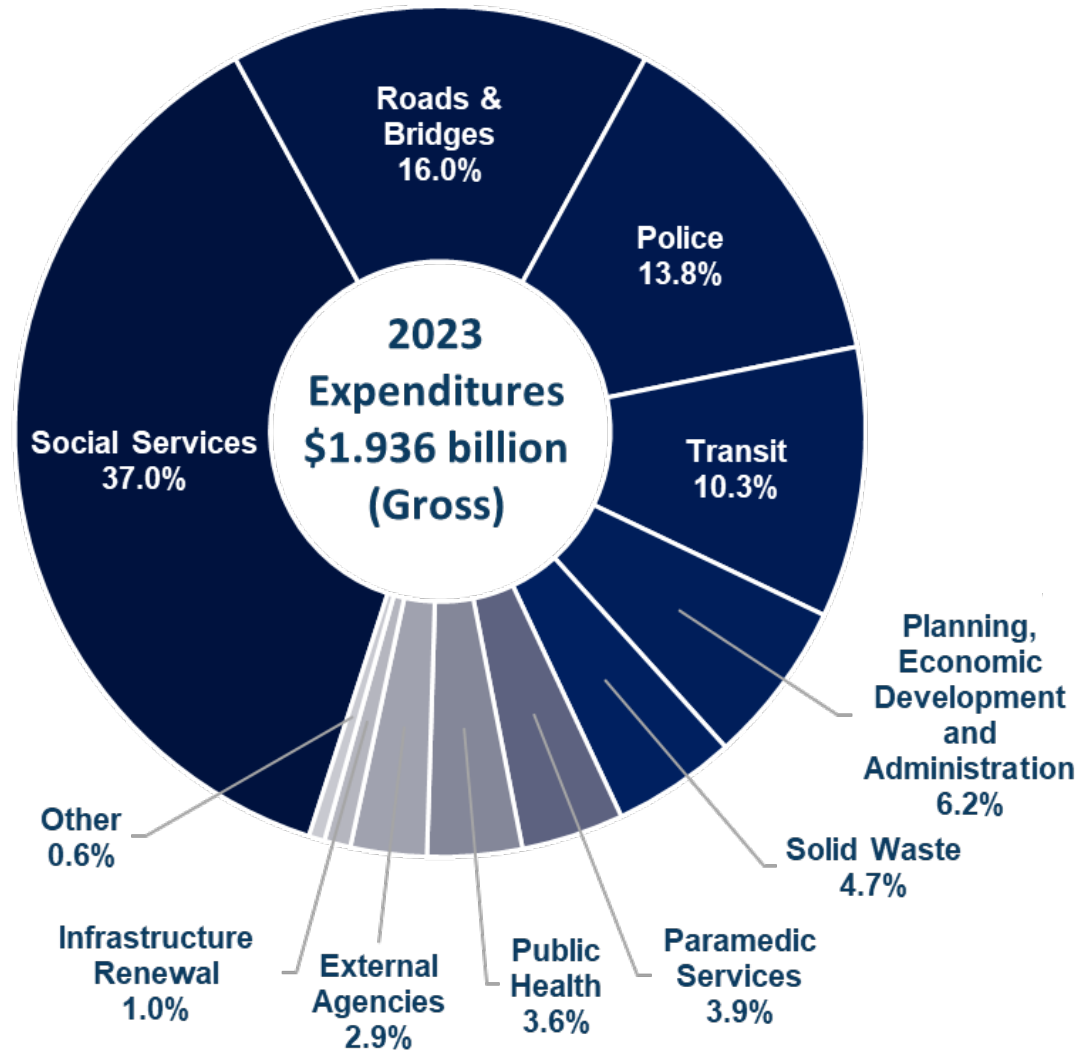


- ➔ Durham Region Municipal
- ➔ Local Municipal
- ➔ Provincial Education

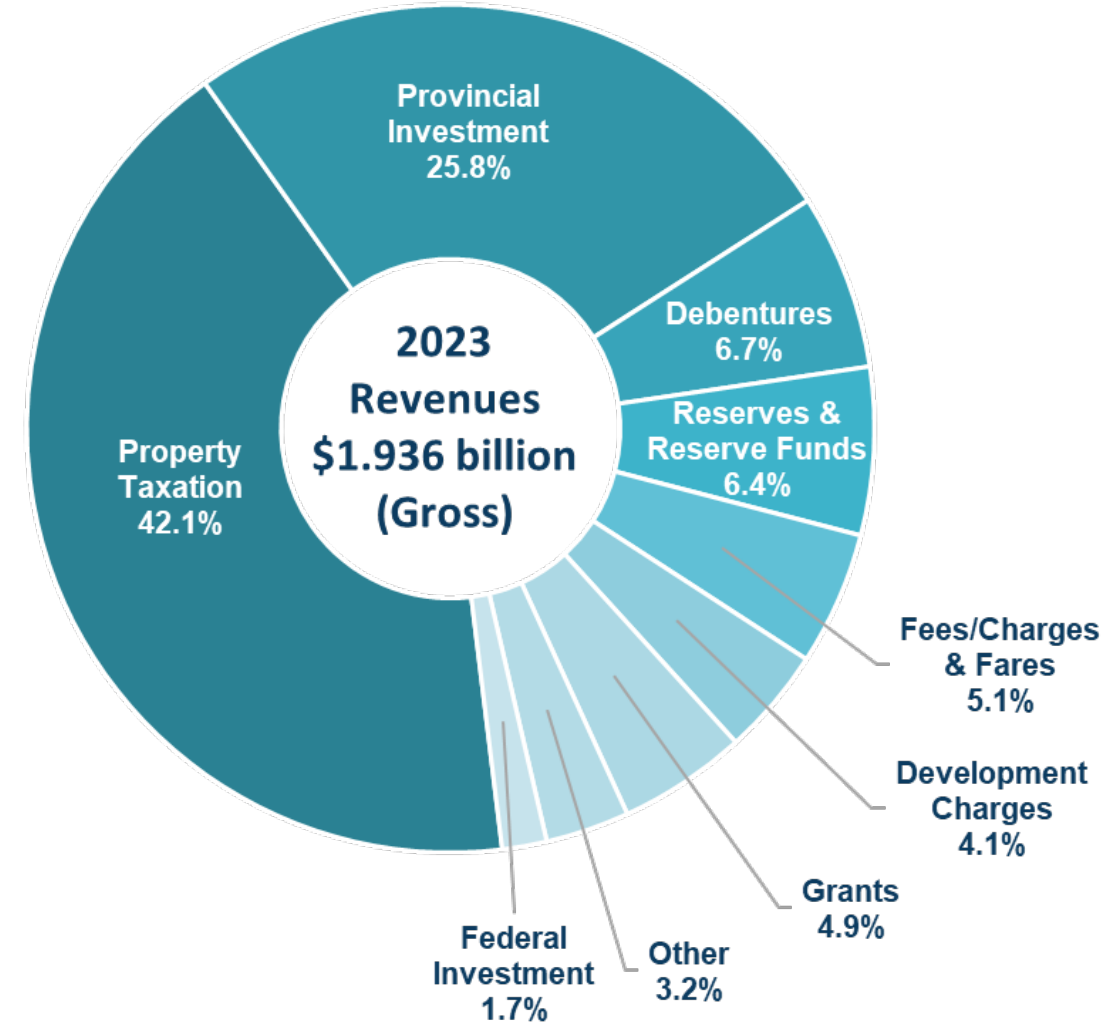


# Regional Property Tax Supported Budget

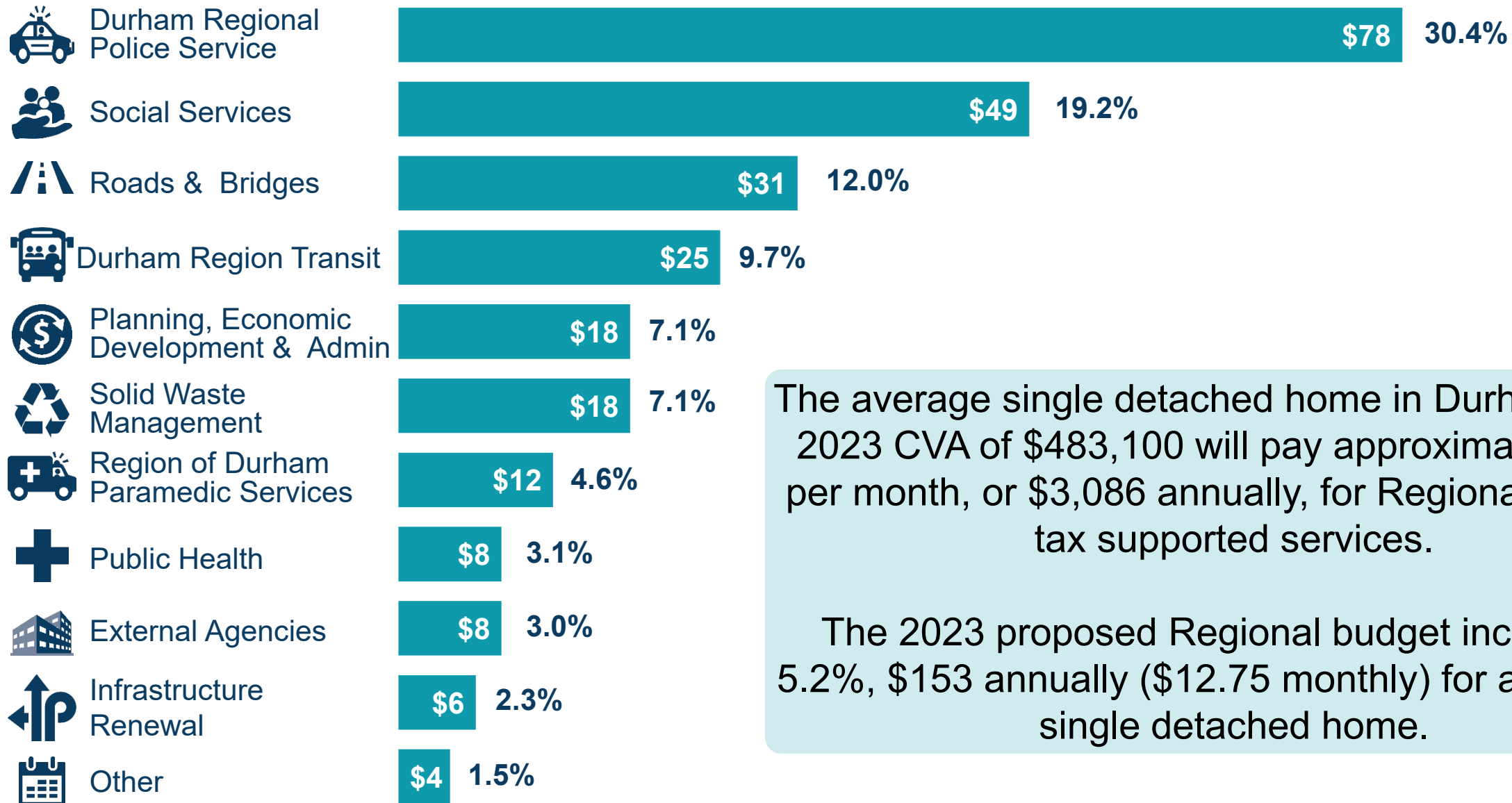
## 2023 Recommended Gross Expenses



## 2023 Recommended Gross Funding



# 2023 Regional Property Taxes: Average Home

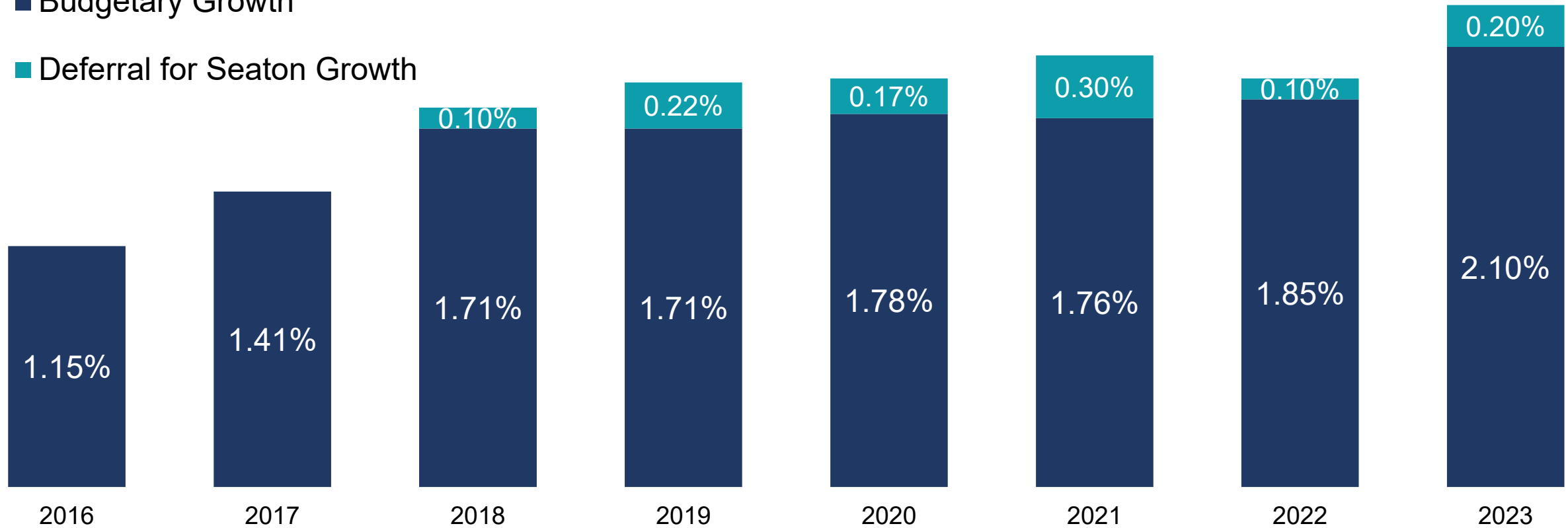


The average single detached home in Durham, with a 2023 CVA of \$483,100 will pay approximately \$257 per month, or \$3,086 annually, for Regional property tax supported services.

The 2023 proposed Regional budget increase is 5.2%, \$153 annually (\$12.75 monthly) for an average single detached home.

■ Budgetary Growth

■ Deferral for Seaton Growth



## Seaton Growth

- Ensure continued financial sustainability by matching required Regional operations expenditures with assessment growth
- Estimated 2023 assessment growth related to Seaton is 0.20%

# 2023 Property Tax Impacts: Regional



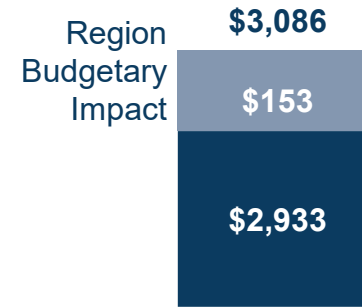
## Residential Regional Budgetary Increase



Average Region-Wide Residential Home 2022 CVA = \$483,100



2022



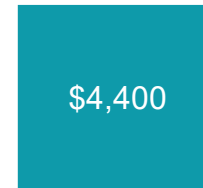
2023

No change in Residential Education Property Taxes

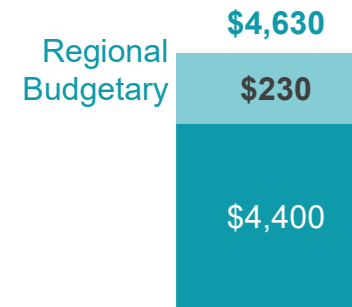
## Commercial Regional Budgetary Increase



Based on Occupied 2022 CVA = \$500,000



2022



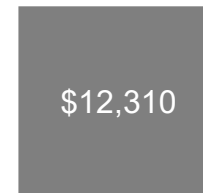
2023

Province maintaining reduced 2021 education tax rates Reduction approx. 10% or \$500 from 2020 level

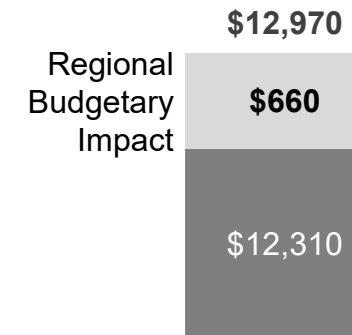
## Industrial Regional Budgetary Increase



Based on Occupied 2022 CVA = \$1,000,000



2023



Province maintaining reduced 2021 education tax rates Reduction approx. 28% or \$3,500 from 2020 level

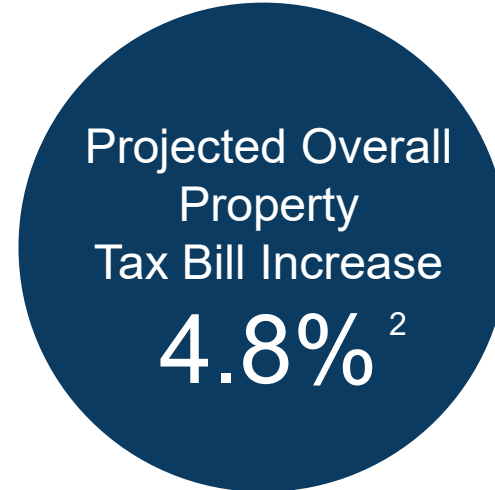
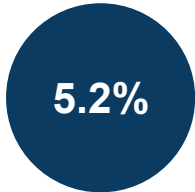
# 2023 Property Tax Impacts: Overall



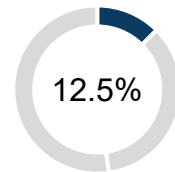
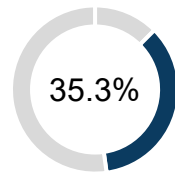
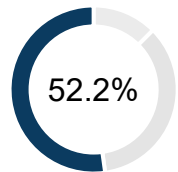
Average Local Municipality

Provincial Education

Proposed Budgetary Increase



Average Proportion of Residential Property Tax Bill:



Overall Impact

$$2.7\% + 2.1\% + 0.0\% = 4.8\%<sup>2</sup>$$

An annual impact of approximately \$153 for an average residential property owner in Durham Region with a 2023 current value assessment of \$483,100

<sup>1</sup> The Municipal proposed budget is an estimate based on currently available information regarding the projected 2023 budget increases for the local municipalities and is subject to amendment

<sup>2</sup> The overall property tax bill increase will vary subject to the local municipality in which the property is located

The Regional Municipality of Durham – like other municipalities in the province – faces a number of potential property tax challenges that have the potential to shift the property tax burden from non-residential property tax payers to residential property tax payers. Staff continue to closely monitor these pressures including:



## **Emergence of the New 'E'conomy**

Increasing prevalence of online retail, remote work, new technologies and the decline in brick-and-mortar stores and office buildings decreases the non-residential share shifting the property tax burden to other property tax classes namely the residential tax class



## **Reassessment**

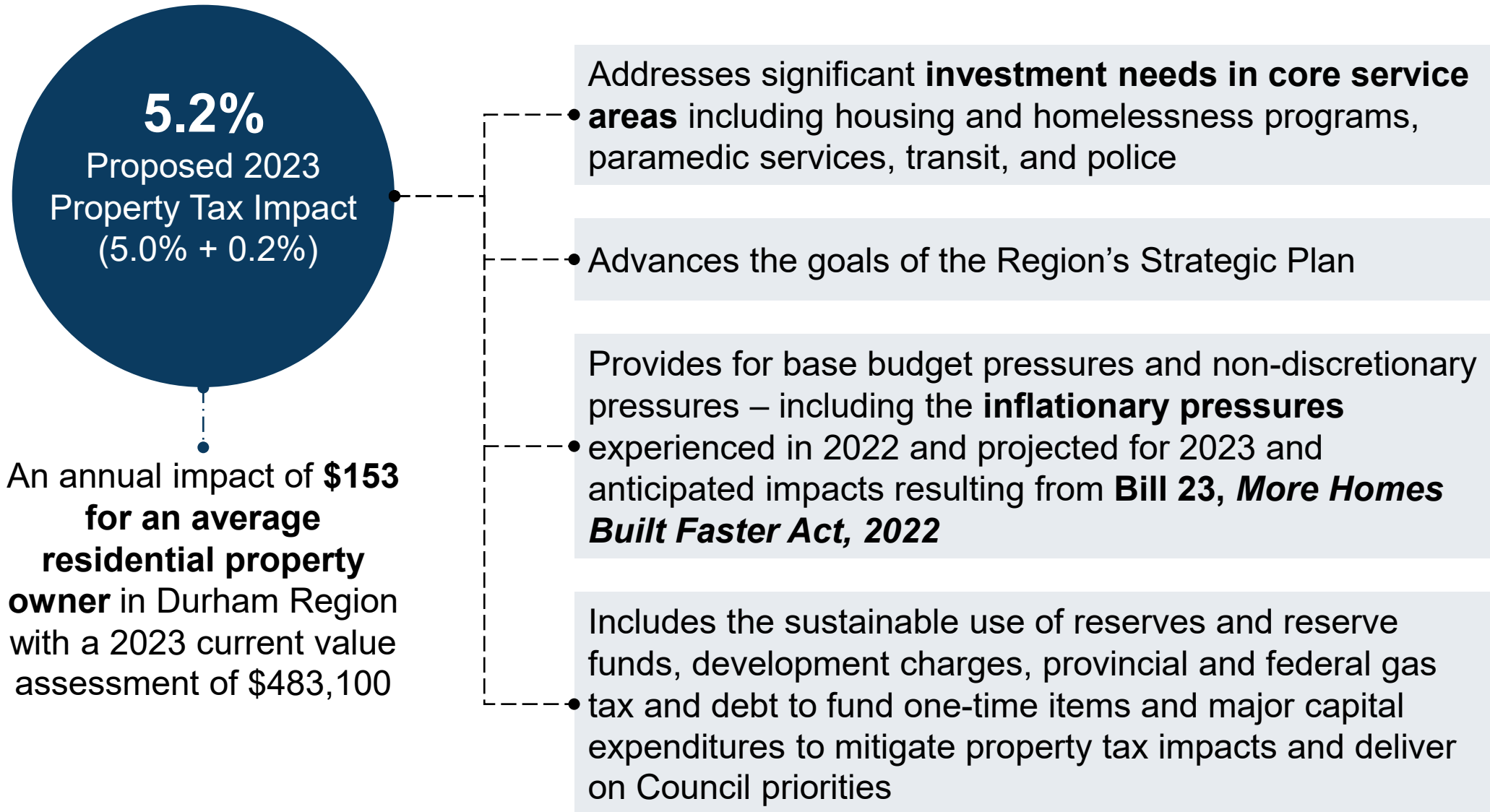
Although overall it is revenue neutral, reassessment does result in tax shifts between properties, within and across property tax classes, and in the total Regional taxes generated from individual local area municipalities



## **Multi-Residential Ratio**

Province has committed to consulting with municipalities on approaches to reduce the current property taxation of multi-residential properties.

One of the options being considered is a reduction in the Multi-Residential Municipal Tax Ratio. This would shift the tax burden to the remaining property tax classes



# Questions





# Memorandum

**TO:** Finance & Administration Committee  
**FROM:** Laurie Soto Maya, Committee Clerk  
**DATE:** March 8, 2023  
**RE:** Resolution adopted by the Durham Region Transit Executive Committee at their meeting held on March 8, 2023

Corporate Services  
Department –  
Legislative Services

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2023 Durham Region Transit Business Plan and Budget Report (2023-DRT-07)

Moved by Commissioner Garrod, Seconded by Commissioner Brenner,  
That the Transit Executive Committee recommends to the  
Finance and Administration Committee for subsequent  
recommendation to Regional Council:

That the 2023 Durham Region Transit Business Plans and Budget be  
approved.

CARRIED

*Laurie Soto Maya*

L. Soto Maya  
Committee Clerk

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



# Memorandum

**TO:** Finance & Administration Committee  
**FROM:** Kaitlin Smith, Committee Clerk  
**DATE:** March 9, 2023  
**RE:** Resolution adopted by the Health & Social Services Committee at their meeting held on March 9, 2023

Corporate Services  
Department –  
Legislative Services

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2023 Health Department Business Plans and Budget (2023-MOH-3)

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

That the 2023 Business Plans and Budget of the Health Department be  
approved.

CARRIED

*Kaitlin Smith*

K. Smith  
Committee Clerk

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



# Memorandum

**TO:** Finance & Administration Committee

**FROM:** Kaitlin Smith, Committee Clerk

**DATE:** March 9, 2023

**RE:** Resolution adopted by the Health & Social Services Committee at their meeting held on March 9, 2023

Corporate Services  
Department –  
Legislative Services

---

2023 Social Services Department Business Plans and Budget (2023-SS-2)

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

That the 2023 Business Plans and Budget of the Social Services Department  
be approved.

CARRIED

*Kaitlin Smith*

K. Smith  
Committee Clerk

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



# Memorandum

**TO:** Finance & Administration Committee

**FROM:** Kaitlin Smith, Committee Clerk

**DATE:** March 7, 2023

**RE:** Resolution adopted by the Planning & Economic Development Committee at their meeting held on March 7, 2023

Corporate Services  
Department –  
Legislative Services

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2023 Planning and Economic Development Department Business Plans and Budget (2023-P-4)

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

That the 2023 Business Plans and Budget of the Planning and Economic  
Development Department be approved.

CARRIED

*Kaitlin Smith*

K. Smith  
Committee Clerk

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



# Memorandum

**TO:** Finance and Administration Committee

**FROM:** Sarah Ciani, Committee Clerk

**DATE:** March 8, 2023

**RE:** Resolution adopted by the Works Committee at their meeting held on March 8, 2023

Corporate Services  
Department –  
Legislative Services

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2023 Works Department Business Plans and Budget (2023-W-13) [Item 8.2 D)]

Moved by Councillor Crawford, Seconded by Councillor Mulcahy,  
That the Works Committee recommends to the Finance and  
Administration Committee for subsequent recommendation to Regional  
Council:

That the 2023 Business Plans and Budget of the Works Departments General  
Tax and Solid Waste Management operations be approved.

CARRIED

*Sarah Ciani*

Sarah Ciani  
Committee Clerk  
Legislative Services Division

- c. N. Pincombe, Director, Business Planning and Budgeting
- N. Taylor, Commissioner of Finance
- A. Harras, Director, Legislative Services, Regional Clerk



# Memorandum

**TO:** Finance & Administration Committee

**FROM:** Laurie Soto Maya, Committee Clerk

**DATE:** February 16, 2023

**RE:** Resolution adopted by the 9-1-1 Management Board at their meeting held on February 16, 2023

Corporate Services  
Department –  
Legislative Services

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9-1-1 Management Board 2023 Budget

Moved by B. Garrod, Seconded by M. Berney,  
That we recommend to the Finance & Administration Committee for  
subsequent recommendation to Regional Council:

That the 2023 Business Plans and Budget for the 9-1-1 Emergency Service  
System be approved.

CARRIED

*Laurie Soto Maya*

L. Soto Maya  
Committee Clerk

- c. N. Taylor, Commissioner of Finance  
N. Pincombe, Director, Business Planning and Budgeting  
M. Simpson, Director, Risk Management, Economic Studies and Procurement  
J. Wichman, Communications/9-1-1 Technical Manager, Durham Regional  
Police Service  
G. Oblenes, Inspector, Communications/9-1-1 Unit, Durham Regional Police  
Service  
A. Harras, Director of Legislative Services/Regional Clerk



# Memorandum

**TO:** Finance & Administration Committee  
**FROM:** Durham Regional Local Housing Corporation  
**DATE:** March 1, 2023  
**RE:** Resolution adopted by the Durham Regional Local Housing Corporation Board at their meeting held on March 1, 2023

Durham Regional  
Local Housing  
Corporation

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2023 Durham Regional Local Housing Corporation Business Plan and Budget

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

That the 2023 Business Plans and Budget for the Durham Regional Local Housing Corporation be approved.

CARRIED

A handwritten signature in cursive script, appearing to read 'Alan Robins'.

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Alan Robins  
Secretary, Durham Regional Local Housing Corporation

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



# Memorandum

**TO:** Finance & Administration Committee  
**FROM:** Sarah Ciani, Committee Clerk  
**DATE:** March 6, 2023  
**RE:** Resolution adopted by the Durham OneNet Inc. Board of Directors at their meeting held on March 6, 2023

Corporate Services  
Department –  
Legislative Services

---

Durham OneNet Inc. Regional Broadband Business Plan and Budget

Moved by D. Stevens, Seconded by C. Rosebrugh,  
That we recommend to the Finance & Administration Committee for  
subsequent recommendation to Regional Council:

That the 2023 Durham OneNet Inc. Regional Broadband Business Plan and  
Budget, be approved.

CARRIED

*Sarah Ciani*

S. Ciani  
Committee Clerk

- c. S. Clarke, Chief Financial Officer, Durham OneNet Inc.
- P. Frizado, Acting President, Durham OneNet Inc.
- A. Harras, Director of Legislative Services/Regional Clerk
- N. Pincombe, Director, Business Planning and Budgeting
- M. Simpson, Director, Risk Management, Economic Studies, &  
Procurement
- N. Taylor, Commissioner of Finance





# The Regional Municipality of Durham Report

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To: Finance and Administration Committee  
From: Commissioner of Finance  
Report: #2023-F-8  
Date: March 21, 2023

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**Subject:**

2023 Strategic Property Tax Study

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**Recommendation:**

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

- A) For the 2023 property taxation year, the municipal property tax ratios for the following property classes and subclasses for the Regional Municipality of Durham be set as follows, consistent with the 2022 ratios, and the requisite by-law be prepared, and approval be granted,

Multi-Residential	1.8665
New Multi-Residential	1.1000
Landfill	1.1000
Pipelines	1.2294
Farmland	0.2000
Managed Forests	0.2500

**Commercial Broad Class**

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

Occupied	1.4500
Vacant Land	1.4500
Excess Land	1.4500
On Farm	1.4500

**Industrial Broad Class**

(Including Large Industrial and Residual)

Occupied	2.0235
Vacant Land	2.0235
Excess Land	2.0235
On Farm	2.0235

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

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**Report:****1. Purpose**

- 1.1 The annual Strategic Property Tax Study accompanies the annual Business Plans and Budgets and provides an update on various property assessment and taxation items. As one of the Region's primary revenue sources, it is important, where possible, to ensure a sustainable property tax assessment base. To achieve this property tax policy decisions must consider the long-term impacts on the assessment base and on all regional property taxpayers.
- 1.2 The 2023 Strategic Property Tax Study provides information and analyses on a number of property tax items, including:
- assessment base trends including growth and the declining non-residential share of municipal taxes which places upward pressure on the municipal residential property tax rates;
  - an update on the CVA at risk in assessment disputes;
  - the provincial postponement of the current value assessment (CVA) reassessment until at least the 2024 property taxation year and real estate market developments;
  - a review and comparison of Durham's municipal property tax ratios;
  - average residential home and non-residential property tax comparisons;
  - an update on provincial policy initiatives including those related to the Province's housing strategy; and
  - looking forward and next steps.
- 1.3 There are no recommended changes to the municipal tax ratios for the 2023 taxation year.
- 1.4 A Property Tax Reference Guide is included as Attachment 2 to this report and provides additional background on property taxes for Council's reference including information on key terms, roles and responsibilities, historical property tax information and various property tax policy items.

## 2. Previous Reports and Decisions

- 2.1 Strategic Property Tax Studies are prepared and presented annually. The 2022 Strategic Property Tax Study ([Report #2022-F-03](#)) was submitted on February 8, 2022.
- 2.2 In November 2021 Regional Council considered the following two substantive property tax policy items. The policy decisions made in response to these reports remain current today and inform the setting of the Region's 2023 property tax rates.
  - [Report #2021-F-28](#) – Regional Council approved that the multi-residential municipal property tax ratio remain at 1.8665 for the 2022 property taxation year. The report provides information on Durham Region's residential sector assessment and taxation.
  - [Report #2021-F-29](#) – Regional Council approved to not proceed with the small business property tax subclass. Information and analysis on the optional small business property subclass including impacts on other property owners and implementation and administrative challenges were outlined.

## 3. Background

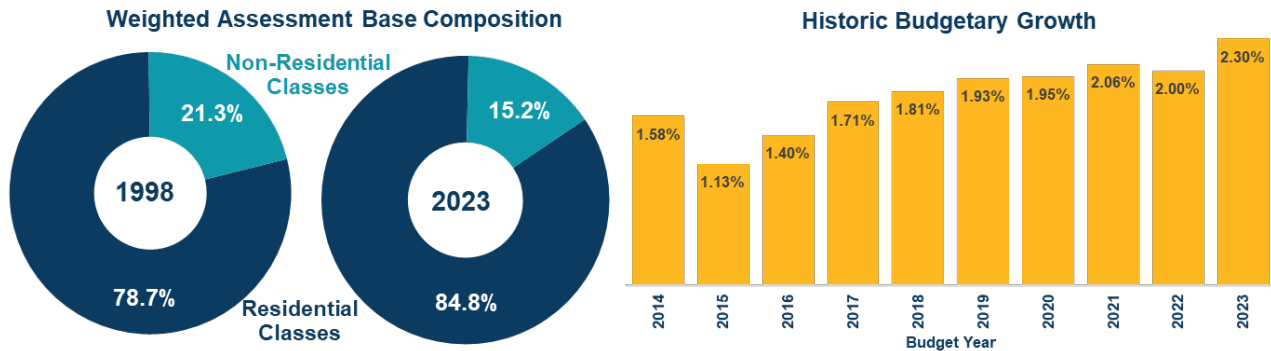
- 3.1 Property taxation is the single largest source of funding for the Region, averaging approximately half of the annual funding required to deliver the property tax supported services. In 2022, budgeted Regional property tax revenue was \$760.2 million or 43.9 per cent of the total \$1.7 billion gross expenditures for Regional property tax supported services.
- 3.2 When evaluating potential property tax policy options or changes staff evaluate and consider taxpayer equity, market effects, competitiveness, and impacts on property owners.
- 3.3 The Strategic Property Tax Study is produced annually to ensure key stakeholders, including Regional Council are kept informed on both recent developments as well as long-term trends, risks, and financial impacts.

## 4. The Assessment Base

### Assessment Growth

- 4.1 Historically, Durham Region's residential growth and reassessment valuation changes have been strong relative to the non-residential growth, contributing to a continual decrease in the proportionate share of non-residential assessment. See the pie charts in Figure 1 below.

**Figure 1**  
**Assessment Base Trends**

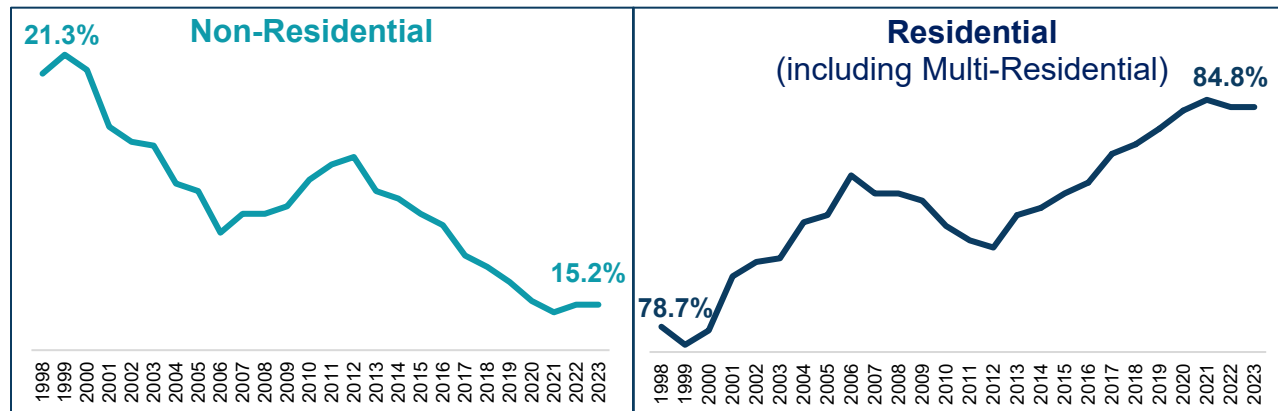


- 4.2 For the 2023 budget, the estimated total taxable weighted assessment growth is 2.30 per cent, an increase from the total taxable weighted assessment growth of 2.00 per cent for the 2022 budget. This slight increase is due, in part, to the beginning of the pandemic recovery and increased development in the Seaton community.
- 4.3 Of the 2.30 per cent weighted assessment growth for the 2023 budget, 0.20 per cent is attributable to the Seaton community, compared to 0.10 percent for the 2022 budget. Continuing Council’s direction ([Report #2018-COW-19](#)), this 0.20 per cent of the weighted assessment growth for the 2023 budget has been deferred and will be brought into the annual budget in alignment with annual operating expenditures related to the Seaton development such as the operating costs for the Seaton Long-Term Care Home.
- This will promote long-term financial sustainability by better matching growth and the related property tax revenue from the Seaton community with the budgeted Regional operating costs to service this community.
  - This treatment is unique due to the large scale of the Seaton community and the intense and rapid planned development that will have a measured impact on Regional expenditures in the near term.

**Non-Residential Share of Regional Assessment and Taxation Base**

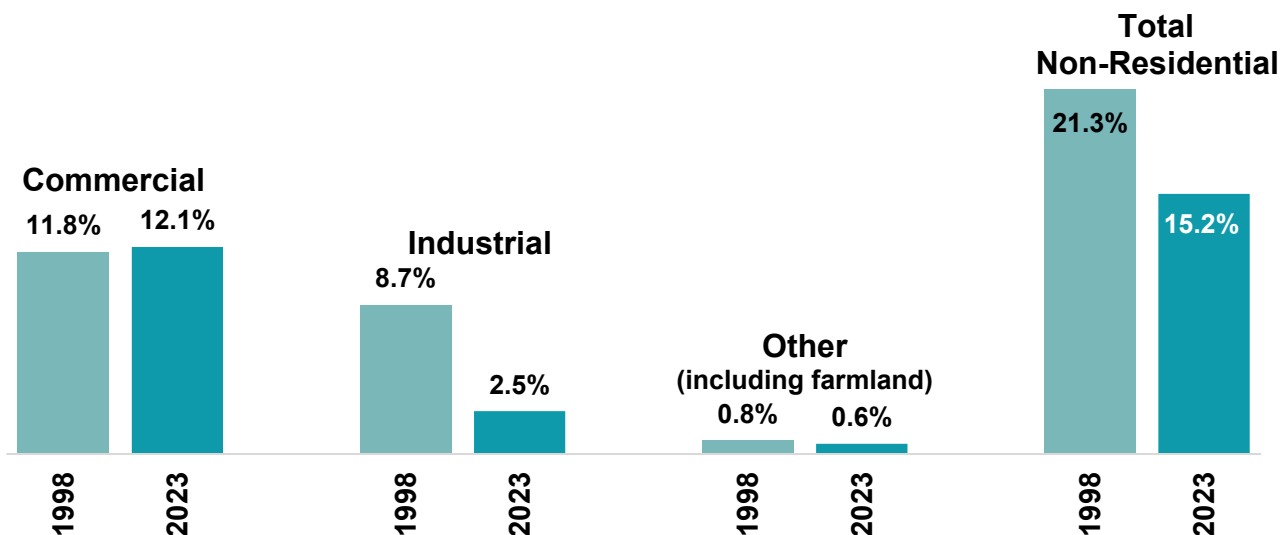
- 4.4 Figure 2 shows the significant decline in the non-residential share of the Region’s property tax base since 1998 and the corresponding increase in the residential share of the tax base.

**Figure 2**  
**Share of Regional Property Taxes 1998-2023**



- 4.5 As illustrated in Figure 2 the decline in the non-residential share of regional property taxes has been consistent over the past 25 years with the following two notable exceptions:
- Between 2006 and 2012, non-residential properties experienced higher valuation increases due to reassessments compared to residential properties resulting in a slight increase in the non-residential share of regional property taxes. A number of non-residential property owners successfully appealed these increased assessments to the Assessment Review Board (ARB) which contributed to the continued decreasing share from 2012 onward.
  - For 2022 and 2023, Durham had strong commercial growth as well as unusually high net industrial assessment growth for 2023 (5.0 per cent) resulting in a very slight increase in the non-residential share of Regional property taxes. This growth included a property tax classification change for a commercial warehouse in Pickering, the completion of a large industrial mall in Ajax and several reclassifications of residential to industrial vacant lands across Pickering, Ajax and Whitby, the three western local area municipalities.
- 4.6 The decrease in the non-residential share of Regional property taxes over the past 25 years is primarily the result of declines in the industrial property class share as shown in Figure 3. The share of the “Other” category decreased between 1998 and 2023 largely as a result of Regional Council’s decision to phase-down the Farmland municipal tax ratio by 20 per cent between 2005 and 2007.

**Figure 3**  
**Non-Residential Share of Regional Property Taxes 1998 and 2023**



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

- 4.8 The changes in Regional property class taxation shares are the result of:
- differences in assessment growth across the property classes;
  - different valuation changes across the property classes from reassessments;
  - ARB assessment appeal decisions; and
  - changes to municipal tax ratios.

**Emergence of the New ‘E’conomy**

4.9 The Finance Department continues to advance a project which is focused on examining the anticipated impacts on Durham Region’s non-residential property tax base resulting from the structural economic changes with the emergence of the ‘e’conomy including the increasing prevalence of online retail, remote work, new technologies and the decline in brick-and-mortar stores and office buildings.

4.10 Building on the collaboration with Ontario Tech University in 2022, staff are partnering (over a series of academic semesters) with Trent University to perform statistical analysis to explore the potential relationship between online commercial activity and relative property value assessments. These insights will assist in building an evidence-driven foundation to explore innovative policy solutions and revenue tools to address these structural economic changes (both domestically and internationally) and assessing their suitability for Durham.

- 4.11 The Finance Department is committed to leveraging these insights and solutions gained through partnering with academic researchers, municipal partners, and relevant experts to inform future Regional policy decisions and advocacy work to mitigate against further shifts in regional property tax from the non-residential sector to the residential sector.
- 4.12 This work is aligned with and has the potential to help inform the work being advanced in support of the following January 17, 2023 direction from the Finance and Administration Committee:
- Whereas an increased municipal capital program generates offsetting income tax and HST revenues to upper levels of government;*
- Whereas recent provincial legislation has reduced development charge revenues while increasing demand for infrastructure planning, delivery and maintenance;*
- That staff be directed to report back on the feasibility and implications of municipalities receiving a 10% share of annual HST revenue from either the Federal and/or Provincial governments and to investigate the feasibility and impact of the Province providing a full rebate on the Provincial share of the HST paid by Municipal governments.*

## **5. Assessment at Risk Update**

- 5.1 The calculation of property taxes requires a property's CVA which is included in the returned assessment roll provided by the Municipal Assessment Corporation (MPAC) under the authority of the *Assessment Act* and the *Municipal Act, 2001*. MPAC is responsible for both the classification and CVA for all individual properties in Ontario.
- 5.2 Staff use the CVA and property classification set by MPAC along with the annual budgetary requirements and municipal taxation ratios approved by Regional Council to calculate annual property tax rates applicable to individual property tax classifications.
- 5.3 At any given point in time, a material percentage of the Region's assessment base can be involved in an assessment or classification dispute. This can represent a significant financial risk to the Region and the local area municipalities.
- 5.4 There are two processes by which taxpayers can pursue assessment disputes.
- The first process (mandatory for residential properties) is the Request for Reconsideration (RfR). This is an informal process whereby the property owner requests MPAC to review the property's current assessment and/or classification to ensure that MPAC has current and correct property information. Through this review, one of the following two outcomes could occur.
    - MPAC may offer to revise the returned assessment based on more current/accurate information or may confirm the returned assessment as

accurate. Should the property owner not agree with the outcome of MPAC's review they have 90 days to file an appeal to the ARB.

- If a change in the assessment is proposed by MPAC, a Minutes of Settlement Offer would be provided to the owner and, if it is agreed to by the owner, then the assessment is adjusted. The owner has 90 days to accept the Minutes of Settlement or advance to the next stage of the dispute process (ARB appeal).
- The second process is an appeal to the ARB, which is an independent adjudicative tribunal established under the *Assessment Act* that decides assessment and property classification complaints in Ontario. It can take several years for disputes to reach settlement at the ARB, with many of the more complex commercial and industrial complaints stretching beyond the current four-year assessment phase-in period.

### **Pandemic Not Relevant in Current Assessment Disputes**

- 5.5 MPAC, the ARB and some municipalities have reported an increase in the number of assessment disputes filed by non-residential property owners claiming a decrease in the market value of their property as a result of the recent pandemic.
- 5.6 To date MPAC has supported the current assessment in these instances as the valuation date used in the current taxation cycle (2017 - 2023) is January 1, 2016, and, in principle, is not subject to appeal for pandemic related impacts that occur four years later. To date all ARB decisions, on these types of appeals, have supported MPAC's position and denied any adjustments to the 2016 CVA. Staff are actively monitoring settlement and ARB decisions to assess whether there is any increased risk to the Region.

### **Significant Reduction in Current Assessment Dispute Risk**

- 5.7 MPAC and the ARB, through both rule and procedural changes over the last several years and the postponement of the 2021 property reassessment, have made considerable progress in reducing the previous backlog of assessment appeals at the ARB. The current volume of Durham disputes before the ARB is the lowest since the Region began analyzing the related risks in 2009.

### **Overview of Regional Assessment at Risk**

- 5.8 Over the 17-year period from 2006-2023, there have been four reassessment cycles as follows:
- January 1, 2005 valuation date – used for 2006 – 2008 taxation (3 year cycle),
  - January 1, 2008 valuation date – used for 2009 – 2012 taxation (4 year cycle),
  - January 1, 2012 valuation date – used for 2013 – 2016 taxation (4 year cycle), and
  - January 1, 2016 valuation date – used for 2017 – 2023 taxation (7 year cycle).



5.9 During this period (2006-2022) there have been approximately 43,700 assessment disputes of which 51 per cent had the assessment confirmed or the dispute withdrawn. Only 1.3 per cent remain outstanding as shown in Figure 4.

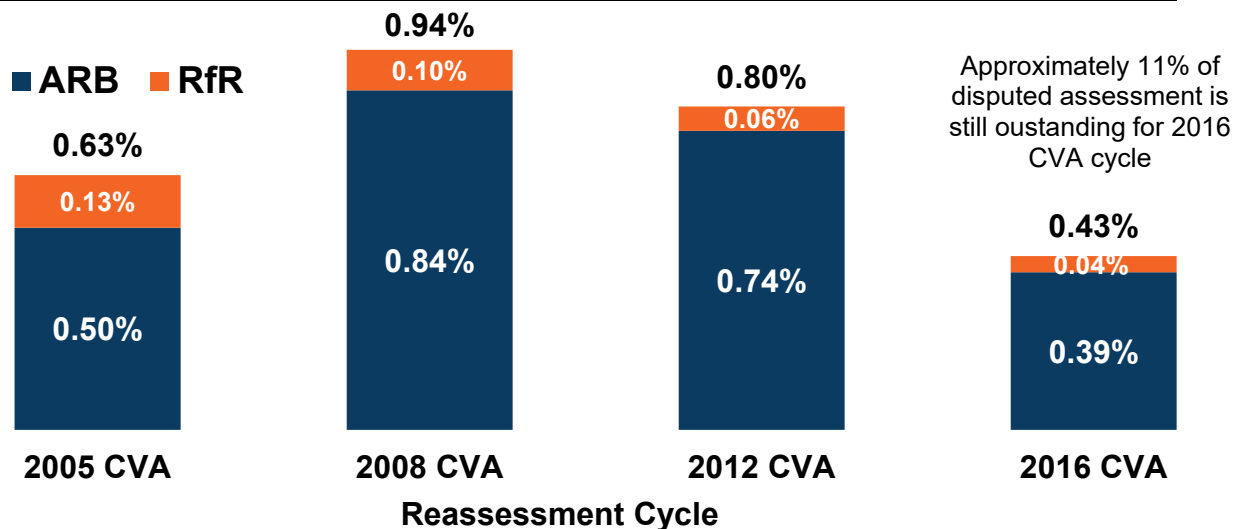
**Figure 4**  
**Number of Assessment Disputes from 2006 to 2022**

	Request for Reconsideration (RfR)	Assessment Review Board (ARB)	Total	
CVA confirmed or dispute withdrawn	11,822	10,536	22,358	51.2%
Dispute settled	11,468	9,283	20,751	47.5%
Dispute outstanding	36	532	568	1.3%
<b>Total</b>	<b>23,326</b>	<b>20,351</b>	<b>43,677</b>	

5.10 The 20,751 settled assessment disputes between 2006 to 2022 have resulted in Regional property tax losses of \$65.8 million. Over half of these disputes (55.3%) were settled through the informal RfR process and resulted in total Regional property tax losses of \$6.9 million. The more complex non-residential disputes were settled at the ARB and account for \$58.9 million (89.5 cent) of Regional property tax losses.

5.11 Figure 5 illustrates the per cent of total Regional property tax losses by reassessment cycle and dispute type for the settled disputes. There is an immaterial amount of disputed CVA outstanding in the 2012 CVA cycle and approximately 11 per cent of the disputed CVA in the 2016 CVA cycle remains outstanding.

**Figure 5**  
**Total Regional Property Tax Losses Resulting from Settled Assessment Disputes**



### **Current Regional Risk in Outstanding Assessment Disputes**

- 5.12 As of December 15, 2022, there were 172 properties with 568 outstanding assessment disputes in the Region of Durham for the taxation years 2017 to 2022. These disputes involve \$4.4 billion in total CVA and a total of \$39.7 million in Regional property taxes as detailed in Figure 6. The majority of this assessment at risk (94.2 per cent) is for Pickering, Ajax, Whitby and Oshawa properties.

**Figure 6**  
**Outstanding Assessment Disputes by Local Municipality**  
**from the 2016 Reassessment Cycle (2017 to 2022)**

	Properties		CVA		Regional Taxes	
	#	%	\$m	%	\$m	%
Pickering	26	15.1%	805.8	18.3%	7.0	17.6%
Ajax	17	9.9%	1,125.1	25.5%	11.0	27.7%
Whitby	30	17.4%	690.7	15.7%	6.1	15.4%
Oshawa	26	15.1%	1,526.5	34.7%	13.5	34.0%
Clarington	19	11.0%	49.5	1.1%	0.4	1.0%
Scugog	2	1.2%	47.8	1.1%	0.5	1.3%
Uxbridge	49	28.5%	160.3	3.6%	1.2	3.0%
Brock	3	1.8%	1.5	0.0%	0.0	0.0%
<b>Region</b>	<b>172</b>	<b>100.0%</b>	<b>4,407.2</b>	<b>100.0%</b>	<b>39.7</b>	<b>100.0%</b>

- 5.13 2022 saw a significant reduction in outstanding assessment disputes in the RfR process. A number of these disputes were related to residential condominiums. As a result, and as illustrated in Figure 7, the majority of the outstanding disputes (83.7 per cent) and Regional taxes at risk (99.0%) are now in the ARB process.

**Figure 7**  
**Outstanding Assessment Disputes by Type**  
**from the 2016 Reassessment Cycle (2017 to 2022)**

	Properties		CVA		Regional Taxes	
	#	%	\$m	%	\$m	%
Request for Reconsideration (RfR)	28	16.3%	49.1	1.1%	0.4	1.0%
Assessment Review Board (ARB)	144	83.7%	4,358.1	98.9%	39.3	99.0%
<b>Total</b>	<b>172</b>	<b>100.0%</b>	<b>4,407.2</b>	<b>100.0%</b>	<b>39.7</b>	<b>100.0%</b>

- 5.14 The Region's modelling suggests that, under a medium-risk scenario, the Region could see a reduction of \$3.4 million in Regional property tax revenue representing an average CVA loss of 8.6 per cent on the outstanding disputes. Under a low-risk scenario, this is reduced to an estimated \$2.6 million but increases to \$4.3 million under a high-risk scenario. The Regional financial risk inherent in outstanding assessment disputes is adequately covered by the Region's Assessment Appeal Reserve.
- 5.15 Approximately 77.0 per cent of the Regional risk and estimated Regional property tax revenue losses are concentrated in the following three types of properties;
- Large commercial retail properties (27.0 per cent),
  - Multi-residential properties and associated land (25.7 per cent), and
  - Vacant land (24.3 per cent).

### **Gravel Pit Assessment Dispute**

- 5.16 In March 2021, the ARB released an interim decision on a test case involving the valuation of gravel pits in the County of Wellington. The ruling significantly increased MPAC's assigned land value and also reclassified various residential land parcels to the industrial property tax class. This ARB decision supported the municipal position and was well received by the municipal sector.
- 5.17 In November 2021, MPAC sought leave to appeal the ARB decision in an effort to clarify the land classifications. On March 14, 2022, leave to appeal was granted and the Divisional Court hearing occurred in December 2022.
- 5.18 On February 3, 2023, the Divisional Court dismissed the appeal in its entirety and no appeals were filed by the February 21, 2023 deadline.
- 5.19 The statutory requirement for MPAC to implement decisions such as this are elastic, meaning that unless there is a specific requirement for MPAC to review the value of a property as of a specific date, such as an outstanding appeal, MPAC has flexibility when it implements these changes. MPAC, in discussion with municipalities, has indicated that they will keep municipalities informed of any assessment changes to gravel pit properties in their jurisdiction. MPAC has indicated that they expect to implement all of the appropriate changes for the 2024 assessment roll return (December 2023) and that properties with outstanding appeals will have the retroactive changes for those years under appeal.
- 5.20 There are almost 100 gravel pit properties in the Region of Durham that may be impacted by the ARB and Divisional Court decisions. Almost all of these are located in the northern Townships and the Municipality of Clarington. A summary of 2022 CVA and Regional taxes is shown by local area municipality in Figure 8. These properties generated approximately \$780,000 in 2022 Regional property taxes. There are outstanding ARB appeals on 54 of the gravel pit properties in the Region covering the 2021 and 2022 property tax years. Ten of these properties are located in the Municipality of Clarington and 44 in the Township of Uxbridge.

**Figure 8**  
**Gravel Pit Properties by Local Municipality**

	<b>Properties</b>	<b>2022 CVA</b>	<b>2022 Regional Taxes</b>
	<b>#</b>	<b>\$,000's</b>	<b>\$,000's</b>
Pickering	1	958	8
Ajax	-	-	-
Whitby	-	-	-
Oshawa	1	598	5
Clarington	26	20,006	150
Scugog	12	12,790	78
Uxbridge	44	59,530	399
Brock	13	20,312	140
<b>Region</b>	<b>97</b>	<b>114,194</b>	<b>780</b>

5.21 Although the Region is not recognized by Provincial legislation as a party to assessment disputes, Regional staff assist the local area municipalities in defending the common assessment base where appropriate and requested by the local area municipality. The Region has been working closely with the Township of Uxbridge over the last several years on their gravel pit appeals and jointly funded external consulting services. Recently, the Region also started working with the Townships of Brock and Scugog to file 2023 assessment appeals for the gravel pit properties located in their municipalities.

## 6. Provincial Postponement of the MPAC Reassessment

- 6.1 In the March 2020 Economic and Fiscal Update, the Province postponed the property tax reassessment update which was to be completed by MPAC in 2020 for the 2021 property taxation year.
- 6.2 In the November 2021 Economic and Fiscal Update, the Province further postponed the reassessment update for both the 2022 and 2023 property taxation years. As a result of this postponement, 2023 property taxes continue to be based on an updated return roll using the fully phased-in January 1, 2016 CVA.
- 6.3 The Province's decision to postpone the reassessment was due in part to the pandemic and additional concerns with respect to the volatility of the residential housing market. However, it is important that the Province return to regular scheduled reassessments to ensure the assessment base remains up-to-date and to avoid even further property tax shifts amongst taxpayers as well as maintain fairness to taxpayers on a comparative basis given the changes to the market over such an extended period of time.
- 6.4 With current assessments based on a January 1, 2016 valuation date, it is anticipated that there will be significant tax shifts with the next reassessment as the value of individual properties will have not changed uniformly across the Regional property tax base.

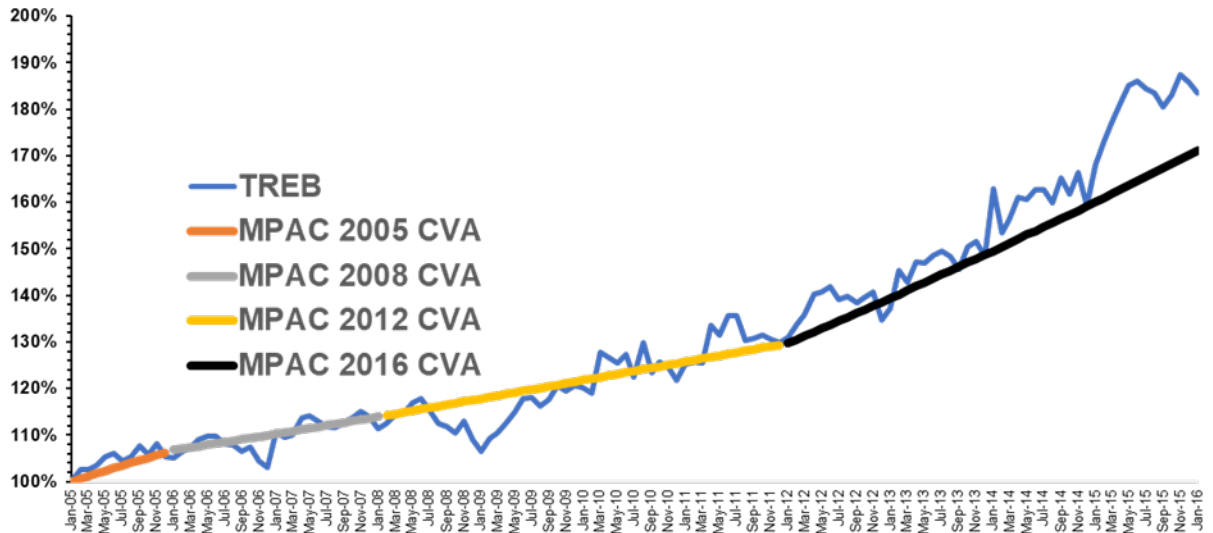
- 6.5 Staff and various municipal associations including the Association of Municipalities of Ontario (AMO) and the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) continue to advocate for a return to the reassessment cycle while ensuring municipalities are provided with adequate time to plan, to communicate the impact of the reassessment on property taxpayers and to implement the reassessment.
- 6.6 As Council is aware, the current assessment cycle is four years with assessment increases phased-in evenly over four taxation years and any assessment decreases applied fully in the first year. Any changes in the phase-in parameters may impact the distribution of the annual tax shifts that can occur with reassessments.
- 6.7 The longer the gap between reassessments, the greater the risk of material property tax shifts. The initial year of the four year reassessment cycle typically sees a large increase in the number of assessment disputes filed, especially with respect to the non-residential sector.
- 6.8 Since time between valuation updates is now a minimum of seven rather than four years, it is anticipated that the risk and corresponding impact of assessment disputes will be materially greater in the next assessment cycle.
- 6.9 Regional staff will continue to provide updates to Council on the reassessment timing and any phase-in parameter changes when announced by the Province.
- 6.10 Once the reassessment is announced and information on the reassessment impacts are known, staff will provide extensive information to the Finance and Administration Committee and Council on the reassessment and its impact on property taxpayers.

## **7. Real Estate Market Developments and Potential Reassessment Impacts**

- 7.1 The CVA set by MPAC is meant to represent the value of the property in an arms length sales transaction on the valuation date. The CVA is therefore closely related to the general real estate market. The next reassessment, when announced, will bring the current valuation date (January 1, 2016) up to date.
- 7.2 There have been a number of factors that have impacted and continue to impact the Ontario real estate market over the last couple of years. These include but are not limited to:
- various senior governmental initiatives to address both housing availability and affordability;
  - federal introduction of a ban on non-Canadian residential property purchases;
  - an increase in the Ontario government foreign homebuyers tax to 20 per cent;
  - increases in borrowing rates by the Bank of Canada;
  - the residual impacts of the pandemic and associated recovery;
  - continuing inflation and the potential for an economic slowdown/recession; and
  - current and potential future impacts of a shift to the new 'e'conomy.

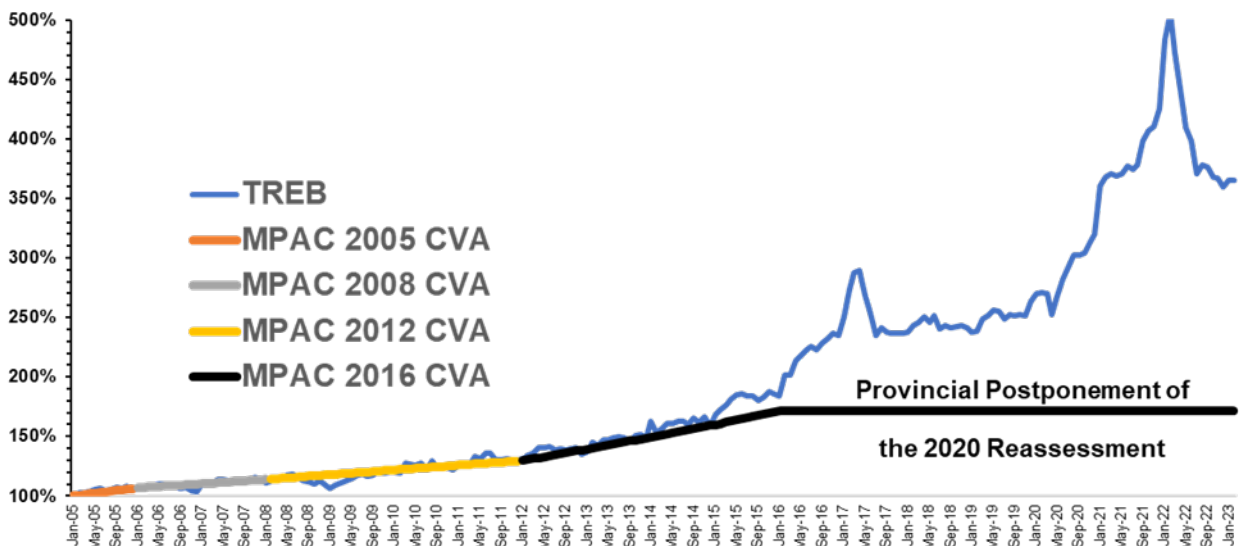
7.3 Figure 9 shows the Toronto Real Estate Board (TREB) monthly home resale and the Region’s average home value increase over from January 2005 to January 2016. As expected, since CVA reflects market value, the lines follow similar trajectories.

**Figure 9**  
**Durham Average Home Resale Values (TREB) vs.**  
**MPAC Region-Wide Average Home Valuations**  
**January 2005 (100%) to January 2016**



7.4 As illustrated in Figure 10, beginning in 2015 Durham Region residential home resale values began increasing more significantly and showed increasing volatility.

**Figure 10**  
**Durham Average Home Resale Values (TREB) vs.**  
**MPAC Region-Wide Average Home Valuations**  
**January 2005 (100%) to January 2023**



- 7.5 As illustrated in Figure 10, the TREB residential home resale values peaked in February 2022 and have dropped almost 30 per cent over the balance of 2022. This reflects the volatility created in part by the factors outlined in Section 7.2.
- 7.6 Figure 10 suggests that the next reassessment has the potential to result in material property tax shifts amongst the property classes and individual taxpayers. Given this current volatility and risk, property tax policy changes are not recommended until the impacts of the next reassessment are understood.
- 8. Municipal Flexibility with Respect to the Tax Treatment of “Vacant” Residential Properties**
- 8.1 Since 2018, under Section 338.2 of the *Municipal Act, 2021*, upper and single tier municipalities have been provided the power to impose an additional property tax rate on residential properties that are vacant.
- The rate must be applied to the assessment value and the property must be both taxable (not a payment-in-lieu (PIL) property) and be in the residential property tax class.
  - The upper or single tier municipality, through by-law, must state the tax rate and provide a precise definition and conditions for the vacant rate to apply to an individual property.
  - The Province will enact through regulation the authority for the upper or single municipal program and the lower tier municipalities in a two-tiered structure are responsible for administering the tax.
  - The tax rate can vary between different geographical areas of a two-tiered structure.
- 8.2 This policy option provides municipalities with alternative tools to address their unique circumstances. The City of Ottawa and the City of Toronto are implementing a vacant home property tax starting in 2023 after having completed detailed studies on this policy tool and the presence of vacant residential properties in their communities.
- 8.3 Programs such as the vacant home tax involve substantial start-up and on-going administrative costs which require a substantial presence of vacant homes to ensure that net taxation revenues and program benefits would be realized. Based on a review of water consumption data, there does not appear to be a significant number of vacant residential properties in the Region (under 0.4 per cent) to warrant the administrative costs of developing and implementing a vacant home property tax in Durham at this time.
- 8.4 Staff will continue to closely monitor the housing and real estate market as well as current and future policy options being considered by senior and municipal governments to address housing affordability concerns.

**9. Municipal Property Tax Comparisons**

**Municipal Tax Ratios**

- 9.1 A municipal tax ratio is the degree to which an individual property tax class is taxed relative to the Residential property tax class. If the commercial municipal tax ratio is 1.45, then its municipal property taxation rate will be 1.45 times the residential class property tax rate.
- 9.2 Since municipal tax ratios show the degree to which the non-residential classes are taxed relative to the residential class, the municipal tax ratios have a direct impact on the competitiveness of municipal non-residential property taxes. Figure 11 provides a comparison of 2022 municipal tax ratios across Durham comparator municipalities.

**Figure 11**  
**2022 Municipal Tax Ratio Comparison**

	Multi-Residential		Commercial		Industrial		Farmland	
	Ratio	Rank	Ratio	Rank	Ratio	Rank	Ratio	Rank
<b>Durham:</b>	1.8665	4	1.4500	2	2.0235	4	0.2000	2
Toronto	2.0499	9	2.6374	10	2.5857	8	0.2500	5
Peel Region (Mississauga)	1.2656	2	1.5170	4	1.6150	1	0.2500	5
Halton Region	2.0000	7	1.4565	3	2.0907	5	0.2000	2
York Region	1.0000	1	1.3321	1	1.6432	2	0.2500	5
Ottawa *	1.4000	3	1.8800	6	2.5400	7	0.2000	2
Niagara Region	1.9700	6	1.7349	5	2.6300	9	0.2500	5
Waterloo Region	1.9500	5	1.9500	7	1.9500	3	0.2500	5
Hamilton **	2.3594	10	1.9800	8	3.1985	10	0.1767	1
Windsor ***	2.0000	7	2.0140	9	2.3158	6	0.2500	5
<b>Average</b>	1.7861		1.7952		2.2592		0.2277	

Ratios in Figure 11 have been rounded to four decimal places.

\* Ottawa has special property tax classes for Office Buildings (2.3300), Shopping Centres (1.5100) and Large Industrial Properties (2.1800)

\*\* Hamilton has a Large Industrial property tax class with a ratio of 3.7506

\*\*\* Windsor has a Large Industrial property tax class with a ratio of 2.9328

- 9.3 Durham Region’s multi-residential municipal tax ratio of 1.87 is competitive and is marginally above the average of similar municipal comparators.
- 9.4 Durham Region has a very competitive commercial municipal tax ratio of 1.45 which is the second lowest and 19 per cent below the average of the municipal comparators.

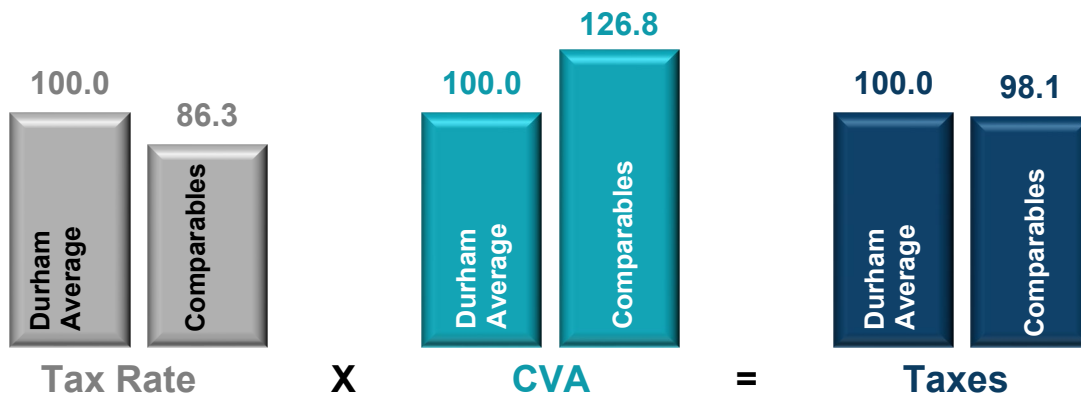


- 9.5 Durham Region's 2022 industrial municipal tax ratio of 2.02 is 10 per cent below the average of the comparators (2.26) and ranked fourth behind Mississauga, York Region, and Waterloo Region.
- 9.6 The Province has mandated a maximum farmland municipal tax ratio of 0.25. Several Ontario municipalities (Durham included) have lowered their municipal tax ratio from this provincial maximum as a support to the agricultural industry within their jurisdiction.
- 9.7 There are no recommended changes to the Region's municipal tax ratios for 2023.
- 9.8 The remainder of this section provides a summary of property tax comparisons across comparable municipalities adjusting for the varying market values. This comparison highlights the degree to which market values affect tax rates.
- 9.9 Tax rates and assessments vary significantly between municipalities. In general, they are inversely related (higher property assessments allow for a lower tax rate to generate the same tax dollars). Additional information on this can be found in the Property Tax Reference Guide (Attachment 2).
- 9.10 Caution should be used in interpreting the results of any municipal property tax comparison as these comparisons do not consider municipal services or service levels and a whole range of other unique municipal characteristics (non-residential assessment levels, urban/rural compositions, geographical density and size, financial sustainability, etc.).

#### **Residential Home Comparison**

- 9.11 The following residential home property tax comparison is based on 10 "average" homes from across each of the local municipalities in the Region. The homes were chosen to reflect, as closely as possible, the municipality's average home in terms of assessment, age, size and building quality.
- 9.12 MPAC provided the CVAs for the comparator municipalities on which the following analysis is based. The comparison uses 2022 CVA and tax rates as 2023 municipal tax rates are not yet available.
- 9.13 Since 2022 was not subject to a reassessment phase-in, the CVAs have not changed. As a result, this analysis is very similar to last year's study and only reflects the relative changes in the municipal budgets.
- 9.14 The residential home comparison found that the comparable municipal average residential tax rate was 13.7 per cent lower than Durham's. However, assessment values for the comparators were 26.8 per cent higher. The resultant average property tax (\$) difference between Durham and the comparator's average is very low, at approximately 1.9 per cent, as illustrated in Figure 12.

**Figure 12**  
**Residential Home Sample Average: Tax Rate, Assessment and Taxation**



9.15 The majority of the large gap in tax rates can be explained by Durham’s much lower market values (assessments) compared to our comparator municipalities. The gap of 13.7 per cent in tax rates is reduced to 1.9 per cent in tax dollars when Durham’s lower assessments are considered.

**Non-Residential Property Tax Comparisons**

- 9.16 It is difficult to provide a valid non-residential property tax comparison. The primary issue is the uniqueness of the individual properties and the lack of robust sales transactions on which MPAC can base the assessments.
- 9.17 This difficulty has increased over the past decade as a result of significant assessment appeals launched by the non-residential sector across Ontario for the previous three reassessment cycles and the resultant changes in both specific property assessments and MPAC methodology.
- 9.18 The 2022 municipal ratio analysis (see Section 9.1) demonstrated that Durham’s commercial ratio is very competitive with comparator jurisdictions. As well, it is believed that municipal taxation is a lesser consideration in a commercial location decision when compared to factors such as customer density and affluence. Commercial growth within the Region has kept pace with residential growth over the past two decades.
- 9.19 Similar to the residential comparison, a commercial comparison based on 18 properties was conducted. As illustrated in Figure 13, tax rates and assessment vary significantly between municipalities.

**Figure 13**  
**Commercial Sample Average: Tax Rate, Assessment and Taxation**



- 9.20 Although the commercial sample showed a high degree of variability, the average comparator municipal tax rates were 8.3 per cent higher than Durham’s, while the average CVA was also higher by 111.1 per cent. The resultant property tax average of the comparators is 14.5 per cent higher than in Durham Region.
- 9.21 An industrial comparison based on 12 properties was also conducted and the results are shown in Figure 14.

**Figure 14**  
**Industrial Sample Average: Tax Rate, Assessment and Taxation**



- 9.22 A high degree of variability exists in the sample; however, the averages show that the Durham Region tax rate is 4.5 per cent higher than the comparators’, while the CVA is 28.4 per cent lower. The resultant property tax average on the comparators is approximately the same as Durham Region.

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

- 10.1 In 2021, the Province took significant steps towards uniform province-wide BET rates by instituting a common ceiling rate of 0.88 per cent for taxable properties.
- 10.2 The Ontario Ministry of Finance also confirmed that the BET reductions would not negatively impact municipalities, indicating that the Province will maintain BET rates at the 2020 level for PIL properties where the education taxes are retained by single and lower-tier municipalities.

- This different BET policy treatment is highlighted as concerns have been raised that it may not be legislatively compliant.
  - Despite efforts by the Ontario Ministry of Finance for the 2021/2022 property tax year, several Federal organizations chose to pay the lower taxable education rate, rather than the higher PIL education rate.
  - The Federal property presence in the Region is low and the resultant underpayment in education taxes to the local municipalities is relatively small. The presence of federal properties in the City of Ottawa is quite large and the City of Ottawa has initiated an action in Federal Court to recover the over \$20 million resulting shortfall in education property taxes retained by the City.
- 10.3 The Ontario Ministry of Finance confirmed on December 19, 2022 that all Provincial Education rates will remain unchanged for the 2023 taxation year including the PIL rates. The 2023 Provincial education property tax rates are detailed in Attachment 1.
- 11. Other Provincial Initiatives**
- 11.1 The Province introduced and continued implementation of several assessment and taxation policy initiatives in 2022. This Section provides a summary of those that are relevant to the Region of Durham and the local area municipalities.
- 11.2 In 2022, the Province introduced the *Ontario's Housing Supply Action Plan 2022-2023* which includes a commitment to consult with municipalities on potential approaches to reduce the current property taxation of multi-residential properties. One of the options the Province is considering is requiring municipalities to lower their multi-residential municipal tax ratio. In November 2021, through [Report #2021-F-28](#), Council reconfirmed the Region's multi-residential class municipal tax ratio of 1.8665 based on the relative equity in property taxes per square foot for the various types of residential and multi-residential properties as well as the significant property tax shifts and the financial impact to residential, commercial and industrial property owners that would result from reducing the multi-residential ratio.
- 11.3 The Province, in the *Ontario's Housing Supply Action Plan*, indicates that they are exploring potential refinements to the MPAC assessment methodology applied to affordable rental housing. Unlike a reduction to the multi-residential municipal tax ratio, a change in the assessment methodology for affordable rental housing is more targeted at affordable rental properties. This policy change could also favourably impact the Region as a significant partner in the affordable housing sector with its ownership of the Durham Region Local Housing Corporation (DRLHC) and the financial supports it provides to eligible affordable housing providers in the community.
- 11.4 In the Ontario 2021 Fall Economic statement the Province announced its intention to increase the Farm Forestry Exemption (FFE) from 20 to 30 acres effective January 1, 2023.

- MPAC created a new unit class to facilitate the change and will be sending out Special Amended Notices (SANs) to affected property owners.
  - The original FFE acreage did not appear on the previous assessment rolls provided by MPAC. The FFE acreages will be added to the roll in 2023 with a classification of exempt and will not be subject to any property taxation.
  - This provincially mandated change affected 305 properties across the Region. The 10 acre increase for FFE resulted in a decrease in the acreage subject to farmland taxation. Given the low assessment value of farmland for taxation purposes along with the low farmland municipal tax ratio, the annual loss of Regional property taxes is estimated to be approximately \$10,000.
- 11.5 As a result of the Provincial initiative in 2021 toward uniform BET rates, the two-tiered BET rate structure that existed previously (i.e., where the rate was lower for “*New Construction*” properties) is no longer applicable. As a result, and to streamline administration of the assessment and property tax systems, the unique Realty Tax Class (RTC) codes X, Y, Z, J and K are no longer required, and those properties have been reclassified to their respective main class on the assessment roll.
- 11.6 The Province amended certain regulations in 2022 to allow municipalities, who have been approved for a new or optional property class by the Province, to calculate and set the appropriate transition ratios and education tax rates on their own. This will streamline the tax rate setting process and is intended to assist in meeting local decision-making deadlines.
- 11.7 Regional staff will continue to monitor these and other Provincial initiatives and will update Regional Council on any further significant developments.

## **12. Property Tax Treatment of Nuclear Generating Stations**

- 12.1 The two Ontario Power Generation (OPG) nuclear generating stations provide a material amount of PIL revenue to the Region. In addition, the City of Pickering and the Municipality of Clarington are also able to retain the education tax portion of these PIL payments.
- 12.2 In December of 2021, Regional Council approved Durham’s Nuclear Sector Strategy 2022-2032 ([Report #2021-COW-37](#)) which recognizes the importance of this sector to the Region’s economy.
- 12.3 At the end of September 2022, the Province announced its support for the continuing safe operation of Pickering Nuclear Generating Station until September 2026, one year later than the original timeline of 2025. OPG requires approval of this revised schedule from the Canadian Nuclear Safety Commission (CNSC).

### **Provincial Statutory Rate on Generating Facilities**

- 12.4 The Province currently bases municipal PIL payments for nuclear generating facilities on legislated statutory rates as outlined in the *Assessment Act*, rather than current value assessment.

- The prescribed statutory rate set by the Province for assessing nuclear generating facilities is \$86.11/m<sup>2</sup> of inside ground floor area of the actual generating and transformer station buildings. This rate was set in 1968 and has never been updated.
  - As such, the prescribed statutory rate does not consider increased Regional service costs, the time value of money or the reassessment valuation changes of all other properties since 1998.
- 12.5 Of all the provincial statutory rates, those that are applicable to nuclear generating facilities are particularly inequitable to Durham taxpayers due to the presence of the majority of the Province's nuclear generating capacity. This particular statutory rate continues to represent a financial inequity to the Region and its local area municipalities.
- 12.6 It is recommended that the Province, in consultation with the municipal sector, review and update the nuclear generating facility statutory rate of \$86.11 and institute a process by which this rate is annually updated in the future.

#### **Nuclear Generating Facilities Proxy Property Taxes**

- 12.7 An additional issue related to the nuclear generating facilities is the alternative assessment and proxy property taxes related to the payment of stranded debt.
- PIL payments on specific generating structures are based on a statutory assessment rate as defined per the *Assessment Act* and are paid to the host municipalities (Section 12.4).
  - Further proxy property taxes are levied and paid to the Ontario Electricity Financial Corporation (OEFC) and applied against the former Ontario Hydro stranded debt.
  - Details of the alternative assessment are outlined in Ontario Regulation 423/11 under the *Electricity Act, 1998*. It is understood that proxy property taxes are the difference between the prescribed statutory rate for designated facilities and what would apply if taxed at its appropriate full CVA.
- 12.8 Given that proxy property tax payments to the OEFC are to be equivalent to what would have been payable by a private corporation based on an MPAC-derived alternative market valuation for these asset classes, Regional staff have previously requested confirmation from the Ontario Ministry of Finance that payments currently being made to the OEFC will instead be paid to the appropriate municipalities in respect of land located in those municipalities given Section 92(3) of the *Electricity Act, 1998*, which notes potential redirection of payment streams where it references tax treatment following the retirement of the stranded debt and repeal of Part V under Section 84.1 of the Act.
- 12.9 There remains a lack of clarity around the future redirection of these proxy property tax payment streams assuming the eventual retirement of the stranded debt. Any future amendments to the regulation that reduce revenues to impacted municipalities should be addressed through alternative sources of funding by the Province.

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

### **13. Relationship to Strategic Plan**

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

### **14. Conclusion and Looking Forward**

- 14.1 Following the success of the award-winning Value Stories videos which highlighted the details of the Region's 2022 Budget, Finance and Corporate Communication's staff are developing a property tax video. This new video will focus on property taxation with a Durham specific lens, building on existing available material from other sources such as the Municipal Property Assessment Corporation (MPAC) and both Regional and Local municipal websites. It is anticipated that the video will be completed, posted online and promoted through the Region's social media channels by mid-year.
- 14.2 Staff will continue to monitor the following ongoing property taxation and assessment issues and will provide updates to Committee and Council as additional information becomes available:
- Non-residential declining share of the assessment base and impacts of the 'e'conomy;
  - Future reassessment cycles;
  - Provincial education taxes, including a separate PIL education tax rate;
  - Initiatives under *Ontario's Housing Supply Action Plan 2022-2023* including taxation of multi-residential apartment buildings and the assessment of affordable rental housing;
  - Assessment disputes; and
  - Nuclear generating facilities property tax treatment.

**15. Attachments**

- Attachment 1: 2023 Provincial Education Property Tax Rates
- Attachment 2: Property Tax Reference Guide

Respectfully submitted,

Original Signed By  
Nancy Taylor, BBA, CPA, CA  
Commissioner of Finance

Recommended for Presentation to Committee

Original Signed By  
Elaine C. Baxter-Trahair  
Chief Administrative Officer



**Attachment 1: 2023 Provincial Education Property Tax Rates**

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

**Attachment 2: Property Tax Reference Guide**

This attachment is intended to provide a brief overview of the assessment and property taxation systems in Ontario. This reference guide is supplemental to the Region's Annual Strategic Property Tax Study and is intended to provide additional background and historical context for items discussed in the annual study.

The following are the key topics covered in the reference guide:

1. Key Terms
2. Roles and Responsibilities
3. Durham Region Policy Considerations
4. Major Milestones in the Past 25 Years
5. Reassessment and Impacts
6. Municipal Tax Ratios
7. Durham Region Municipal Tax Ratio History (1998 - 2022)
8. Factors that Affect Property Taxation Rates
9. Durham Common Region-Wide Property Tax Rates
10. Residential Property Tax Bill Overview
11. Other Resources

## 1. Key Terms

Abbreviation	Term	Definition
<b>RTC and RTQ</b>	<b>Property Classes and Subclasses</b>	<p>MPAC will assign parcels of a property to specific property classes (designated by a realty tax class (RTC)) and a subclass (designated by a realty tax qualifier (RTQ)).</p> <p>Property tax rates vary for the different RTC/RTQ classifications based on the municipal tax ratios.</p>
<b>MTR</b>	<b>Municipal Tax Ratio</b>	<p>A municipal tax ratio is the degree to which an individual property class is taxed relative to the Residential class.</p> <p>If the Commercial municipal tax ratio is 1.45, then its municipal property taxation rate will be 1.45 times the residential class municipal property tax rate.</p> <p>Provincial education property taxes are not affected by municipal tax ratios.</p> <p>The setting of municipal tax ratios is the responsibility of single and upper tier municipalities within the parameters set by the Province.</p> <p>Through the Region's annual Strategic Property Tax Study, Regional Council reviews and approves Durham's municipal tax ratios. The annual Property Tax Study also includes a comparison of municipal tax ratios to municipal comparators.</p>
<b>CVA</b>	<b>Current Value Assessment</b>	<p>The CVA method is used in most North American jurisdictions and involves the analysis of comparable properties. It looks at all the key features that affect market value.</p> <p>The CVA should be representative of the value of the property in an arm's length sales transaction on the valuation date.</p>
<b>Average Home</b>	<b>Average Region-Wide Residential Home</b>	<p>The average single family detached home as classified by MPAC (301 code) on the valuation date and increased by the Regional average valuation change across the phase-in cycle.</p> <p>The Average Region-Wide Residential Home is used by Region of Durham to measure and present reassessment, taxation policy change and budgetary impacts.</p> <p>For the 2016 valuation year and the taxation years 2020-2023 the Average Home had a CVA of \$483,100 and paid, on average, regional property taxes of \$2,933 in 2022.</p>

## 2. Roles and Responsibilities

Organization	Responsibility
<b>Province of Ontario</b>	<p>Creates the legislation (laws/rules) that govern the assessment and property tax systems – primarily through the <i>Municipal Act, 2021</i> and the <i>Assessment Act</i>.</p> <p>Sets educational property tax rates which, in 2022 raised approximately \$267 million or 17.3% of all property taxes in Durham Region.</p>
<b>Upper Tier or Regional Municipalities</b> (Durham Region)	<p>Sets taxation policy (primarily municipal tax ratios) within provincial parameters to be followed by lower tier municipalities.</p> <p>Sets regional property tax rates to fund property tax supported Regional services which, in 2022, raised approximately \$760 million or 49.3% of all property taxes in Durham Region.</p>
<b>Lower Tier or Local Area Municipalities</b> (Pickering, Ajax, Whitby, Oshawa, Clarington, Scugog, Uxbridge & Brock)	<p>Administers all property tax billing and collections.</p> <p>Management of the assessment base including filing of property tax appeals and representing municipal and school board interests in assessment appeals.</p> <p>Sets local property tax rates which, in 2022 raised approximately \$515 million collectively or 33.4% of all property taxes in Durham Region.</p>
<b>Municipal Property Assessment Corporation</b> (MPAC)	<p>MPAC is legislatively responsible for assessing and classifying more than five million properties in Ontario.</p> <p>Municipalities must use this information to set and bill the property taxes needed to pay for community services.</p> <p>MPAC completes a four year reassessment cycle with a Provincial legislated valuation date.</p> <p>MPAC is funded by upper and single tier municipalities in the Province.</p>
<b>Assessment Review Board (ARB)</b>	<p>An independent adjudicative tribunal established under the <i>Assessment Act</i> that decides assessment and classification disputes in Ontario.</p>
<b>Taxpayer</b>	<p>The legally registered owner of the property who is billed and pays property tax.</p>

### 3. Durham Region Policy Considerations

- The upper tier is assigned responsibility for property taxation policy, by the Province, in a two-tiered municipal environment. The primary tool for taxation policy is the municipal taxation ratio which is discussed in more detail in Section 6 of this reference guide.
- The following factors have historically been considered when evaluating potential property tax policy options or changes in Durham Region:
  - **Taxpayer Equity** – property tax policy should treat similar regional taxpayers in a similar fashion regardless of geographic location or property tax class.
  - **Market Effects** – tax policy should not unduly affect or distort business and investment decisions.
  - **Property Tax Competitiveness** – consideration should be given to the impact property tax policy has on the Region’s overall competitiveness relative to other jurisdictions.
  - **Impact on Property Owners** – prior to adopting any new policy or policy change, a complete understanding of the properties affected, and the extent of that affect must be considered.

### 4. Major Milestones in the Past 25 Years

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*A well-functioning, up-to-date assessment system is the foundation of the municipal tax system that supports strong, vibrant and growing communities*

Association of Municipalities of Ontario (AMO) January 2023

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#### **1998:**

The Province introduced the Current Value Assessment (CVA) System in an effort to realign municipal property taxes more closely to market values. The Province also made single and upper tier municipalities responsible for taxation policy in their jurisdictions within the parameters set by the *Municipal Act, 2021* and the *Assessment Act*.

The Province subsequently and retroactively imposed a “Capping” program which limited reassessment related tax increases on non-residential properties with financing for the protection granted under this mandatory program obtained by withholding (clawing back) an equivalent amount from other property owners who experienced a decrease in taxes as a result of the reassessment.

The capping regime was only recently completed in Durham Region (2020/2021) and non-residential property taxes in the Region are no longer adjusted under this program.

#### **2002:**

Regional Council adopted the Long-Term Strategic Property Tax Plan to address equity and competitive issues in Durham. Municipal property tax ratios were adjusted each year from 2001-2007 to achieve the long-term objectives of the Plan.

**2005:**

The Region of Durham commenced a phase-in reduction of the Farmland municipal tax ratio with the objective of reducing municipal taxes on farmland by 20 per cent over the ensuing three years (2005-2007).

**Reassessments:**

Since the introduction of the CVA System in 1998, the Province has continuously altered the assessment cycle duration and parameters including the current three year reassessment postponement. The Regional assessment base has been updated as follows.

<b>Valuation Date</b>	<b>Taxation Years</b>
January 1, 1997	1998 – 2000 (3 years)
January 1, 1999	2001 – 2002 (3 years)
January 1, 2001	2003 (1 year)
January 1, 2003	2004 – 2005 (2 years)
January 1, 2005	2006 – 2008 (3 years)
January 1, 2008	2009 – 2012 (4-year phase-in)
January 1, 2012	2013 – 2016 (4-year phase-in)
January 1, 2016	2017 – 2023 (4-year phase-in from 2017 to 2021, the Provincial government postponed the 2020 reassessment as a result of the pandemic)

## 5. Reassessments and Impacts

A reassessment is revenue neutral to individual municipalities as the overall increase in the assessment base due to a reassessment is compensated for by the discounting of the previous year tax rate.

Although overall it is revenue neutral, reassessment does result in tax shifts between properties, within and across property tax classes, and in the total Regional taxes generated from individual local area municipalities.

- A property's individual reassessment impact is based on its CVA change relative to the weighted average change of all taxable properties (referred to as the Taxation Average).
- Further, each taxation tier (regional municipal, local municipal and provincial education) will have a different Taxation Average, as each assessment base is different.
- Therefore, an individual property will experience three different reassessment related changes (one for each tier of taxation). The detailed formula to calculate a property reassessment impact for an individual taxation tier is as follows:

$$\text{Property Reassessment Impact} = \frac{\text{Property's CVA Change} - \text{Taxation Average}}{\text{One} + \text{Taxation Average}}$$

## 6. Municipal Tax Ratios

### What They Are:

A municipal tax ratio is the degree to which an individual property class is taxed relative to the Residential class. If the Commercial municipal tax ratio is 1.45, then its municipal property taxation rate will be 1.45 times the residential class property tax rate.

Municipal tax ratios impact the relative shares of property taxes from each property tax class and subclass. Higher non-residential municipal tax ratios result in non-residential property tax classes funding a greater share of the property tax requirements.

### How We Got Them:

Municipal tax ratios were created in 1998 to accommodate the change from the old assessment system to the new provincially mandated CVA system. The old assessment system never intended to tax various classes differently as there was only a single residential/non-residential variance factor used pre-1998.

However, properties in the different classes appreciate differently over time and the new CVA system (which updated all properties to a common valuation date) made these differences apparent and would have resulted in significant property taxation shifts across all property tax classes without the provincial mandated ‘transition’ ratios to ensure overall property class tax burden remained the same post implementation (1998).

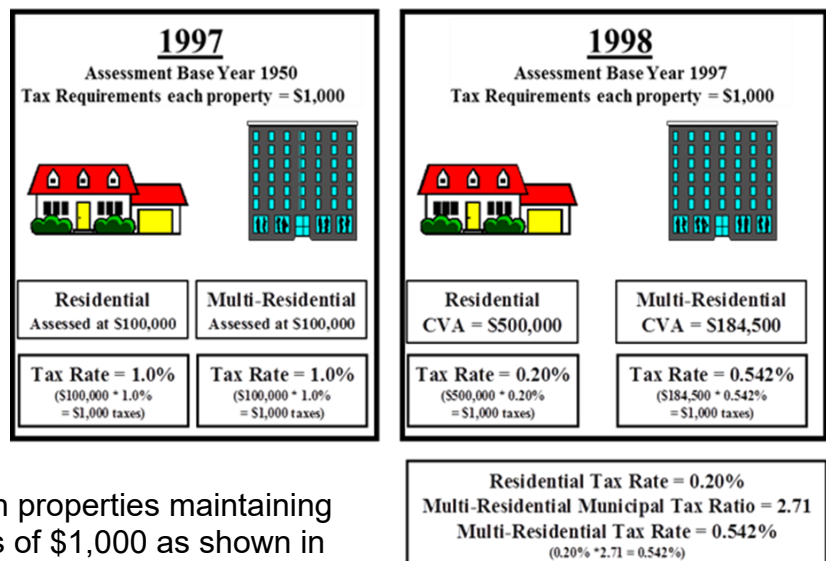
For example, assume there are only two properties, as shown in Figure 1, one residential and one multi-residential with a 1950 assessment base year. In 1950, each property was valued at \$100,000 and each was required to pay \$1,000 in property taxes.

When the assessment values were updated to a January 1, 1997 valuation date, the difference in the appreciation of the properties over the previous 48 years becomes apparent as the Residential property has risen to \$500,000, while the multi-Residential property has only increased to \$184,500.

To avoid significant taxation shifts across these two classes, a municipal tax ratio of 2.71 must be implemented.

The use of the ratio results in both properties maintaining the previous year’s property taxes of \$1,000 as shown in Figure 1.

**Figure 1**



**Who Sets the Municipal Tax Ratios:**

In the case of a two-tier municipal structure such as Durham Region, the province, in 1998, provided the upper tier municipality with the responsibility to set the municipal tax ratios. The lower tier municipalities must use these municipal tax ratios in the setting of their own tax rates.

Since 1998, Durham Region has always set its MTRs in consultation with the Treasurers of the local area municipalities.

**How Can Municipal Tax Ratios be Changed:**

The Province will generally allow municipalities (upper or single tier) to lower, but not increase the municipal tax ratios unless the movement is within the range of fairness set by the Province. The range of fairness (0.90 to 1.10) range is very constrained and the vast majority of Ontario municipalities' municipal tax ratios are outside of the range.

Exceptions to increasing the municipal tax ratios have been made in reassessments where the Province has provided municipalities with the flexibility to increase ratios to offset the reassessment effects only.

**What Are the Impacts of Changing Municipal Tax Ratios:**

Changes in municipal tax ratios are revenue neutral with respect to the overall property taxes of a municipality.

- A lowering of the municipal tax ratio for one property tax class will result in a lowering of its overall property taxation; however, the lost property taxes from this property tax class will be funded by an increase in the property taxes for all other property tax classes.
- This is similar to the property taxation impact of a reassessment where the aggregate property taxes remain the same, but property taxation shifts occur amongst the individual property tax classes.

The property tax shifts across the property tax classes for the upper tier will be the same across all lower tier municipalities due to the common upper tier taxation rates. However, the property tax shifts across the property tax classes in an individual lower tier will vary depending on the share of target property tax class assessment within that lower tier municipality.

- For example, the lowering of the Multi-Residential and Large Industrial municipal tax ratios in 2007 resulted in an increase in Regional property taxes of approximately 0.4 per cent for all other property tax classes. However, the percentage increase on the other property tax classes with respect to the City of Oshawa local property taxes were higher due to the City of Oshawa having a higher than average share of assessment in those two property tax classes.
- Conversely, the lowering of the Farmland municipal tax ratio in 2007 resulted in very small increases in the four western lakeshore lower tier municipalities' other property tax classes, as the Farmland assessment share in these municipalities was very low. However, the impact of this ratio reduction on the northern municipalities local taxes was significant due to Farmland's more prominent share of their assessment bases.

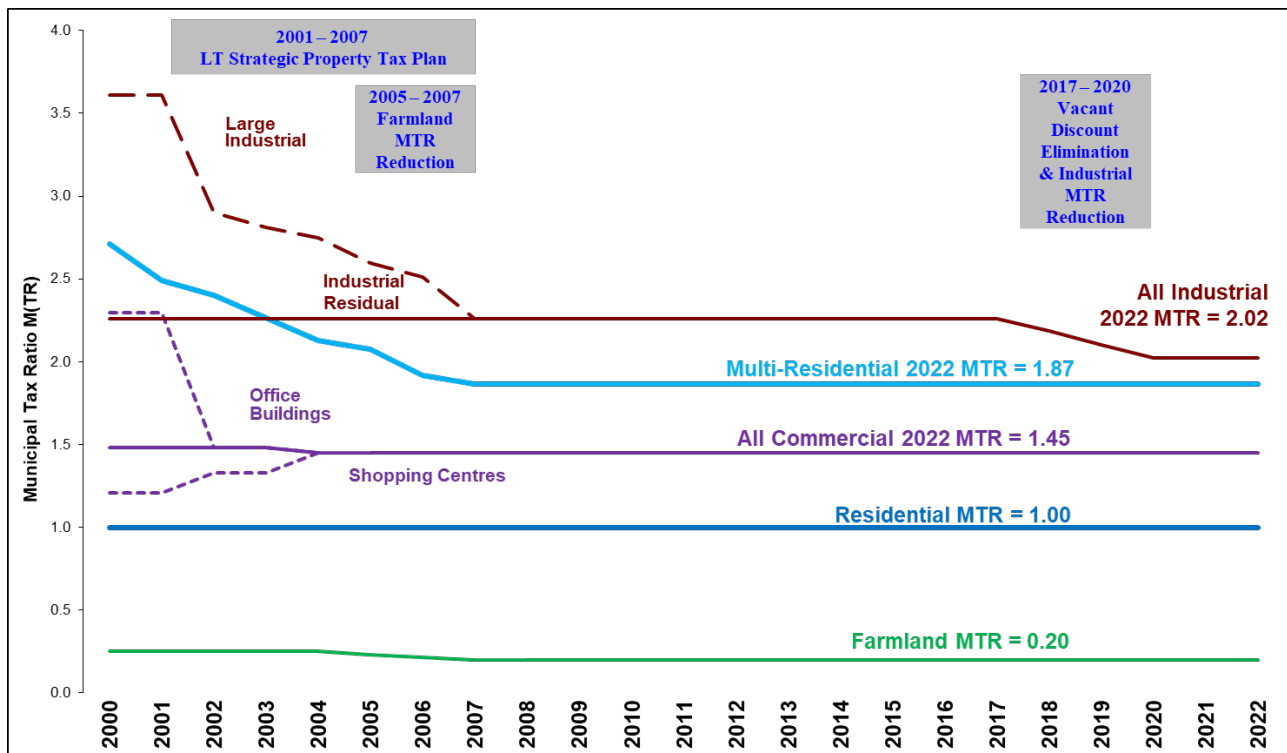


## 7. Durham Region Municipal Tax Ratio History (1998 – 2022)

At the beginning of CVA in 1998, the Region had seven different municipal tax ratios that controlled the property tax distribution amongst farmland, multi-residential, commercial, and industrial type properties.

Durham’s Long Term Strategic Property Tax Plan (2001 – 2007), as approved by Regional Council, created a simpler and more equitable property tax system within Durham as shown in Figure 2.

**Figure 2**  
**Durham Region and Local Area Municipalities**  
**Municipal Tax Ratios (MTRs)**



In addition to reducing the number of municipal tax ratios, in 2005, Regional Council also approved a three-year strategy to lower Farmland municipal taxation by 20 per cent through reductions in the municipal tax ratio from 0.25 in 2004 to 0.20 in 2007.

The changes to the municipal tax ratios between 2001 and 2007 resulted in Regional taxation shifts between the residential and non-residential classes.

In 2017, Regional Council approved the phase-out of the taxation discounts provided to non-residential vacant land and units. The increase in taxation revenue generated from the elimination of the discounts was used to lower the industrial municipal tax ratio over the period 2017–2019. As a result, there was no shift to the residential class as result of this reform.

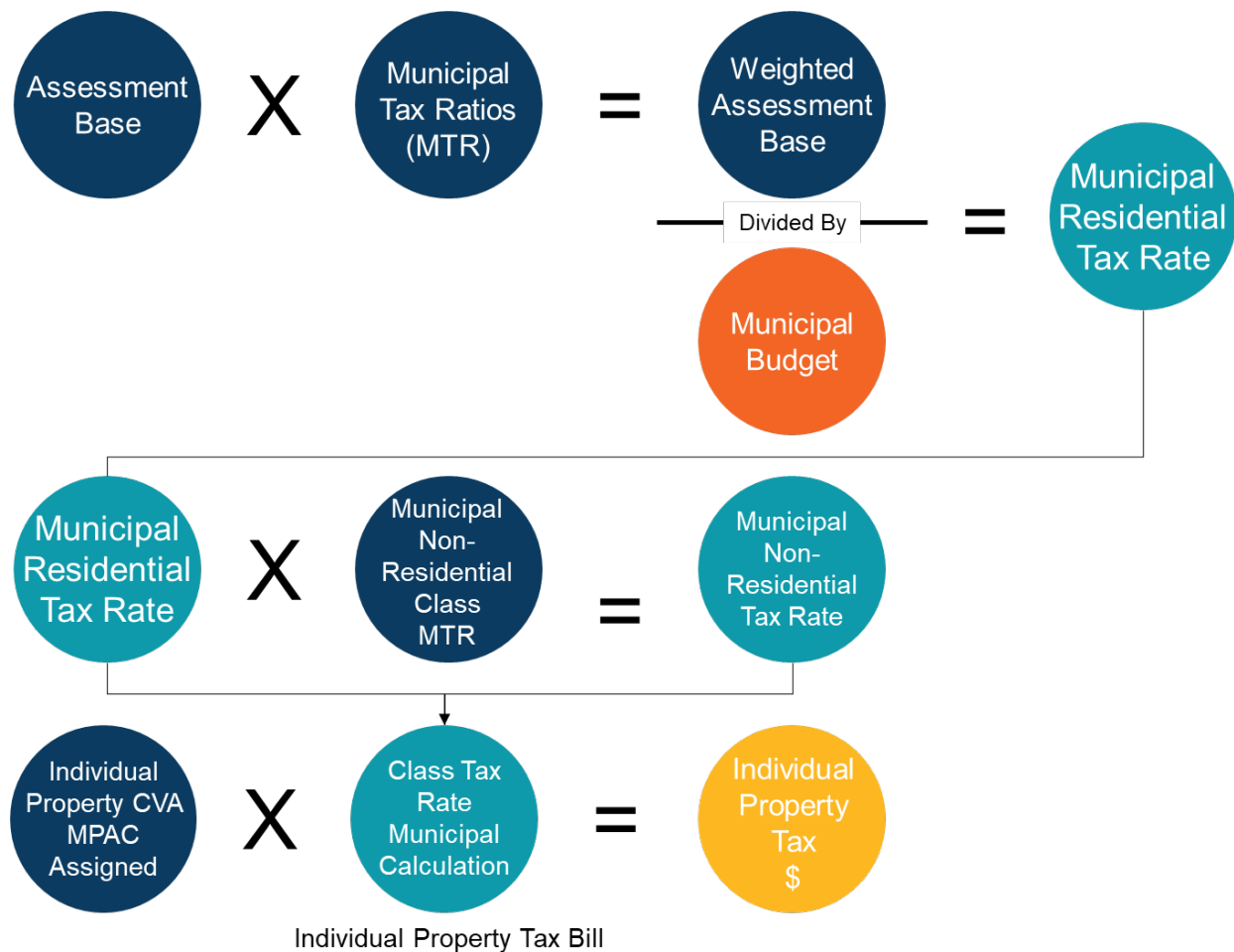
## 8. Factors That Affect Property Taxation Rates

*Property tax rate comparisons are not meaningful, yet direct comparisons are often made and lead to erroneous conclusions with respect to 'high' or 'low' tax jurisdictions.*

Property tax rates are only one of the factors in the calculation of property taxes; consideration must be given to the other factors in any defensible comparison across jurisdictions.

Figure 3 illustrates the process by which the assessment base (responsibility of MPAC) and the municipal budget (responsibility of Council) are used to derive the property tax rates. These two factors, along with the municipal tax ratios all influence the municipal property tax rates and are discussed in greater detail in this section (education tax rates are set by the Province).

**Figure 3**  
**Factors Impacting the Calculation of Municipal Tax Rates and Municipal Property Taxes**

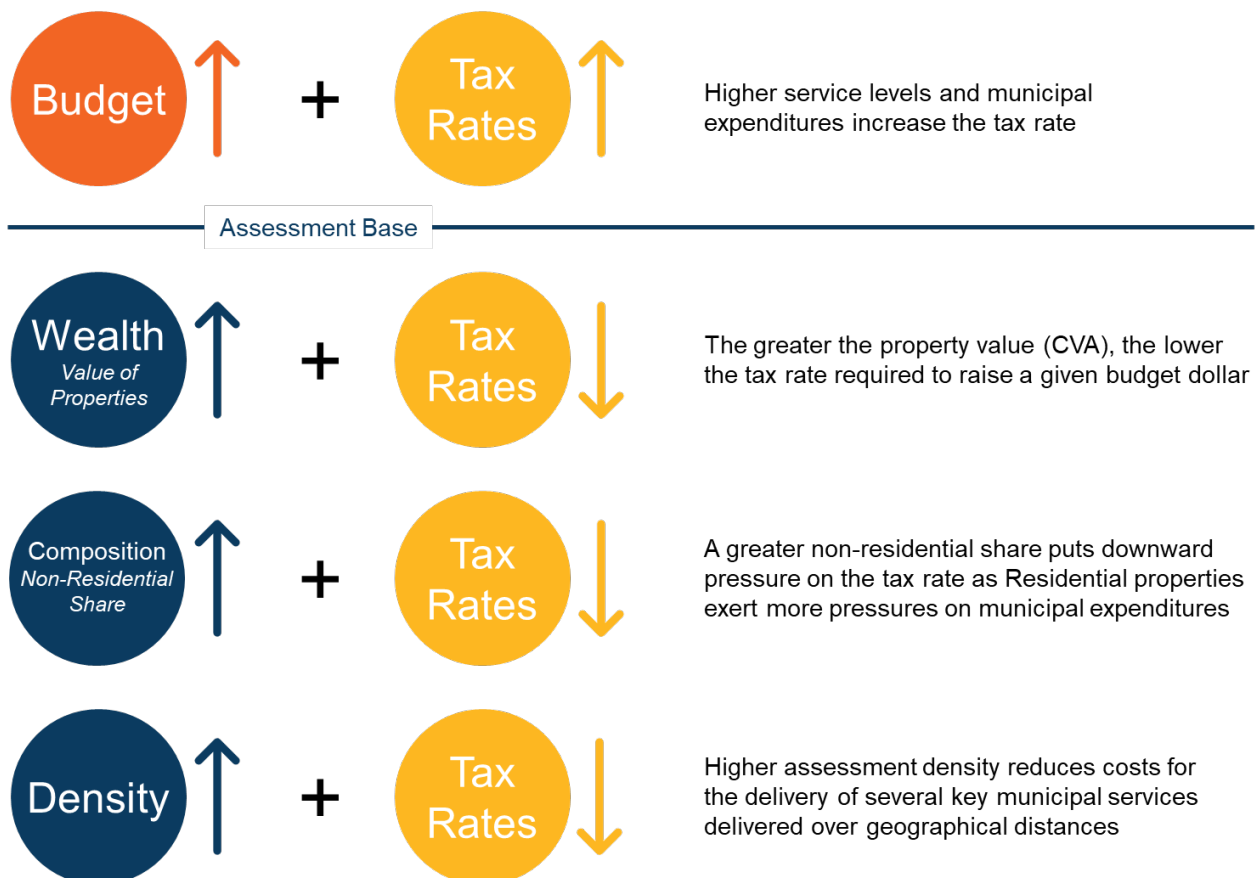


- **Municipal Tax Ratios:** Higher municipal tax ratios result in the non-residential classes funding a greater share of the overall tax requirements and therefore exert downward pressure on the residential property tax rate. Additional information on municipal tax ratios can be found in Section 6 of property tax reference guide.
- **Municipal Services and Budgetary Requirements:** Municipal services and budgetary requirements are the responsibility of upper and lower tiers and are beyond the scope of this report. Higher levels of spending require greater resources and, therefore, higher tax rates.
- **The Assessment Base:** The assessment base is the responsibility of MPAC under the provincial *Assessment Act* and has a significant impact on property tax rates. The higher the CVA, the lower the tax rate required to fund a given level of service. There are three major features of the assessment base that come into play in the determination of the property tax rates:
  - Value or Wealth (the relative values of the properties in different jurisdictions);
  - Composition (residential vs. non-residential); and
  - Density.

Figure 4 outlines the budget and assessment effects on property tax rates.

**Figure 4**  
**Effects of Budgets and Assessment Base Factors on Municipal Tax Rates**

What Affects the Tax Rate?

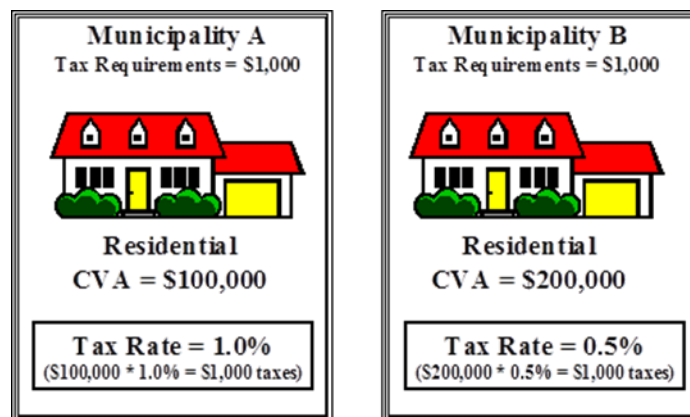


The remainder of this Section will focus on the influence of the assessment base and its effects on property tax rates.

### **Value or Wealth**

The higher the value of properties within a municipal jurisdiction, the lower the corresponding tax rate required to raise a given level of property tax dollars. Figure 5 provides a simple example that illustrates the flaws in directly comparing tax rates without considering the corresponding wealth of the assessment base.

**Figure 5**  
**Municipal Tax Rate Comparison**



Consider two identical municipalities, each with a single residential property, but different valuations placed on the property by MPAC.

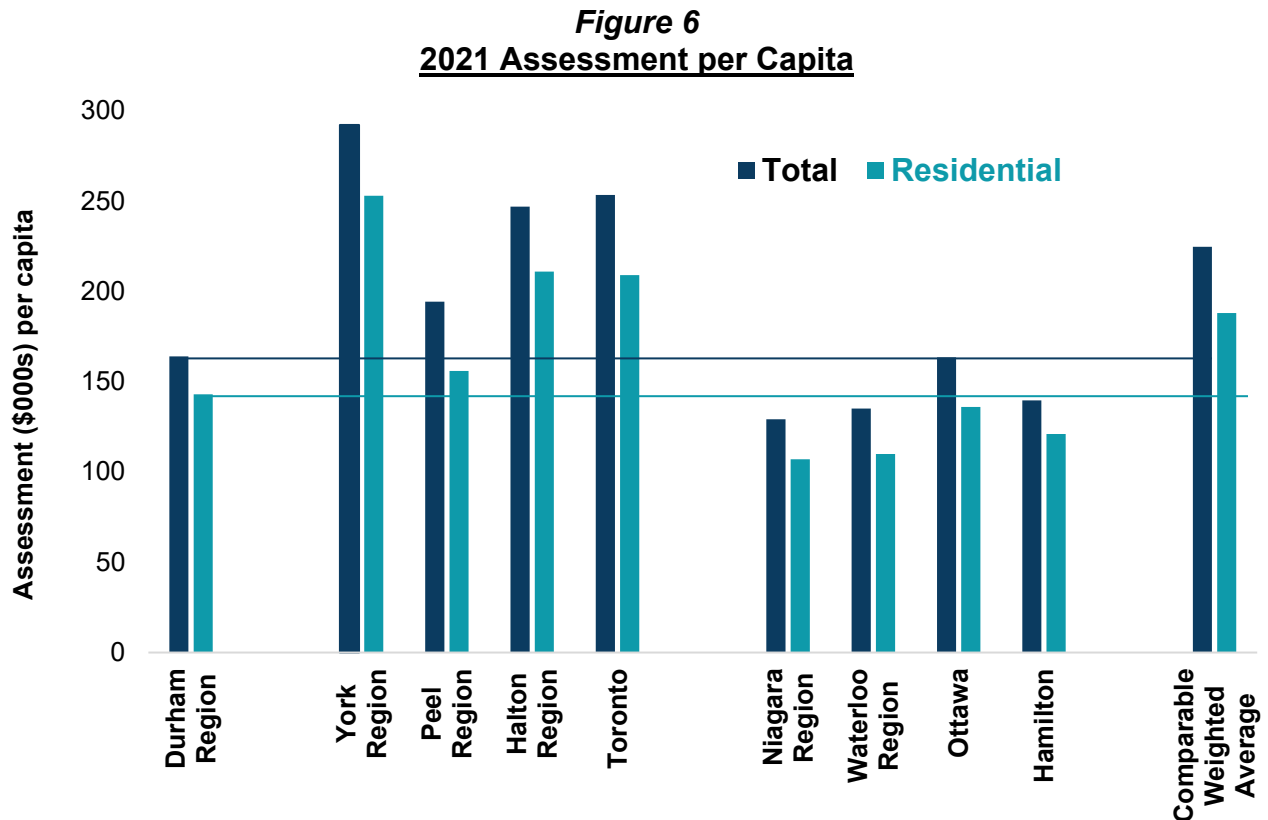
Both Municipalities provide identical services that require the municipality to raise \$1,000 in property taxes.

However, the current value of the home in Municipality A is \$100,000, while its value in Municipality B is \$200,000. As a result of the difference in the CVA (the market value), the tax rate in Municipality A is twice that of Municipality B even though the homes, services provided by the municipalities, and property taxes billed are identical.

This example is especially pertinent with respect to comparisons between Durham and other GTA municipalities. The City of Toronto's tax rate is considerably lower than Durham's. One of the primary causes is that the average home value in Toronto is considerably higher than Durham's average home value. Hence, even if Toronto's and Durham's services and budget costs were identical, Durham would still require a far higher tax rate to generate the same amount of tax revenue.

### **Market Value of Comparable Municipalities**

Figure 6 shows the total and residential assessment per capita of Durham and other major Ontario municipalities. Since population is a strong determinant of municipal requirements, the assessment per capita provides an estimate of market value that can be compared across municipal jurisdictions.



As can be seen in Figure 6 when Durham Region is compared to similar municipalities:

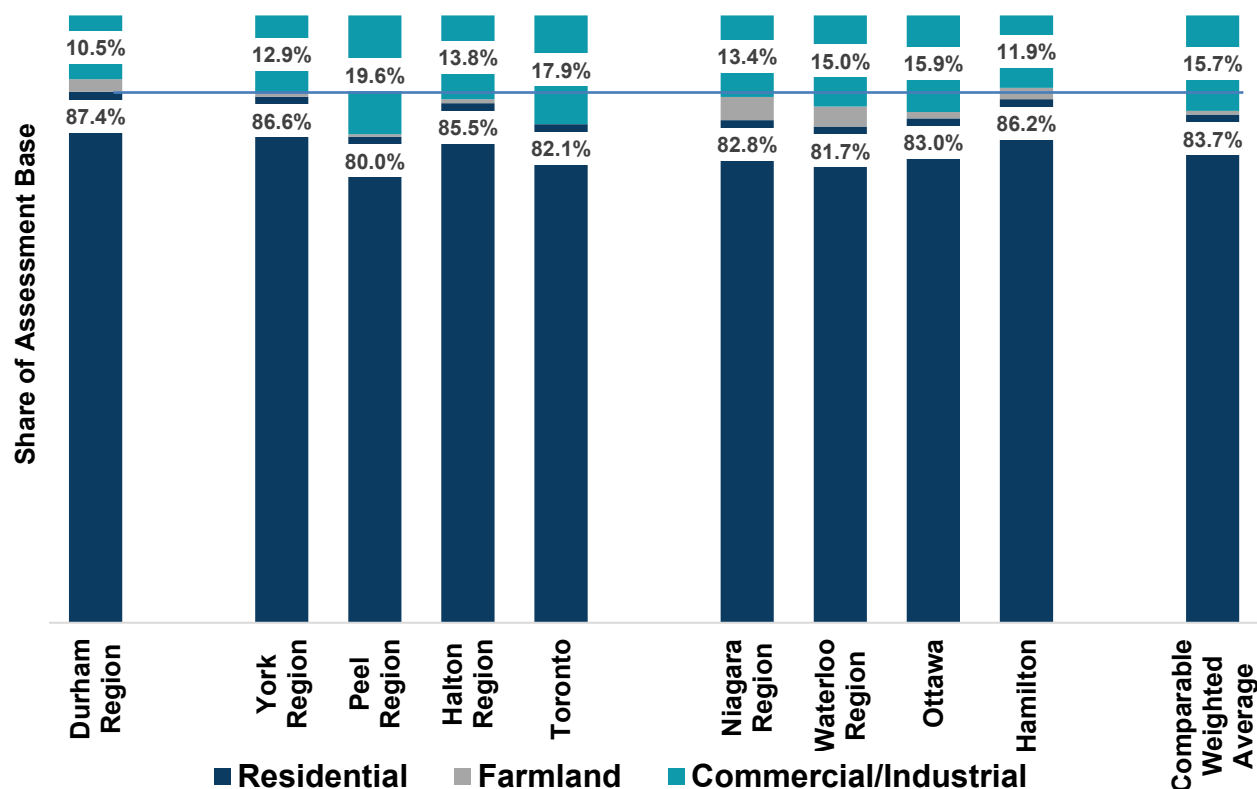
- Durham has both lower total and residential CVA per capita than the weighted average of the other comparator municipalities. The weighted average total CVA per capita is 37 per cent higher than Durham's.
- Durham's CVA per capita is lower than the other GTA municipalities and Ottawa.
- As a result of Durham's lower market values, higher tax rates are required to yield similar taxation revenues as its GTA neighbours.

### **Composition (Non-Residential Share of the Assessment Base)**

Higher assessment share in the commercial and industrial classes results in more taxation from this sector and lower budgetary requirements that must be raised from the residential sector (thereby putting downward pressure on the residential tax rate). However, tax rate comparisons often only consider the Residential tax rates. Consideration should also be given to the property tax funding provided by the non-residential sector in a fair comparison.

Figure 7 below provides a breakdown of the residential, non-residential and farmland share of the 2021 assessment base for Durham and comparable municipalities.

**Figure 7**  
**Composition of 2021 Assessment Base**



Durham has the highest residential share of the assessment base at 87.4 per cent, which is significantly higher than the comparable weighted average residential assessment base share of 83.7 per cent.

The high residential share is compounded by Durham’s very high share of farmland which is taxed at a reduced rate of 20 per cent of the residential tax rate.

Correspondingly, Durham has the lowest share of Commercial/Industrial assessment at 10.5 per cent which is considerably below its GTA counterparts.

**Density of the Assessment Base**

Density has a significant impact on municipal service delivery cost. Durham Region’s assessment density (i.e., CVA per hectare) is considerably below all its municipal comparables excluding Niagara Region.

**9. Durham Common Region-Wide Property Tax Rates**

With the introduction of the 1998 provincial assessment and taxation reforms, upper tier municipalities became levying bodies responsible for setting their own property taxation rates. The lower tier municipalities are responsible for property tax billings and collection for all three levying bodies (i.e., upper tier municipal, lower tier municipal and provincial education). Lower tier municipalities then distribute billed property taxes to the appropriate tier.

In the case of Durham Region, three separate property tax rates are calculated annually.

- General Purposes - common Region-wide property tax rate in all eight local municipalities;
- Regional Transit Purposes - common Region-wide property tax rate in all eight local municipalities since upload phase-in completed in 2012; and
- Solid Waste Management – common Region-wide property tax rates, excluding collection services for Oshawa and Whitby which are provided for and taxed at the local municipal level.

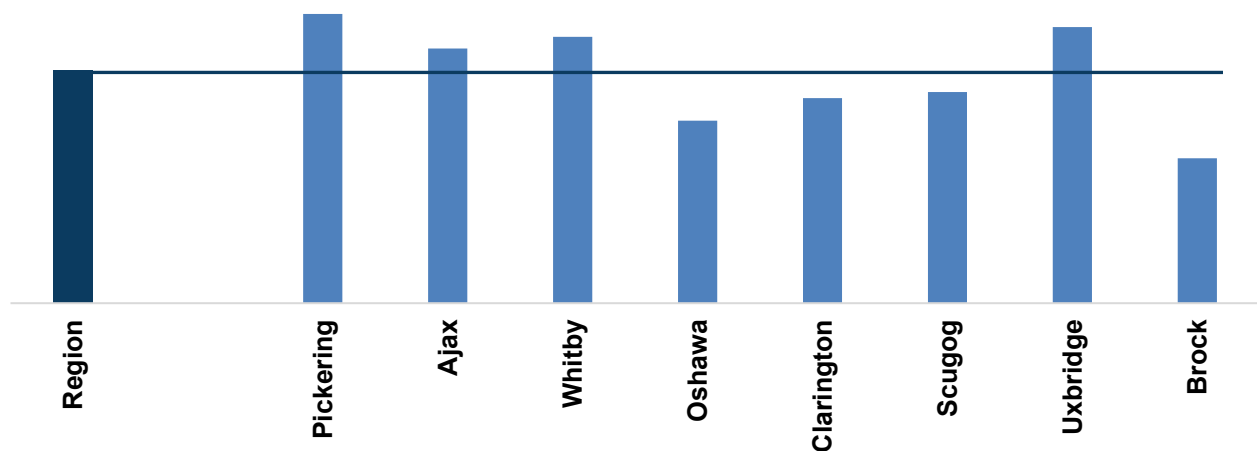
## 10. Residential Property Tax Bills

For illustrative purposes, a residential property will be used in the discussion of the property tax bills in Durham Region. Other property classes (commercial, farmland, etc.) have similar property tax bills, although the actual taxes will differ as the property tax rates vary by class and subclass.

### Average Residential Home

The Region presents reassessment, taxation policy changes and budgetary impacts on the “Average Home”. The Average Home in Durham Region had a 2022 CVA (based on 2016 valuation date) of \$483,100; however, the average within each local municipality varies from a high in Pickering of almost \$600,000 to a low in Brock of just over \$300,000 (Figure 8).

**Figure 8**  
**2022 CVA of the Average Homes in Durham Region**



### **Average Regional Property Tax Bill**

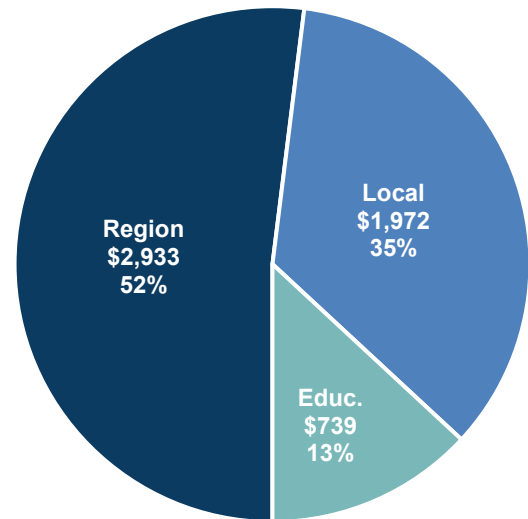
The Regional average home CVA is \$483,100 and had a total 2022 property tax bill of \$5,644 broken down as follows:

- \$2,933 (52 per cent) in Regional Municipal property taxes,
- \$1,972 (35 per cent) in Local Municipal property taxes (this varies by local municipality), and
- \$739 (13 per cent) in Provincial Education property taxes.

Both the Regional and Education tax rates are the same across the entirety of Durham Region. However, the local municipal tax rate varies.

As a result, the local municipal tax dollars and share represented in Figure 9 is the weighted average of Durham's constitute local municipalities and is not representative on any individual local municipality in Durham.

**Figure 9**  
**Average Residential**  
**Property Tax Bill**



## **11. Other Resources**

The following are links to additional property tax resources:

- [Region of Durham Property Tax Webpage](#)
- [Municipal Property Assessment Corporation \(MPAC\)](#)
- [Municipal Property Assessment Corporation \(MPAC\) – AboutMyProperty™](#)
- [Assessment Review Board](#)
- [Municipal Act, 2001](#)
- [Assessment Act](#)





# The Regional Municipality of Durham Report

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To: Finance and Administration Committee  
From: Commissioner of Finance  
Report: #2023-F-9  
Date: March 21, 2023

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**Subject:**

The 2023 Regional Business Plans and Budgets for Property Tax Purposes, including General Purpose, Solid Waste Management and Durham Region Transit

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**Recommendations:**

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

**2023 General Purpose Property Tax Business Plans and Budgets**

- A) The 2023 Business Plans and Property Tax Budgets for General Purposes (excluding Durham Region Transit and Solid Waste Management) be approved, at a total net property tax requirement of \$679,862,000 as detailed within the 2023 Regional Business Plans and Budgets, which are highlighted in this report and summarized as follows:

	<b>2023 Tax Requirements (\$000s)</b>
<b>Regional Operations</b>	
i) Departmental Operations - excluding Long-term Care	306,178
ii) Departmental Operations – Long-term Care	56,954
iii) Bill 23 – More Homes Built Faster Act Provision	1,900
iv) Regional Roads Reserve – Growth	12,549
v) Regional Roads – Rehabilitation Reserve Fund	26,050
vi) Regional Bridges – Rehabilitation Reserve Fund	5,525
<b>Total Regional Operations</b>	<b>409,156</b>
<b>Police Services:</b>	
vii) Police Services - Guideline	245,840
viii) Police Services – Incremental Request above Guideline	1,692
<b>Total Police Services</b>	<b>247,532</b>
ix) <b>Conservation Authorities</b>	<b>9,218</b>
<b>Special Contributions:</b>	
x) Land Conservation and Protection Reserve Fund	297
xi) Durham Region Community Investment Grant	6,220
<b>Total Special Contributions</b>	<b>6,517</b>
<b>SUBTOTAL</b>	<b>672,423</b>
xii) Deferral for Seaton Assessment Growth	7,047
xiii) Adjustment to Assessment Base (re: Assessment under appeal)	392
<b>TOTAL GENERAL PROPERTY TAX PURPOSES</b>	<b>679,862</b>

- B) The 2023 Capital Program for General Property Tax Purposes and financing (excluding Solid Waste, Durham Region Transit and Conservation Authorities' requirements), as outlined in Attachment 4 to this report and as further detailed within the 2023 Regional Business Plans and Budgets, in the amount of \$408,039,000 be approved including up to \$15,667,000 in debenture financing.
- C) The 2024 to 2032 Capital Forecast for General Property Tax Purposes (excluding Solid Waste, Durham Region Transit and Conservation Authorities' requirements), as outlined in Attachment 4 to this report and as further detailed within the 2023 Regional Business Plans and Budgets in the amount of \$2,191,022,000 be received for information purposes only and be subject to future approvals.

### **Contributions for Regional Roads and Bridges**

- D) A 2023 contribution of \$12,549,000 to the Regional Roads Reserve – Growth be authorized to allow for financing of Road Capital Construction Projects.
- E) A 2023 contribution of \$26,050,000 to the Regional Roads Rehabilitation Reserve Fund be authorized to assist with road rehabilitation requirements.

- F) A 2023 contribution of \$5,525,000 to the Regional Bridges Rehabilitation Reserve Fund be authorized to assist with bridge rehabilitation requirements.

### **Durham Regional Local Housing Corporation**

- G) The 2023 Budget for the Durham Regional Local Housing Corporation be approved at a total net property tax requirement of \$14,185,000.

### **Conservation Authorities**

- H) Funding totalling \$6,628,702 for 2023 operations be approved for the Region's five Conservation Authorities as summarized below:

Central Lake Ontario Conservation Authority	\$4,380,990
Kawartha Region Conservation Authority	707,684
Ganaraska Region Conservation Authority	570,974
Toronto and Region Conservation Authority	707,600
Lake Simcoe Region Conservation Authority	261,454

<b>Total Conservation Authority Operations Funding</b>	<b>\$6,628,702</b>
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- I) Funding totalling \$1,752,525 for 2023 special projects be approved for the Region's Conservation Authorities as summarized below:

Kawartha Region Conservation Authority	\$144,130
Ganaraska Region Conservation Authority	245,871
Toronto and Region Conservation Authority	874,871
Lake Simcoe Region Conservation Authority	487,653

<b>Total Conservation Authority Special Projects Funding</b>	<b>\$1,752,525</b>
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- J) Funding totalling \$200,000 for 2023 land management expenditures be approved for properties within Durham Region as outlined below:

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

<b>Total Conservation Authority Land Management Funding</b>	<b>\$200,000</b>
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- K) The Oak Ridges Moraine Groundwater Program (ORMGP) Initiatives be continued in 2023 at a funding level of \$175,000 for ongoing groundwater protection initiatives jointly funded with the City of Toronto, Region of York and Region of Peel.

- L) The special funding requests as outlined below be approved subject to the accountability of project costs incurred and project completion:

- a) Central Lake Ontario Conservation Authority for phase five of five of the Restoration Program in the amount of \$150,000;
- b) Central Lake Ontario Conservation Authority for improvements to the washroom facilities at Enniskillen Conservation Area and Long Sault Conservation Area in the amount of \$130,000;

- c) Central Lake Ontario Conservation Authority for Lynde Creek Floodplain Mapping in the amount of \$110,000;
  - d) Kawartha Conservation Authority for a final phase of the Watershed Planning project in the amount of \$27,300;
  - e) Kawartha Conservation Authority for phase four of five for the digitization of corporate records in the amount of \$5,408; and
  - f) Kawartha Conservation Authority for the implementation of their 10-year Environmental Monitoring Strategy in the amount of \$9,014.
- M) The special funding request as outlined below be approved subject to securing the remainder of the project from the National Resources Canada Zero Emission Vehicle Infrastructure Program, project completion and accountability of project costs incurred:
- a) Central Lake Ontario Conservation Authority for two electric vehicle charging stations at the Central Lake Ontario Conservation Authority Administration Centre in the amount of \$30,000.
- N) A contribution of \$297,000 to the Land Conservation and Protection Reserve Fund be authorized to assist in financing requests for funding received from the five Conservation Authorities to acquire environmentally sensitive lands within the Region, based on eligibility criteria per the approved Regional Land Acquisition Reserve Fund Policy.

### **Solid Waste Management 2023 Business Plan and Budget**

- O) The 2023 Business Plan and Budget for Solid Waste Management at a net property tax requirement of \$57,821,000 be approved as detailed in the 2023 Solid Waste Management Business Plan and Budget.
- P) The 2023 Capital Program for Solid Waste Management and financing, as outlined in Attachment 4 to this report and as further detailed within the 2023 Regional Business Plan and Budget for Solid Waste Management, in the amount of \$1,880,000 be approved.
- Q) The 2024 to 2032 Capital Forecast for Solid Waste Management as outlined in Attachment 4 to this report and as further detailed within the 2023 Regional Business Plans and Budgets in the amount of \$50,134,000 be received for information purposes only and be subject to future approvals.

### **Durham Region Transit 2023 Business Plan and Budget**

- R) The 2023 Business Plan and Budget for Durham Region Transit be approved at a total net property tax requirement of \$79,670,000, as detailed in the 2023 Durham Region Transit Business Plan and Budget.
- S) The 2023 Capital Program for Durham Region Transit and financing, as outlined in Attachment 4 to this report and as further detailed within the 2023 Regional Business Plans and Budget, in the gross amount of \$87,854,000 be approved, including up to \$19,804,000 in debenture financing (including \$12,804,000 in long-

term financing from the Canada Infrastructure Bank), with the exception of the Harmony Terminal and the Windfield Farms Terminal project and associated financing of \$7,000,000 which is subject to further reporting and approval by Regional Council.

- T) The 2024 to 2032 Capital Forecast for Durham Region Transit as outlined in Attachment 4 to this report and as further detailed within the 2023 Regional Business Plans and Budget in the amount of \$968,878,000 be received for information purposes only and be subject to future approvals.

### **Canada Infrastructure Bank (CIB) Credit Agreement for the Acquisition of Zero Emission Bus (ZEB) Fleet**

- U) The borrowing upon credit of The Regional Municipality of Durham of a maximum principal amount of \$62,000,000.00 for the acquisition of the ZEB Fleet, the entering into of the Credit Agreement by the Regional Chair and the Regional Clerk, and the establishment of the Credit Facility described in the Credit Agreement be approved, subject to the concurrence of the Regional Treasurer and that approval be granted for the requisite authorizing by-law.
- V) Pursuant to the authority contained in Section 23.1 and Subsection 412 (2) of the *Municipal Act, 2001*, as amended, the Region hereby delegates to the Regional Treasurer, in consultation with the Regional Clerk, the authority to amend the authorizing by-law by attaching additional Schedules "C", commencing with Schedule "C-2" for the acquisition of additional ZEBs in respect of which additional Advances under the Credit Facility will be made by the CIB to the Region in accordance with the Credit Agreement. The Regional Treasurer will report the terms of any such additional Schedules "C" to Regional Council for information once every calendar year for Regional Council's information.
- W) The Regional Treasurer be authorized to generally do all things and to execute all other documents and papers in the name of the Region in order to carry out the long-term borrowing under the Credit Agreement.

### **Financial Management and Accountability**

- X) The Listing of 2023 Regional Fees and Charges, as set forth in the 2023 Regional Business Plans and Budgets be approved and made available to the public and all applicable by-laws be amended accordingly.
- Y) That the existing U-Pass agreement with Durham College, Ontario Tech University and Trent University (Durham Campus) be extended through the 2023-2024 academic year, including a 1.9 per cent increase in the fee per eligible student from \$147.25 per semester to \$150.00 per semester for the period of September 1, 2023 to August 31, 2024, an increase of \$2.75 per four month semester.
- Z) Based upon the 2023 Regional Business Plans and Budgets as recommended herein, the Commissioner of Finance be authorized to set 2023 Regional Property Tax Rates for General Purposes, Solid Waste Management and Durham Region Transit and approval be granted for the requisite By-laws.

- AA) For any Regional program change or capital expenditure included within the 2023 Regional Business Plans and Budgets which is proposed to be financed in whole, or in part, from Provincial/Federal subsidies, grants or related revenues, neither staffing, capital nor other related Regional expenditures can be committed until such time as adequate confirmation, to the satisfaction of the Commissioner of Finance/Treasurer, is received from the respective provincial/federal ministry to commit to the subsidy, grant or related revenues in accordance with the Regional Budget Management Policy.
- BB) Funding totalling up to \$73,600 be approved for the Pickering Auxiliary Rescue Association with the funding to be provided from within the Finance Department's 2023 Business Plan and Budget to be administered by the Finance Department in consultation with the Durham Regional Police Service (DRPS) based upon services rendered.
- CC) Funding totalling up to \$47,245 be approved for COMRA with the funding to be provided from within the Finance Department's 2023 Business Plan and Budget to be administered by the Finance Department in consultation with the Durham Regional Police Service based upon services rendered.
- DD) The policy approved in Report #2019-F-33 to fund the post year-end payment for 50 per cent of the unused incidental sick hours from the Employee Benefits reserve be rescinded.
- EE) The reporting of the Impact of Excluded Expenses for tangible capital asset amortization, post-employment benefits and solid waste landfill closure/post-closure expenses be adopted, per requirements under the Ontario Regulation 284/09 of the *Municipal Act, 2001* and the Public Sector Accounting Board (PSAB).

**Estimated Impact of Excluded Expenses on Accumulated Surplus  
For the 2023 Business Plans and Budgets (\$,000's)**

	<u>2022</u>		<u>2023</u>		
	<u>Total</u>	<u>Property</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
	<u>\$</u>	<u>Tax</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
<b><u>PSAS Additions to Budget</u></b>					
Tangible Capital Asset Amortization	162,021	98,750	29,047	36,851	164,648
Post-Employment Benefit Expense	15,354	25,863	670	768	27,301
Landfill Closure Costs - Increase/(Decrease) in Liability	(38)	(248)	-	-	(248)
Transfers from Reserves and Reserve Funds	156,495	123,847	9,447	12,065	145,359
Proceeds of Debt issued for Regional Purposes	134,300	129,549	15,667	15,667	160,883
Total PSAB Additions	<u>468,132</u>	<u>377,761</u>	<u>54,831</u>	<u>65,351</u>	<u>497,943</u>
<b><u>PSAS Reductions to Budget</u></b>					
Gross Tangible Capital Assets Acquisitions	(763,443)	(493,157)	(144,198)	(147,503)	(784,858)
Less: Tangible Capital Asset Recoveries	63,388	-	-	40,691	40,691
Net Tangible Capital Asset Acquisitions	(700,055)	(493,157)	(144,198)	(106,812)	(744,167)
Debt Principal Payments	(12,412)	(16,602)	-	(2,041)	(18,643)
Transfers to Reserves and Reserve Funds	(143,817)	(124,977)	(9,447)	(20,844)	(155,268)
Contributed Tangible Capital Assets	(21,197)	(297)	(8,972)	(10,748)	(20,017)
Total PSAB Reductions	<u>(877,481)</u>	<u>(635,033)</u>	<u>(162,617)</u>	<u>(140,445)</u>	<u>(938,095)</u>
<b>Net Impact - (Increase) to Accumulated Surplus</b>	<u>(409,349)</u>	<u>(257,272)</u>	<u>(107,786)</u>	<u>(75,094)</u>	<u>(440,152)</u>

**Report:****1. 2023 Business Plans and Budget Overview**

1.1 This report provides key recommendations regarding the 2023 Regional Property Tax Supported Business Plans and Budget for General Purposes, Solid Waste Management and Durham Region Transit. The 2023 Business Plans and Budget and the recommendations herein represent the culmination of a significant effort by Regional staff to develop a budget that:

- Addresses significant urgent investment needs in core services areas including paramedic services, housing and homelessness supports, police and transit to improve current service levels, address growth and service modernization;
- Allows for targeted investment in key strategic priorities to advance the goals of the Region's Strategic Plan;
- Includes 0.25 per cent dedicated to fund anticipated property tax impacts resulting from Provincial Bill 23, *More Homes Built Faster Act, 2022*;
- Responds to base budget pressures including significant inflationary pressures experienced in 2022 and projected for 2023. Inflationary pressures on the 2023 operating budget total \$20.1 million (approximately 2.6% of the overall levy). Escalating prices directly impact Regional expenditures, including material inputs and services utilized for Regional service delivery. Inflationary pressures, including labour market shortage, supply chain issues and increasing fuel costs, are also impacting a number of the Region's critical service provision contracts. Waste contracts (excluding the Durham York Energy Centre (DYEC)) are projected to increase by \$8.5 million (21.2 per cent) above the 2022 budget;
- Provides for the ongoing financial impact of the COVID-19 pandemic and recovery on Public Health, Durham Regional Transit and the Region's long-term care homes; and
- Balances these pressures with the need for taxpayer affordability and competitive property taxes recognizing the current financial challenges facing many residents and businesses.

1.2 The 2023 Business Plans and Budgets represent a net property tax budgetary increase of 5.2 per cent. This is 0.2 per cent higher than the overall 5.0 per cent guideline approved by Regional Council, through Report #2023-F-1, and provides for:

- Durham Regional Police Services Board's 2023 budget request of \$247.5 million, an increase of \$14.2 million (6.1 per cent) above their 2022 approved budget and \$1.7 million above Regional Council's approved guideline of \$245.8 million. The incremental \$1.7 million in property tax funding over the Council approved guideline for the Durham Regional Police Services Board represents an increase of 0.2 per cent in the overall Regional levy and is the incremental amount above the approved Regional guideline.

- Internal operating departments, Durham Region Transit, Durham Regional Local Housing Corporation (DRLHC) and the Conservation Authorities who have met Regional Council's approved guideline of 5.0 per cent.
  - 0.25 per cent dedicated to fund anticipated property tax impacts resulting from provincial Bill 23, *More Homes, Built Faster Act, 2022* as included in the guideline approved by Council
- 1.3 The recommended 2023 Business Plans and Budgets represent total gross expenditures of \$1,936.3 million (\$1,438.5 million operating and \$497.8 million capital), requiring a 2023 tax levy of \$817.4 million (\$781.6 million for operating and \$35.8 million for capital).
- 1.4 In developing the recommended 2023 Business Plans and Budgets, staff remained focused on aligning the Business Plans and Budgets with the following five goals of the Region's Strategic Plan as well as responding to the ongoing inflationary pressures, and financial impacts of the COVID-19 pandemic on a number of the Region's programs and services:
- Environmental Sustainability
  - Community Vitality
  - Economic Prosperity
  - Social Investment
  - Service Excellence.
- 1.5 The following table provides a high-level overview of the 2023 recommended budget which represents a net property tax impact of 5.2 percent or approximately \$153 for the Region-wide average residential home after assessment growth.

**Recommended  
2023 Budget**

	<b>2023 Increase (\$ millions)</b>	<b>Tax Impact (%)</b>
Police Service (guideline)	12.522	1.7
Police Service (incremental request above guideline)	1.692	0.2
Durham Region Transit	11.648	1.5
Conservation Authorities	0.301	0.0
Solid Waste Management	11.261	1.5
Regional Operations and Other	18.312	2.4
Special Contributions	(0.096)	0.0
	55.640	7.3
Net Assessment Growth – Budgetary		(2.1)
<b>Property Tax Impact</b>		<b>5.2</b>

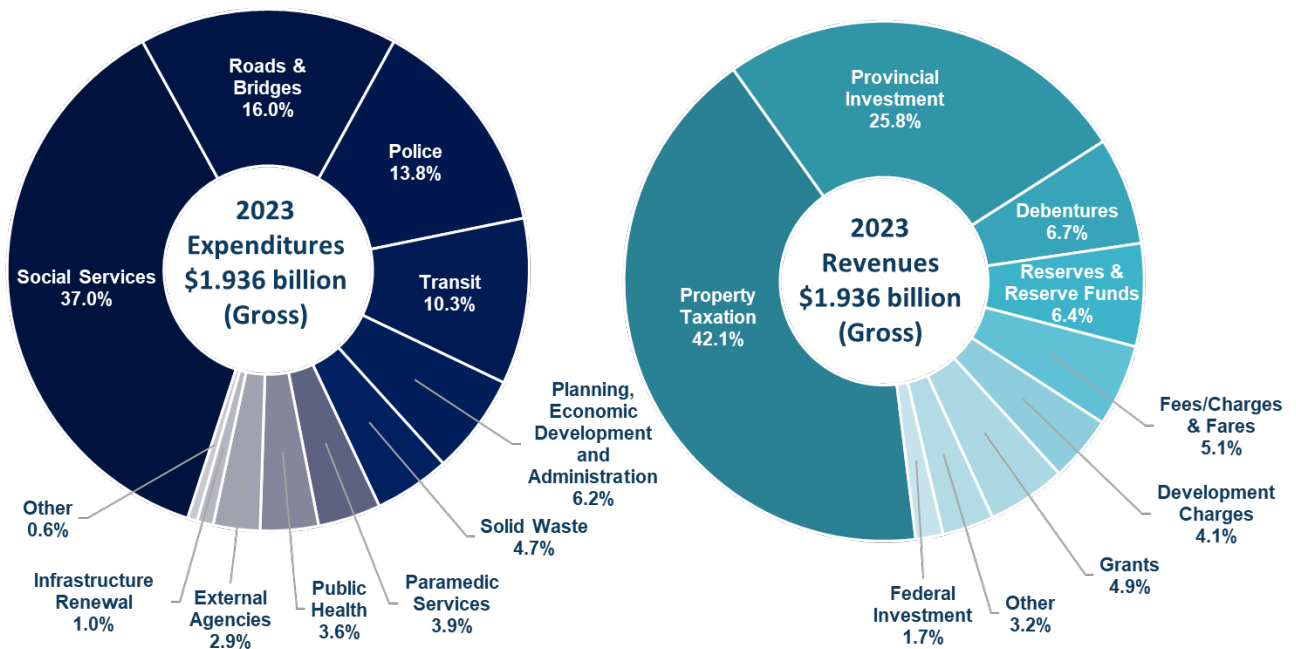


- 1.6 The following table summarizes the Region of Durham's 2023 gross and net property tax budget. A more detailed schedule outlining the 2023 gross and net property tax and user rate budgets with prior year comparators is provided in Attachment #1 to this report.

**2023 Region of Durham  
Recommended Budget for  
Property Tax Supported Services**

	Gross Expenditures (\$,000s)	Net Property Tax (\$,000s)
<b>Durham Regional Police Service</b>	<b>266,687</b>	<b>247,532</b>
<b>Durham Region Transit</b>	<b>199,199</b>	<b>79,670</b>
Regional Roads and Infrastructure	308,865	98,280
Solid Waste Management	90,644	57,821
<b>Public Works</b>	<b>399,509</b>	<b>156,101</b>
Public Health	70,105	25,413
Paramedic Services	76,268	37,957
Long-Term Care	268,553	56,954
Social Housing and Homelessness Supports	109,548	62,252
Social Assistance	136,147	20,207
Children's Services	196,402	11,471
Family Services	7,658	6,015
<b>Health &amp; Social Services</b>	<b>864,681</b>	<b>220,269</b>
Governance & Administration	100,421	40,048
Planning & Economic Development	13,312	12,098
9-1-1 Emergency Phone	5,575	5,575
<b>Other Regional Services</b>	<b>119,308</b>	<b>57,721</b>
Outside Agencies	55,462	24,818
Other	31,442	31,242
<b>Outside Agencies and Other</b>	<b>86,904</b>	<b>56,060</b>
<b>Property Tax Supported Services Total</b>	<b>1,936,288</b>	<b>817,353</b>

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



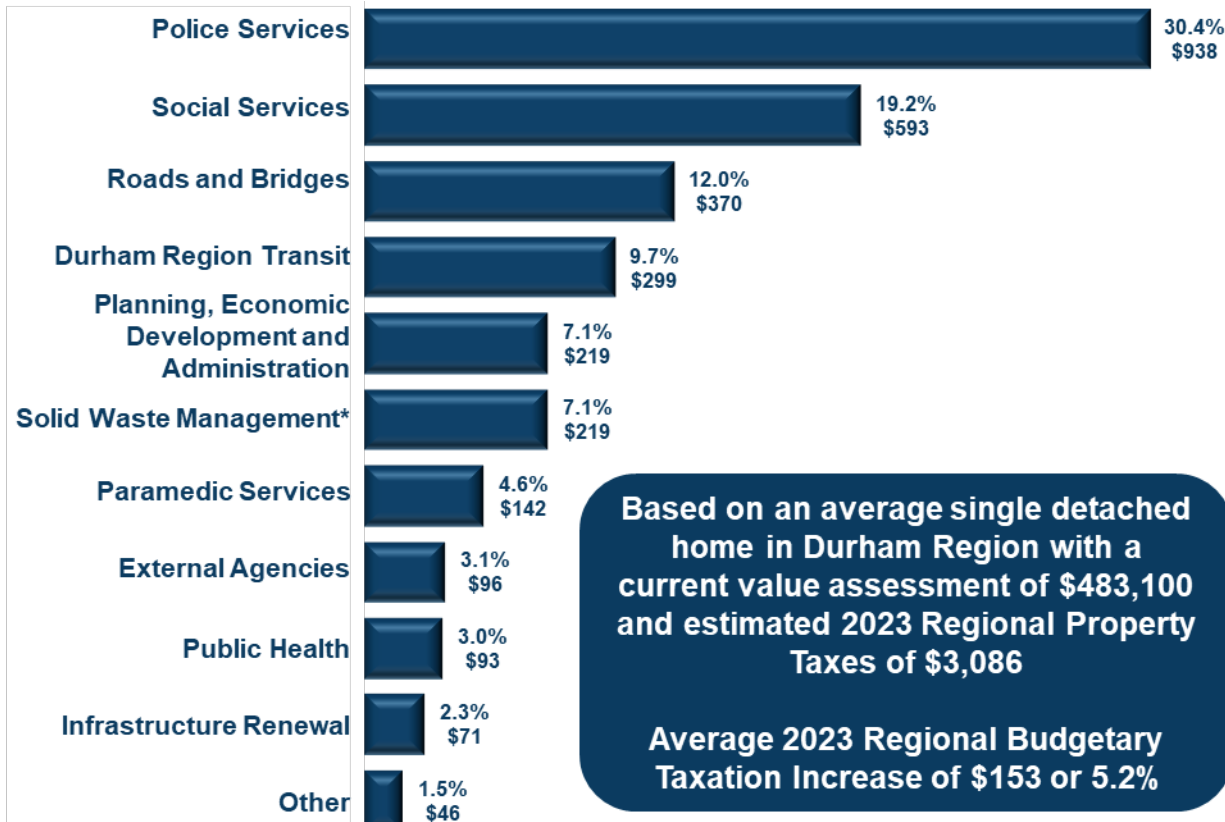
1.8 The gross 2023 property tax supported budget totals \$1.9 billion. The largest gross expenditure areas include:

- Social Services 37.0 per cent
- Roads and Bridges 16.0 per cent
- Durham Regional Police 13.8 per cent
- Regional Transit 10.3 per cent
- Waste Management 4.7 per cent

1.9 The \$1.9 billion property tax supported budget is funded from various sources including:

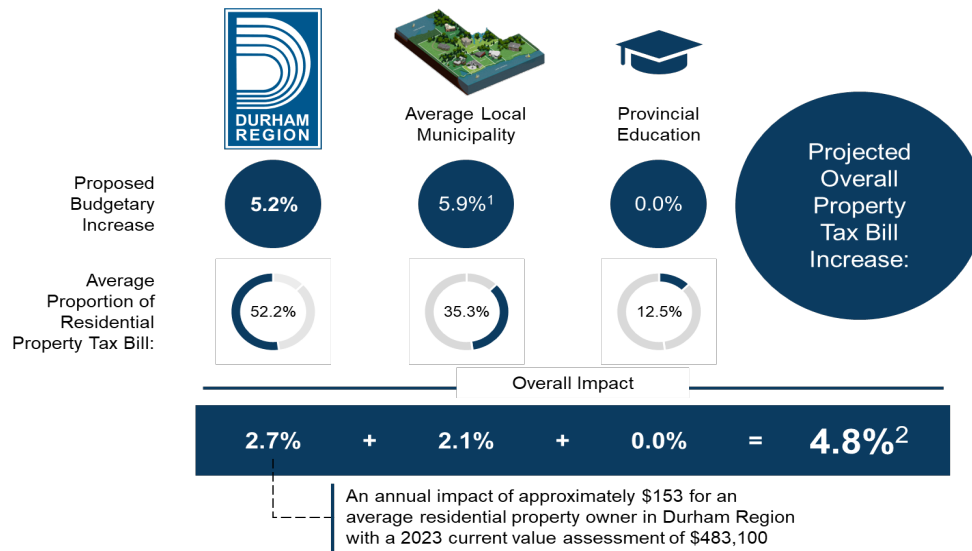
- Property Taxes 42.1 per cent
- Provincial Investment 25.8 per cent
- Reserves and Reserve Funds 6.4 per cent

1.10 The following graphic provides a breakdown of the Regional portion of the 2023 property tax bill based on the recommended 2023 budget where the average single detached homeowner in Durham will pay approximately \$257 per month, or \$3,086 annually for Regional property tax supported services based on a 2023 current value assessment of \$483,100.



\* Solid Waste Management varies by local municipality.

1.11 The following graphic illustrates the estimated impact of the Region's proposed property tax increase on the overall property tax bill.



<sup>1</sup> The Municipal proposed budget is an estimate based on currently available information regarding the projected 2023 budget increase and is subject to amendment

<sup>2</sup> The overall property tax bill increase will vary subject to the local municipality in which the property is located

## 2. Significant Investments in Critical Service Areas

2.1 The 2023 Business Plans and Budget provides for critical investment in housing and homelessness programs to ensure the needs of our vulnerable community members are met as well as advances significant funding aligned with the first year of the Transit Service and Financing Strategy (2023 – 2032) and the 2023 – 2032 Region of Durham Paramedic Services Service and Financing Strategy to improve current service levels, address growth and service modernization.

2.2 This section of the reports provides an overview of these critical investments.

### Housing and Homelessness Program Investments

2.3 Investments in housing and homelessness support programs have been identified as a key priority of Regional Council and the community. The Region's 2023 budget includes incremental Regional investments in a number of key housing and homelessness support programs to advance the Region's commitment, under the At Home in Durham Plan, to end homelessness in Durham and ensure affordable rent and greater housing choices for everyone.

2.4 As illustrated in the following table, the proposed 2023 Regional Business Plans and Budget includes total investments of \$117.3 million in housing and homelessness support programs, an increase of \$27.8 million (31.0 per cent) from 2022.

	2022 Budget (\$,000's)			2023 Budget (\$,000's)			Variance (\$,000's)		
	Regional Funding	Non-Regional Funding*	Total Funding	Regional Funding	Non-Regional Funding*	Total Funding	Regional Funding	Non-Regional Funding*	Total Funding
Homelessness Support Programs	\$1,334	\$11,121	\$12,455	\$6,269	\$15,071	\$21,340	\$4,935	\$3,950	\$8,885
Housing Programs	\$43,503	\$11,988	\$55,491	\$55,034	\$18,990	\$74,024	\$11,531	\$7,002	\$18,533
DRLHC**	\$14,019	\$7,537	\$21,556	\$14,185	\$7,721	\$21,906	\$166	\$184	\$350
<b>Total Investment</b>	<b>\$58,856</b>	<b>\$30,646</b>	<b>\$89,502</b>	<b>\$75,488</b>	<b>\$41,782</b>	<b>\$117,270</b>	<b>\$16,632</b>	<b>\$11,136</b>	<b>\$27,768</b>

Notes:

\* Non-Regional Funding include provincial funding, federal funding, rents and other miscellaneous revenue

\*\* Does not include one-time 2022 non-tax capital project financing of \$20.877 million towards major energy retrofit project. For clarity the \$1.363 million in tax levy funding for this project is included.

2.5 Total 2023 Regional investments of \$75.5 million are proposed, an increase of \$16.6 million (28.3 per cent) from 2022 Approved Budget. Of this Regional investment, \$62.3 million is funded from property taxes (approximately 8.1 per cent of the overall Regional levy), with the balance of the Regional funding provided from reserves and reserve funds.

2.6 Achieving this level of increased Regional investment within the Council approved guideline is possible, in part due to:

- Allocating the Region's 2023 projected share of revenues from the Pickering Casino, estimated at \$4.5 million, to housing and homelessness support programs. The revenue sharing agreement was approved by Council at its meeting held on March 1, 2023. This is less than the maximum under the agreement as the exact revenues will not be known until early 2024. Any surplus will be placed in the Pickering Casino Revenues Reserve Fund to be utilized in subsequent years.

- Strategic use of prior year surplus (Section 6.0) and savings realized through line-by-line reviews completed by departments as part of the preparation of the annual business plans and budget.
- An enhanced focus on this critical priority area as budgets were developed and all possible revenue sources were taken into consideration to maximize opportunities for permanent base support.

2.7 Non-Regional funding for housing and homelessness support programs in 2023 is projected at \$41.8 million and includes provincial funding, federal funding, rents and other miscellaneous revenues.

2.8 The following are the highlights of the 2023 investments in housing and homelessness support programs:

- Homelessness Supports (\$21.3 million) including \$6.3 million in Regional funding, \$10.1 million in provincial Homelessness Prevention program funding, and \$5.0 million in federal Reaching Home program funding. The provincial and federal governments have not announced any incremental funding for homelessness programs beyond the actual funding provided in 2022
- At Home Incentive Program (\$10.0 million) - to support community partners in the development of additional affordable housing
- Community Housing Provider Payments (\$39.4 million) – to support our community partners in the continued provision of existing affordable housing
- Rent Supplements (\$7.9 million) including \$4.9 million in Regional funding under the Durham Regional Rent Supplement Program and the Commercial Rent Supplement
- Durham Regional Local Housing Corporation (\$21.9 million)
- Social Housing Redevelopment (\$5.6 million)
- Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priority Housing Initiative (OPHI) funding (\$7.1 million)
- Regional Social Housing Costs (\$3.9 million) including \$0.9 million net operational costs related to the Beaverton Supportive Housing project, anticipated to open in the summer of 2023, and the Oshawa Microhomes

2.9 With the Region engaging the community and stakeholders on the social housing redevelopment projects in 2023, it is recognized that the Region in partnership with both the Provincial and Federal governments will need to further increase these investments in 2024 and over the forecast period in order to address community needs.

## **Durham Region Transit**

2.10 On March 1, 2023, Regional Council, through [Report #2023-F-5](#) approved the Transit Service and Financing Strategy (2023 – 2032). Durham Region Transit's proposed 2023 Business Plans and Budget includes the following strategic investment aligned with the recently approved strategy to enhance service, electrify the fleet, implement new infrastructure and passenger amenities and fare

modernization:

- Service Plan adjustments including up to 525,470 hours of conventional service and 65,178 hours of On Demand service through rural and low demand urban areas of the Region. The 2023 service plan includes an increase of 27,178 hours above the adjusted 2022 base service hours (\$2.5 million net of \$0.4 million in projected fare revenue).
- Strategic planning activities to support DRT's long-term planning and continuous improvement efforts, including development of a workplace safety program related to fleet electrification, integration of an on-time performance analytics platform, dispatch and control process improvements, and an emergency management process study (combined cost of \$0.6 million).
- Investment in 18 new full time positions, in addition to the 9 new full time operators required to deliver the service enhancements. Details on these positions is located in Section 8 of this report.
- Capital investments total \$87.9 million which are detailed in Section 10 of this report.

2.11 Durham Region Transit's 2023 Budget Gross Budget is \$199.2 million, an increase of \$81.9 million (69.9 per cent) from 2022. The total proposed property tax levy requirement for Transit is \$79.7 million an increase of \$11.6 million (17.0 per cent) from 2022.

### **Paramedic Services**

2.12 On March 1, 2023, Regional Council, through [Report #2023-COW-7](#) approved the 2023 – 2032 Region of Durham Paramedic Services Service and Financing Strategy. The 2023 Business Plan and Budget for Paramedic Services includes the following strategic investments aligned with approved strategy to support the growing community and improve current paramedic response times:

- Four additional 12 hour shifts daily (48 hours of additional paramedic response daily) requiring 24 new paramedics and associated operating costs (\$2.2 million).
- Disability Management Specialist resource to improve employee wellness and sustained resilience (\$0.1 million).
- Six new supervisory and support staff to ensure sufficient supports for the projected growth in paramedic service levels (\$342k).
- Advanced Care Paramedic training program (\$0.4 million).

2.13 Paramedic Services' 2023 Budget Gross budget is \$76.3 million, an increase of \$10.3 million (15.5 per cent) from 2022. The total proposed property tax levy requirement for Paramedic Services is \$38.0 million an increase of \$3.9 million (11.6 per cent) from 2022.

### 3. Climate Mitigation and Adaptation Measures

3.1 A strategic priority of the Region is to continue to integrate a climate lens into the annual business planning and budget process to align corporate capital and operating plans with achieving the Region's greenhouse gas reduction target of net zero by 2045. A series of initiatives are included in the 2023 Business Plans and Budget that will help provide mitigation and adaptation measures and strategies to address the Region's climate change initiatives as a demonstration of corporate leadership, including the following:

- Envision Durham, the Region's Municipal Comprehensive Review of the Durham Regional Official Plan, the Region's principal land use planning document will incorporate mitigation and adaptation policies, a greater focus on transit-oriented development, and a regional natural heritage system that will help address the Region's climate change initiatives.
- Improve rapid transit service and continue to support the extension of GO Train service to Bowmanville to reduce greenhouse gas emissions from vehicles.
- Implementation of projects identified under the Regional Cycling Plan, including working with municipal partners, will reduce greenhouse gas emissions from vehicles.
- Continue to implement the Durham Greener Homes Program to help homeowners reduce energy costs and greenhouse gas emissions while generating local jobs and investment, including expanding the program to include flood readiness.
- Launch a building benchmarking and disclosure program to support voluntary energy use reporting, increasing awareness and creating demand for energy efficiency improvements. This is the first step in the development of a comprehensive platform to mobilize deep energy retrofits in commercial, institutional, and multi-residential buildings in Durham Region as part of implementing the low carbon pathway approved in the Durham Community Energy Plan.
- Continue to work with local area municipalities, Conservation Authorities, and other public and private sector partners to advance flood hazard identification and mapping to support the development and implementation of an evidence-informed flood risk resiliency strategy to address the increasing risk of flooding due to climate change.
- Establish an independent entity with Ontario Tech University to facilitate community oversight and accountability for the implementation of climate action in Durham.
- Advance the feasibility study for a low carbon district energy project in the Courtice Transit Oriented Community area in collaboration with the Municipality of Clarington.
- Demonstrate leadership in sustainability and addressing climate change by completing health vulnerability assessments.
- Increase resource recovery through the implementation of the Long-Term Waste Management Plan.



- Implement measures aimed towards increasing organic and recyclable materials from curbside collection activities through ongoing community outreach.
- Promote the use of recycled materials in construction projects.
- Protect, preserve and restore the natural environment including greenspaces, waterways, parks, trails, and farmlands by exploring alternative winter de-icing materials to minimize salt impacts.
- Implement DRT's fleet electrification plan, including the purchase of 22 battery electric buses in 2023 (delivery in 2025) and related charging equipment including utility upgrades at DRT's Raleigh Depot in Oshawa.
- Ongoing implementation of solar lighting in DRT bus shelters and evaluating lighting solutions for remote bus stops.
- Evaluation of third-party waste haulage emissions to quantify the impact of switching to renewable natural gas or other low-carbon fuel to reduce GHG emissions associated with residential waste collection.

#### **4. Bill 23 – *More Homes Built Faster Act, 2022***

- 4.1 [Report #2022-COW-33](#) provided Regional Council with an overview of Bill 23, the *More Homes Built Faster Act, 2022* and summarized the anticipated impacts of Bill 23 to the Region, the Region of Durham taxpayers and water and sanitary sewer ratepayers.
- 4.2 Bill 23 will have significant impacts on the Region's ability to coordinate and finance capital infrastructure investments for growth. A partial estimate of the total lost revenue is \$280.6 million over five years. Of this, \$129.6 million will impact the property tax fund with the balance of \$151.0 million impacting the water supply and sanitary sewerage fund. These estimates do not include the impact of exemptions for affordable and attainable housing, nor do they include lost revenues at the local area municipal level.
- 4.3 While the Region continues to advocate for provincial funding to mitigate the negative financial impact of the *More Homes, Built Faster Act, 2022* to property taxpayers and ratepayers in the Region, it is prudent to begin to set funds aside to address the significant financial impacts resulting from Bill 23. In particular, there are a number of significant resource requirements in the early years to plan for and implement for the level of growth directed by the Province to achieve the home construction targets. To ensure that the Region delivers on its role in achieving more homes, operating resources such as staffing and consulting support are necessary.
- 4.4 In addition, Bill 23 adds significant complexity in determining, calculating, and tracking development charges to ensure the correct charges are applied under the phase-in provisions for the up-front payment of hard services as well as the balance of the payment. Freezes and existing deferrals also add incremental challenges requiring additional resources. Support will be needed to ensure appropriate recoveries of development charges are made and those benefitting from reduced charges are appropriately charged.

## 5. COVID-19 Fiscal Impacts on the 2023 Budget

- 5.1 The COVID-19 pandemic continues to have a significant impact on public health, long-term care and transit services. The Region continues to be flexible and responsive in adapting to ongoing changes in program demands and requirements as the pandemic evolves.
- 5.2 It is anticipated that the Region will continue to face financial pressures throughout 2023 in public health, long-term care and transit as the pandemic continues to impact demands on their program areas.
- 5.3 The proposed 2023 Business Plans and Budget provides funding for both the temporary impacts of the COVID-19 pandemic as well as, where known, the base property tax funding has been built in to the Budget to support the more permanent impacts to Regional programs and services that have resulted from the pandemic.
- 5.4 The balance of this section provides a summary of the temporary impacts that have been provided for within the 2023 Business Plans and Budget, which are estimated at \$27.6 million.
- 5.5 Public Health:
- Ongoing COVID-19 response activities include storage costs for pandemic supplies (\$93.2k), costs related to the online booking portal (\$276.0k) as well as costs related to temporary staffing (\$380.0k). The Province has indicated that there will be opportunities to request reimbursement of COVID-19 extraordinary costs in 2023. It is expected that this provincial one-time funding will cover 100 per cent of these costs. Should the provincial and federal government not extend additional funding support, further cost mitigation measures including the use of reserves/reserve funds will need to be considered.
  - The 2023 Health Department Budget focuses, in part, on restoring priority public health programs and services including catching up on childhood immunization in accordance with the Immunization of School Pupils Act and Child Care and Early Years Act, 2014, which were previously suspended to address the COVID-19 response. One-time costs of \$612.0k have been included in the 2023 Budget for temporary staff to support catch-up immunizations. The 2023 Budget proposes to fund these costs through one-time provincial funding. Should the Region's application for one-time funding not be approved by the Province, the Health Department will need to consider a phased approach for immunization catch-up.

## 5.6 Long-Term Care:

- Mandated active screening at all long-term care homes for all staff, contractors, and visitors entering the building. To meet this requirement the 2023 budget proposes temporary screeners, surveillance testing clinic staff and other temporary staff at each of the Region's four long-term care homes (\$2.9 million). The budget proposes to fund 100 per cent of these costs from provincial subsidy. Should provincial funding not be extended further cost mitigation measures, including the use of reserves/reserve funds, will need to be considered.

## 5.7 Transit:

- Ongoing and residual impacts of the COVID-19 pandemic on transit ridership across the industry are generally expected to continue for another one to two years. DRT anticipates full ridership recovery by 2024/2025.
- The proposed 2023 Durham Region Transit Business Plans and Budget has been structured to be flexible and responsive to ridership changes during the pandemic recovery and includes a total of \$3.2 million in projected temporary financial impacts of the COVID-19 pandemic including:
  - 2023 fare revenues (including U-Pass) are projected at \$27.7 million, a decrease of \$2.4 million from pre-pandemic levels;
  - 2023 advertising revenue is projected to continue to be \$0.5 million lower than pre-pandemic levels; and
  - DRT continues to incur additional costs of \$0.3 million for washroom facilities for operators.
- While senior government funding to offset the financial impacts from the pandemic have not been confirmed beyond December 31, 2022, the 2023 Durham Region Transit Business Plans and Budget includes a provision of \$3.2 million in senior government funding to offset these temporary financial impacts. DRT and Region staff continue to advocate, through transit industry and municipal associations, for the need of additional Safe Restart funding in 2023 and beyond. Should the provincial and federal governments not extend additional funding support, cost mitigation measures including the use of reserves/reserve funds will need to be considered.
- The proposed budget includes an increase in base property tax funding to permanently provide for the daily bus cleaning procedures introduced during the pandemic to provide confidence in the safety of transit operations for DRT customers and staff. This includes additional permanent staffing resources, cleaning and disinfecting products, janitorial services and staff personal protective equipment and supplies.

## 6. 2022 Projected Surplus

- 6.1 As noted in the periodic 2022 Budget Status Updates provided by the Finance Department, forecasting is challenging at the best of times, but 2022 represented a time of greater uncertainty, with many assumptions needed to produce the forecast. As year-end results are being finalized, there are a couple of factors where favourable financial outcomes, primarily after-effects of the COVID-19

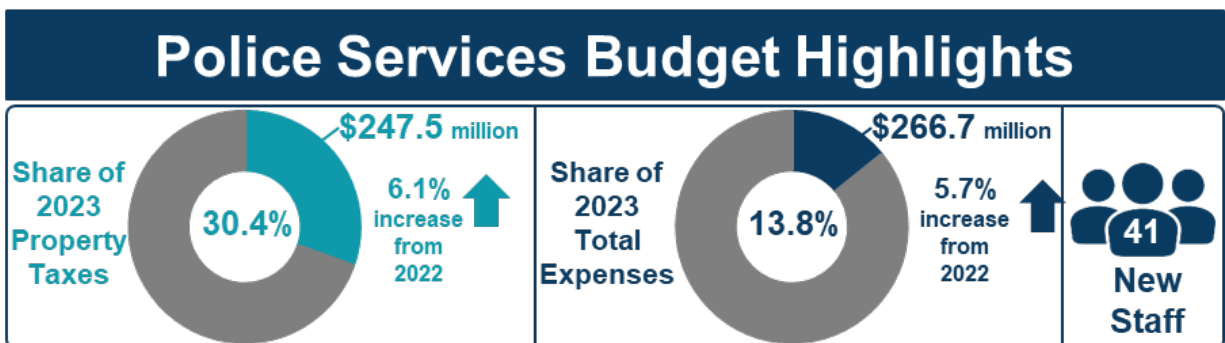
- pandemic, provide an opportunity to address strategic challenges.
- 6.2 The tight labour market with low unemployment rates and the impact of the Great Resignation, presented hiring challenges for many Regional Departments during 2022. Increased vacancy rates and the prolonged time to recruit and select qualified staff has resulted in a significant increase in staff gapping, and surpluses in the personnel cost accounts. This has also impacted the DRPS budget where the surplus was sufficient to do a one-time budget 'catch-up' on vehicle acquisitions. Challenges were presented with the timing between pre-ordering next year's fleet requirements to avoid significant delays versus when budget approvals were received. The budget is now in a position to approve 2024 vehicle purchase commitments in the 2023 budget to achieve cost savings. The balance of the surplus has contributed to corporate initiatives noted below.
  - 6.3 In addition, while the province approved funding to cover COVID-19 related costs for most operations, some of the funding for prior years was not confirmed until 2022. This has resulted in additional subsidy being recognized in 2022, primarily in Long-Term Care operations.
  - 6.4 The overall general tax surpluses of approximately \$30 million (or approximately 1.7 per cent of the Region's property tax supported budget) includes these positive financial impacts which are not expected to continue in future years. In accordance with the Long-Term Financial Planning Framework approved in [Report #2019-F-33](#), this higher than expected surplus has been placed in the applicable reserve funds. These reserve fund contributions have been allocated to support the housing and homelessness initiatives detailed in Section 2 namely \$7.5 million from the Operating Impact Reserve Fund to support community partners in the development of affordable housing under the Region's At Home Incentive Program and \$2.5 million from the Capital Impact Reserve Fund for the DRLHC redevelopment projects.
  - 6.5 The policy for funding of the post year-end payment of 50 per cent of the unused incidental sick hours for employees and employee groups covered by the Short-Term Income Protection Program (STIPP) was established in the Long-Term Financial Planning Framework ([Report #2019-F-33](#)). The use of the Employee Benefits Reserve was extended to provide funding for these annual payouts. Actual results indicate these annual payments can be managed within the provisions of the personnel costs within departmental Business Plans and Budgets and it is recommended that the policy to fund the post year-end payment for 50 per cent of the unused incidental sick hours from the Employee Benefits reserve be rescinded.

**7. Use of Development Charges, Provincial and Federal Gas Tax, Reserves and Reserve Funds in the 2023 Business Plans and Budgets**

- 7.1 Staff have identified and included the sustainable use of reserves and reserve funds, development charges and provincial and federal gas tax to fund one-time items and major capital expenditures in the 2023 Property Tax Supported Business Plans and Budget to mitigate taxation impacts and deliver on Council priorities. The proposed use of reserves and reserve funds is aligned with the Region’s commitment to fiscal responsibility and long-term financial planning. The purpose is to offset property tax increases in such a way so as to focus base tax increases on items requiring ongoing support year over year. Without utilizing these significant draws, the impact on the tax levy would be unsustainable.
- 7.2 Attachment 5 provides a summary of the contributions from development charges, provincial and federal gas tax, reserves and reserve funds utilized in the 2023 budget at an estimated value of \$237.0 million.
- 7.3 It is worth noting that the Region is entering into a period of significant investment in a number of major projects for which the Region has been accumulating funding over the last number of years. This is illustrated in the proposed financing of the nine-year capital forecast (2024 – 2032) in Attachment 4.
- 7.4 Given the continuing financial impact of the COVID-19 pandemic on a number of Regional services, there is a possibility that additional draws from reserves and reserve funds over and above the ones identified in the 2023 Budget will be necessary.

**8. 2023 Business Plans and Budget – Details**

8.1 The following sections provide additional details on the operating, staffing and capital highlights for each of the Region’s main service areas as well as the high level risks and uncertainties facing the service areas over 2023 and the forecast period.



- A number of Key Targets are included in the DRPS budget documents. Two of note are 66% of gun crime incidents cleared by charge, compared to 57% in 2020 and an 80% conviction rate for impaired driving charges, compared to 75% in 2021.
- Body Worn Camera Program - Year three of the three year phased implementation including 2 additional Video Management Technicians and other operating costs to support the rollout to all divisions (Full implementation cost \$2.9m).

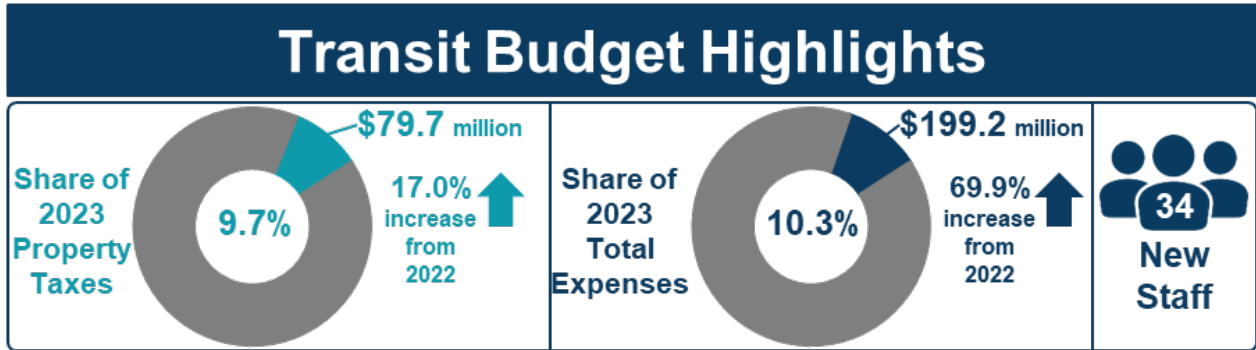
<ul style="list-style-type: none"> <li>• Increase in the Helicopter Reserve Fund contribution to ensure sufficient funding is available to maintain the helicopter (\$0.1 million).</li> <li>• Additional supports to the Forensic Investigative Unit (\$470k), Intelligence Unit (\$226k), Information Technology Unit (\$165k) and Facilities Unit (\$199k).</li> <li>• Funding support for the Internet Child Exploitation Unit that lost federal funding (\$179k).</li> <li>• Additional front-line officers.</li> <li>• Creation of an Older Adult Investigative &amp; Support Unit to ensure older adults who are the victims of abuse are appropriately supported (\$188k).</li> <li>• Economic Increases and annualization of 37 new positions approved in 2022 (total \$7.8 million).</li> <li>• Inflationary adjustments such as \$1.0 million for gasoline for the fleet.</li> </ul>	
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<b>Staffing:</b>	
<ul style="list-style-type: none"> <li>• 2 new Video Management Technicians to support the Body Worn Camera Program.</li> <li>• 5 new Investigative Officers to support the Forensic Investigative Unit.</li> <li>• 2 new Investigative Officers to support the continued work of the Internet Child Exploitation (ICE) Unit.</li> <li>• 2 new Surveillance Officers to support increased demands on the Intelligence Unit.</li> <li>• 2 new Officers to support the new Older Adult Investigative &amp; Support (OAIS) Unit.</li> <li>• 2 new Support staff members in the People, Development &amp; Learning Unit to improve programs and services for members.</li> <li>• 2 new Support staff members in the Information Technology Unit to support information systems and security.</li> <li>• 20 new Frontline Officers.</li> <li>• 4 new Support staff for Fleet, Facilities, and Legal units.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

<b>Capital:</b>	
<ul style="list-style-type: none"> <li>• The Police Services capital program totals \$6.596 million and includes funding for vehicles, equipment purchases and facility maintenance and information technology renewal.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

<b>Risks and Uncertainties:</b>	
<ul style="list-style-type: none"> <li>• Uncertainties relating to government funding for programs.</li> <li>• Leverage partnerships to support vulnerable and marginalized members of the community.</li> <li>• Regulations forthcoming under the Community Safety and Policing Act, 2019 impacts</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

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**Operating:**

On March 1, 2023, Regional Council, through [Report #2023-F-5](#), approved the Transit Service and Financing Strategy (2023 – 2032). The 2023 Durham Region Transit Budget is aligned with this multi-year strategy and includes:

- Service Plan adjustments including up to 525,470 hours of conventional service and 65,178 hours of On Demand service through rural and low demand urban areas of the Region. The 2023 service plan includes an increase of 27,178 hours above the adjusted 2022 base service hours (\$2.6 million net of \$0.4 million in projected fare revenue).
- As detailed in Section 5.0, the COVID-19 pandemic continues to have ongoing and residual impacts on the delivery of DRT services and on projected fare and advertising revenues with the 2023 fiscal impact projected to be \$3.2 million. The proposed budget includes a provision of \$3.2 million in senior government funding to offset these temporary financial impacts. DRT and Regional staff continue to

advocate, through transit industry and municipal associations, for the need of additional Safe Restart funding in 2023 and beyond.

- Strategic planning activities to support DRT's long-term planning and continuous improvement efforts, including development of a workplace safety program related to fleet electrification, integration of on-time performance analytics platform, dispatch and control process improvements, and an emergency management process study (combined cost of \$0.6 million).
- Fuel inflationary increases of \$5.67 million.

### Staffing:

- Conversion of 7 part time operators to full time permanent operator positions in year.
- 1 New Project Manager, Contracted Service Delivery to lead the management of third-party contractor operating On Demand services, develop and coordinate the Emergency Management plans and requirements, and analyze the performance of all transit service delivery and identify and deploy strategies for improvement.
- 1 new Program Manager, Specifications and Support to provide expertise in project management, procurement and technical specification development that is enabling improved output and contract performance management.
- 2 new Operations Supervisors to meet service requirements identified in the Service Plan.
- 9 new Conventional Operators to meet service requirements identified in the Service Plan.
- 2 new Supervisors, Maintenance to expand capacity and reduce overtime.
- 1 new Maintenance Technical Specialist to meet increasing technical vehicle requirements and systems, priority includes providing support during fleet transition to zero emission vehicles.
- 3 new Apprentice Mechanics to improve recruitment success for skilled trade positions.
- 7 new Service Persons to address increasing capacity and enhanced vehicle servicing.
- 1 new Storeperson to support ongoing deployment of the Maintenance Management System.

### Capital:

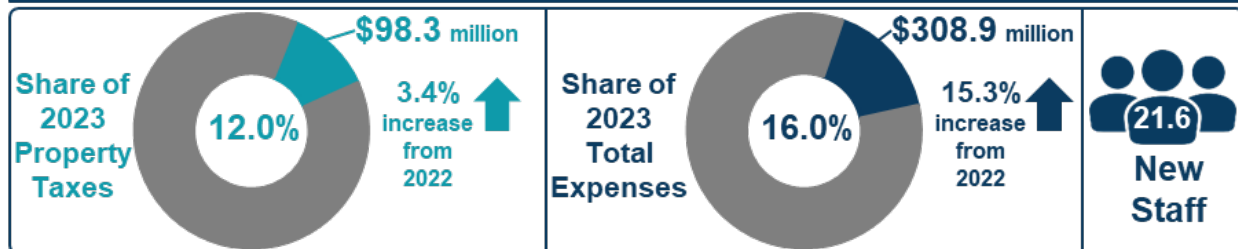
- Details on Durham Region Transit's capital program are provided in Section 10.0 of this report.



**Risks and Uncertainties:**

- Ongoing and residual impacts on the recovery of transit ridership and fare and advertising revenues following the COVID-19 pandemic.
- Safe Restart Funding is proposed to be used to assist in mitigating the impacts of the COVID-19 pandemic on transit operations. The extension of this funding program into 2023 has not yet been announced.
- While 2023 provincial gas tax revenues have been confirmed, there remains uncertainty about future provincial gas tax revenues. The Ministry of Transportation has indicated that they will monitor the impacts to key elements affecting the provincial gas tax allocations, such as municipal transit ridership and the availability of funding that is generated from the sale of gasoline. A second one-time top up has been announced for 2023 in order to maintain the same level of funding provided pre-pandemic.
- Impact of inflation, supply chain constraints and longer production time for new vehicles.
- Fuel price fluctuations.
- Impact of remote work and learning arrangements.

**Roads and Bridges Budget Highlights**



**Operating:**

- Durham Vision Zero countermeasures totaling \$1.84 million for the ongoing delivery of red-light camera technology and automated speed enforcement including two new mobile and two new fixed automatic speed enforcement cameras.
- Increases in road maintenance costs in response to growth and historical service demands totaling \$0.6 million.
- Lead and support key corporate projects and initiatives through the facilities division such as the new Seaton Long-Term Care Home, redevelopment of DRLHC sites and 300 Ritson Road South, DRT facilities and deep energy retrofit work.

**Staffing:**

A total of 21.594 new full time equivalent employees (FTEs) to support the delivery of capital projects and operating activities are proposed. The cost of some of these positions is allocated at varying levels to capital projects or maintenance activities:

- Project Manager to support an increase in project delivery for depots, and major capital projects supporting corporate priorities. (this position is shared with Sanitary Sewerage, Water Supply and Waste management) (0.288 FTE).
- Senior Project Coordinator – to provide business support for Fleet Services tenders, contracts and specifications (1.000 FTE).
- Stockkeeper – to provide maintenance operations support at the Oshawa Depot to maintain current on-demand parts requests and to manage the onsite inventory of parts and supplies (1.000 FTE).
- Contract Coordinator DCAM – to provide administrative support and coordination for Housing and DRLHC projects (1.000 FTE).
- Supervisor DCAM – to support the increase in project delivery for depots, and major capital projects supporting corporate priorities (position is shared with Sanitary Sewerage, Water Supply and Waste Management) (0.288 FTE).
- Emergency Management Coordinator – to support emergency management programs and initiatives corporately and departmentally as a dedicated liaison with Durham Emergency Management (position is shared with Sanitary Sewerage, Water Supply and Waste Management) (0.250 FTE).
- Business Analyst – to provide business support for the Enterprise Maintenance Management System (position is shared with Sanitary Sewerage and Water Supply) (0.410 FTE).
- Inspector 3 – to support the projects in the Construction Division and reduce reliance on consulting services and temporary staff (position is shared with Sanitary Sewerage and Water Supply) (0.358 FTE).
- Inspector 3 – to provide operational support to Bus Rapid Transit and ICIP funded projects in delivering transit infrastructure and transit expansion initiatives (1.000 FTE).
- Project Management – to provide operational support to Bus Rapid Transit and ICIP funded projects in delivering transit infrastructure and transit expansion initiatives (1.000 FTE).
- Labourers – conversion of temporary labourer positions at the Orono, Oshawa/Whitby and Sunderland Depots to support program operations (4.000 FTE)
- Medium Equipment Operator – required position to support the purchase of a Vactor 2100 combination sewer jet/vacuum at the Oshawa Whitby Depot (1.000 FTE).
- Skilled Maintenance Worker – to provide support for the Ontario One Call locates requests and to ensure compliance with legislative requirements and as recommended by the consultants from their review of the underground locates program (10.000 FTE).

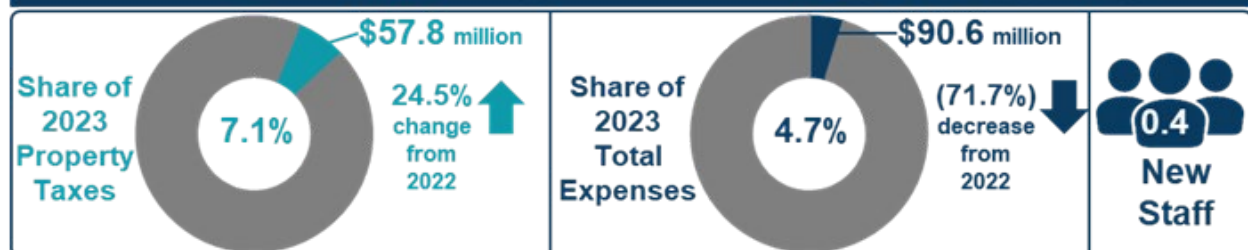
**Capital:**

- Details on the capital program are provided in Section 9.0 of this report.

**Risks and Uncertainties:**

- Growth across the Region will increase the demand for services to support residents and businesses as well as the operational and maintenance requirements for Regional infrastructure.
- Significant increase in commodity pricing and global supply chain issues continue to put pressure on program budgets and capital project delivery.
- Resource pressures for the delivery of capital programs due to the increasing number and complexity of projects.
- Changing and unpredictable weather patterns and climate change impact treatment operations as well as preventative and reactive maintenance activities for the Regional road infrastructure.
- Risks related to legislative changes including compliance with the Excess Soil Management regulation, response requirements of Ontario One-Call program, etc.

**Solid Waste Management Budget Highlights**



**Operating:**

- Increase resource recovery through implementation of the new Long-Term Waste Management Plan 2021-2040.
- Increased supply of blue box, green bin, and bin lids reflecting growth and demand totaling \$0.085 million.
- Evaluation of third-party waste haulage emissions to quantify the impact of switching to renewable natural gas or other low-carbon fuel to reduce GHG emissions associated with residential waste collection.
- Implement measures aimed towards increasing organic and recyclable materials from curbside collection activities through ongoing community outreach, including ongoing education programs at the elementary, secondary and post-secondary level.
- Significant inflationary increases approximating \$8.7million.

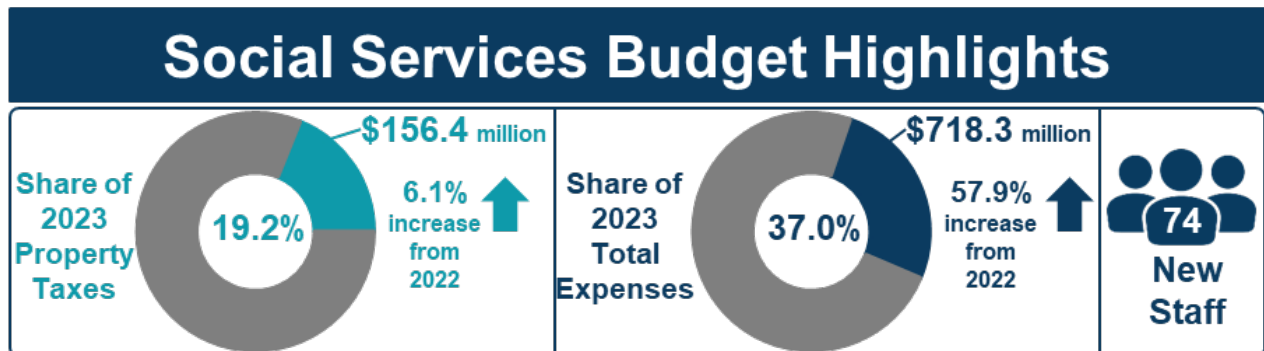
**Staffing:**

A total of 0.305 new full time equivalent employees (FTEs) are proposed as follows:

- Supervisor DCAM – to support the increase in project delivery for depots, and major capital projects supporting corporate priorities (position is shared with Sanitary Sewerage, Water Supply and General Tax) (0.055 FTE).
- Emergency Management Coordinator – to support emergency management programs and initiative corporately and departmentally as a dedicated liaison with Durham Emergency Management (position is shared with Sanitary Sewerage, Water Supply and General Tax) (0.250 FTE).

**Risks and Uncertainties:**

- Risks related to legislative changes, regulations and provincial reviews including:
- Transition to extended producer responsibility regime including the timing and content of regulations supporting the transition.
- Requirements and timing of the Ontario Food and Organic Waste policy statement/framework.
- Uncertainty regarding blue box material commodity pricing and industry funding.
- Ongoing difficulties experienced by contractors to recruit and retain staff to deliver waste management services resulting in increased contract costs.



**Operating:**

The Social Services 2023 Business Plans and Budget includes a number of programs designed to support Durham residents with significant emphasis on homelessness supports and housing as detailed in Section 2.3 of this report and invest in social infrastructure and service delivery enhancement in a number of program areas.

- Children’s Services cost sharing for early learning and child care administration continues to be uncertain. The 2023 budget reflects a second one-time investment of \$3.2 million in fee subsidy (\$1.1 million), funding for childcare providers (\$1.6 million) and increased subsidy of administration costs (\$0.5 million).
- On March 28, 2022, the Ontario government and federal government announced the Canada-Wide Early Learning and Child Care (CWELCC) plan ([Report #2022-SS-6](#)), a \$13.2 billion agreement to lower childcare fees for families. The 2023 budget includes a \$110.7 million investment for CWELCC in Fee Reduction (\$78.0 million), Fee Subsidy (\$27.1 million), Workforce Compensation (\$4.0 million), Minimum Wage Offset (\$0.2 million) and Administrative costs (\$1.4 million). This is

a significant increase from the 2022 in-year allocation of \$41.5 million for the program, which represents the continued commitment and implementation of the plan

- \$6.3 million is proposed in the Regional Investment in Homelessness Supports budget to increase supports for people experiencing, or at risk of becoming homeless.
- \$5.0 million in Federal subsidy, and related outflows, related to the Reaching Home program for 2022 / 2023 and \$10.1 million in provincial Homelessness Prevention program funding.
- At Home Incentive Program (\$10.0 million) - to support community partners in the development of additional affordable housing
- Rent Supplements (\$7.9 million) including \$4.9 million in Regional funding under the Durham Regional Rent Supplement Program and the Commercial Rent Supplement.
- Social Housing Redevelopment (\$5.6 million) and Regional Social Housing Costs (\$3.9 million) including \$0.9 million in net operational costs related to the Beaverton Supportive Housing project, anticipated to open in the summer of 2023, and the Oshawa Microhomes.
- Project team for the design, construction, and opening plans of the new Seaton Long-Term Care Home.
- Increase in Nursing and Personal Care hours from an average of 3.8 hours / resident / day to 4.2 hours / resident / day at each of the Region's Long Term-Care homes.
- The 2023 budget includes a \$12.2 million Provincial investment for Integrated Employment Services consisting of Planning Period costs (\$0.2 million), and Transition Period costs (\$12.0 million), with integrated service delivery planned for 2024 relating to the Durham Region Employment Services Consortium.
- An increase in Regional tax support to the Durham Region Local Housing Corporation to bring total support to \$14.2 million.
- As detailed in Section 5.0 the COVID-19 pandemic continues to have significant temporary impacts for long-term care. The 2022 budget proposes to fund the \$2.9 million in one-time COVID-related costs from senior government funding.

### Staffing:

A total of 74 new positions are proposed as follows:

- 6 new full-time positions to implement the Canada-Wide Early Learning and Childcare System (CWELCC). All six positions are fully funded under the CWELCC program and were approved in year.
- 1 new Manager to support the renewal of the Ontario Autism Program and the Children's Developmental and Behavioural Supports, and the planned expansion of the Region's Directly Operated Childcare Centres.
- 1 new Supervisor to expand Adult Protection Services. This position is fully funded by provincial subsidy.
- 1 new Data Analysis Coordinator for the transformation of the Employment

Services system. This position is fully funded by the Province.

- 1 new Program Assistant for the transformation of the Employment Services system. This position is fully funded by the Province.
- 1 new Area Manager for the transformation of the Employment Services system. This position is fully funded by the Province.
- 3 new permanent full-time positions approved in year to implement the Behavioural Support Ontario Virtual Mobile Team. These positions are funded in part through provincial subsidy and include 1 new Registered Practical Nurse, 1 new Occupational Therapist (subsequently converted to a Behaviour Consultant) and 1 new Social Worker.
- 7 new Personal Support Workers at Fairview Lodge to increase direct hours of nursing care. These positions are funded by provincial subsidy.
- 4 new Registered Practical Nurses at Fairview Lodge to increase direct hours of nursing care. These positions are funded by provincial subsidy.
- 18 new Personal Support Workers at Hillsdale Estates. These positions are funded by provincial subsidy.
- 1 new Recreation Programmer at Hillsdale Estates. This position is funded by provincial subsidy.
- 12 new Personal Support Workers at Hillsdale Terraces. These positions are funded by provincial subsidy.
- 1 new Adjuvant at Hillsdale Terraces. This position is funded by provincial subsidy.
- 2 new Recreation Programmers at Hillsdale Terraces. These positions are funded by provincial subsidy.
- 1 new Registered Nurse at Lakeview Manor. This position is funded by provincial subsidy.
- 3 new Personal Support Workers at Lakeview Manor. These positions are funded by provincial subsidy.
- 6 new Registered Practical Nurses at Lakeview Manor. These positions are funded by provincial subsidy.
- 1 new Adjuvant Position at Lakeview Manor. This position is funded by provincial subsidy.
- 1 new Clinical Information Specialist to play a key role in the management of electronic systems (electronic resident chart, POC, eConnect & others) by performing quality control functions and providing leadership for maintenance and data stewardship.
- 1 new Manager, Nursing Practice to monitor and improve the nursing clinical practice in the homes.
- 1 new Policy Analyst to support the development, review and revision of LTC policies.
- 1 new Quality Improvement Specialist to support the Homes with quality, risk and compliance programs.

**Capital:**

The Social Services 2023 Capital Budget works to improve our facilities and equipment to enhance the level of services to our residents. Also included is the new Seaton Long-Term Care Home approved by Council in December 2022 totaling \$126 million.

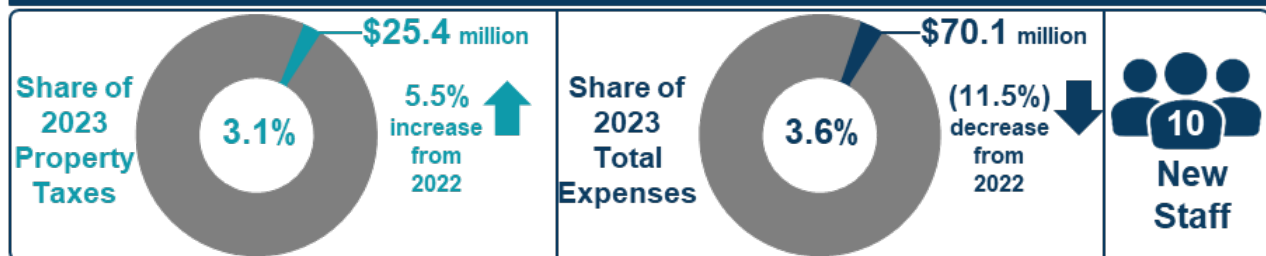
Other highlights of the capital plan include:

- \$0.3 million for a cooling tower at Hillsdale Terraces.
- \$0.3 million is proposed for Hi-Low beds at Hillsdale Estates.
- \$0.3 million for north parking lot water diversion at Fairview Lodge.
- \$0.5 million for leasehold improvements at the new Whitby family shelter.

**Risks and Uncertainties:**

- The most significant risk for Social Services is the uncertainty of provincial investment. The 2023 budget submission includes provincial funding based on current funding levels and information available from the Province. Reductions in provincial funding have a significant impact on the Region's own resources and its ability to address community needs. As an example, in 2022 Durham received \$2.8 million in SSRF-Phase 5 funding, which was a significant and critical investment that went to services that support homelessness prevention and capital repairs. This program funding has ended despite an ongoing need, which has created an additional gap in funding for critical supports to address homelessness in the community.
- There is continued uncertainty with respect to provincial and federal funding to support ongoing COVID-19 response.
- The Fixing Long-Term Care Act, 2021 which is expected to come into force in the spring of 2023, may impact operations of the homes through changes to regulations and inspection protocols. Regional staff, in partnership with long-term care partners, will continue to advocate for provincial funding and regulatory changes that meets the needs of our long-term care residents.

## Public Health Budget Highlights



### Operating:

- Implement public health requirements identified by the Province to address the ongoing COVID-19 pandemic, including delivery of booster doses of COVID-19 vaccine.
- Engage key stakeholders to implement the Durham Region Opioid Response Plan.
- Improve access to oral health services for eligible low-income adults and seniors through the Ontario Seniors Dental Care Program.
- Orient public health programs and services to address the needs of priority populations.

### Staffing:

- Temporary staffing to address the backlog of vaccinations (\$612k). This work is contingent on receipt of one-time provincial funding.
- 2 new full time Dental Assistants, 2 new full time Dental Hygienists, a part-time Oral Surgeon, 1 new full time Anesthetist and 1 new Public Health Nurse to support the increased needs related to the Ontario Seniors Dental Care Program. These investments are contingent on receipt of additional provincial subsidy (\$546k).
- Part time clerical support for the expected growth in clients served by the Healthy Smiles Ontario program (\$25k).
- 1 new full time Senior Public Health Inspector to support the work required to meet the Ontario Public Health Standards Food Premises Regulations, and to address increased growth of home based businesses and new food premises (\$75k).
- 2 new full time Program Support staff to manage information risks and data integrity for effective reporting and maintenance of health information systems (\$147k).
- 2 new full time Public Health Inspectors and 1 new full time Administrative Support to meet increased demands of the Infectious Diseases program (\$191k).
- Part time Pharmacy Technician to support optimal vaccine usage in the Immunization Program (\$28k).

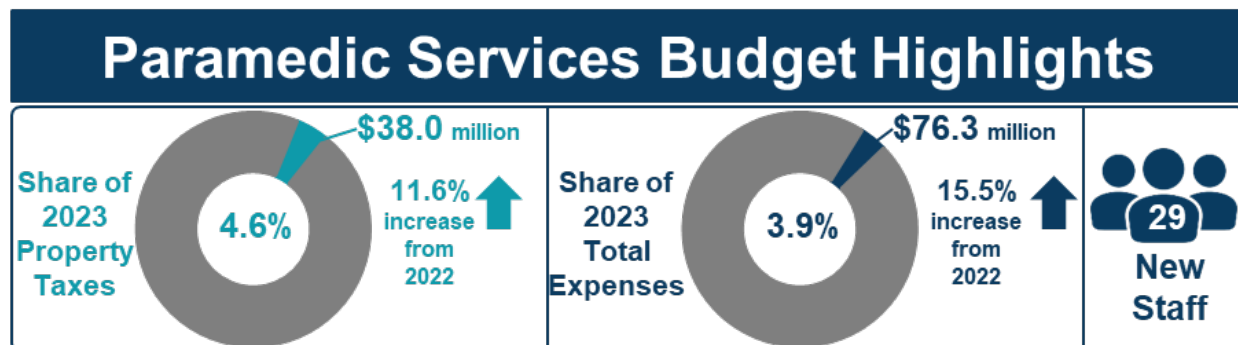


**Capital:**

- Relocation of the Breast Feeding Clinic and creation of dedicated vaccination clinic space (\$250k).
- Additional funding for the renovations and optimization of the Regional facility located at 101 Consumers Drive (\$3.3 million). The estimated total cost of this project is \$22.8 million, with \$13.7 million approved in previous budgets and \$5.8 million proposed in the 2023 Works Budget.
- Various replacements of equipment such as computers and monitors.

**Risks and Uncertainties:**

- COVID-19 continues to circulate and new variants continue to emerge. The Health Department remains flexible and is prepared to respond to spikes in COVID-19 activity, in accordance with provincial direction.
- The 2023 Health Department Business Plans and Budget includes a projected 2.0 per cent increase in the provincial subsidy. The Region has not received confirmation of the provincial funding for 2023.
- Public Health Modernization, which is currently on hold but is anticipated to be restarted, may impact public health funding, governance and organizational structures across the province.



**Operating:**

On March 1, 2023, Regional Council, through [Report #2023-COW-7](#), approved the 2023 – 2032 Region of Durham Paramedic Services Service and Financing Strategy. The 2023 Paramedic Services Budget is aligned with this multi-year strategy and includes:

- Addition of 24 new full time paramedic positions to staff four new 12-hour shifts providing an additional 48 hours of paramedic response time daily (\$2.2 million).
- Dedicated Disability Management Specialist resource to improve employee wellness and sustained resilience (\$0.1 million).
- Advanced Care Paramedic Training program (\$0.4 million).
- Annualization of the expansion to the Primary Care Outreach Program (PCOP).
- Establishment of a new paramedic response station in Seaton and enhanced service in South Oshawa and South Whitby to improve response times.
- Ongoing delivery of the Community Paramedicine Program providing support to

high intensity needs clients requiring supplemental community paramedicine services beyond home and community care.

### Staffing:

- 24 new full time Paramedics (12 ACPs and 12 PCPs) to staff four new 12-hour ambulances as noted above under operating investments for 2023.
- 2 new full time Superintendents to provide additional support for front-line staff.
- 3 new full time positions including a Professional Standards Investigator, Logistics Technician and a Scheduling Clerk to ensure sufficient support for the projected growth in paramedic services.

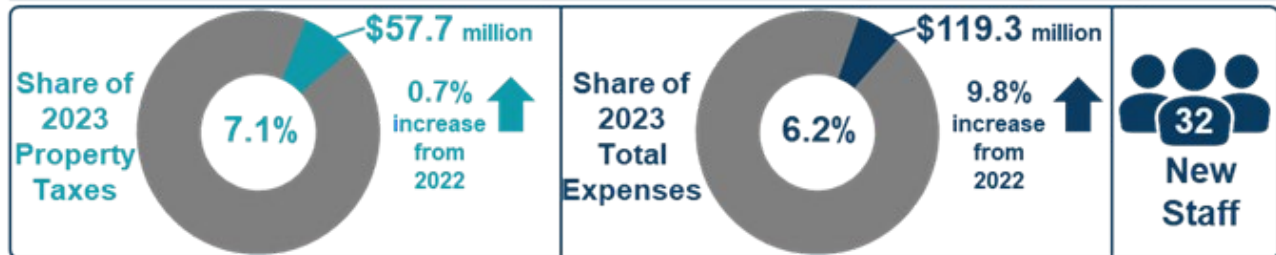
### Capital:

- 4 new ambulances and associated equipment (\$1.3 million).
- Replacement of 128 defibrillators (\$2.2 million).
- Replacement of 11 ambulances including five remounts (\$2.2 million).
- Replacement of one command vehicle (\$0.1 million).
- Cardiac Monitor, remote monitoring software and two vehicles for the Community Paramedicine Program (\$0.4 million).
- Phased funding for the new Clarington Paramedic Response Station (\$1.5 million), new Whitby Station (\$0.8 million) and replacement of the North Durham Station (\$1.9 million).

### Risks and Uncertainties:

- Significant ongoing challenges with patient offload delays impacting Paramedic Services' ability to service 9-1-1 requests as call volumes increase.
- Staff retention and attraction of qualified paramedics as well as decreasing enrolment in paramedic programs at community colleges. Work is underway with Durham College to increase the cohort for the fall of 2023.
- Uncertainty with respect to the provincial subsidy for Paramedic Services increasing proportionally with increasing costs related to population growth and the Region's Paramedic Services Service and Financing Study. The 2023 paramedic service budget includes a projected 2.5 per cent increase in the provincial subsidy for Paramedic Services. The Region has not received confirmation of the provincial funding for 2023.

## Corporate Administration, Planning and Economic Development Budget Highlights



### Operating:

- Continue to implement the Community Safety and Well-Being Plan by building robust community capacity to ensure residents get the right services at the right time.
- Continue to identify areas for reconciliation and cultural safety relevant to Indigenous residents and employees to better understand, live alongside and work with Indigenous Peoples.
- Continue the work of the new Durham Region Anti-Racism Taskforce.
- Develop a new Diversity, Equity and Inclusion strategy informed by jurisdictional scan data, an Indigenous Engagement Protocol, an employee census and Regional demographics.
- Undertake an Equity Audit to examine equity-related data for trends in workforce patterns, and in the workplace experiences of employees to identify practices which may create barriers to inclusive employment and workplaces for designated equity deserving groups.
- Develop and launch a Public Art Program that engages with the community and local artists to place artwork on Regional infrastructure.
- Continue to enhance communication of our commitment to strategic goals and share results with the community to support transparency and accountability.
- Implement the transfer of the responsibility for the prosecution of Part III and Part IX charges from the Province.
- Complete Envision Durham, the Municipal Comprehensive Review of the Regional Official Plan.
- Undertake a Regional Housing Assessment report to inform local municipal consideration of Inclusionary Zoning opportunities in Protected Major Transit Station Areas.
- Implement recommendations contained in the Regional Cycling Plan including advancing public engagement and conceptual designs for the Durham Meadoway in partnership with area municipalities, undertaking a signage and wayfinding strategy, assisting in developing school safety plans as part of the Active and Sustainable School Travel Program and working with partners to facilitate a Durham specific cycling event.

- Begin execution of the action items in the newly approved 2023 to 2027 Ready Set Future – A PLACE Blueprint for Durham, a five-year Economic Development and Tourism Strategy and Action Plan.
- Strengthen the Region’s internal investment attraction capabilities and resources.
- Undertake Business Retention and Expansion programming across north Durham.
- Implement the Local Food Business Retention and Expansion Action Plan.
- Advance station implementation frameworks for adoption as part of the Region’s Transit Oriented Development Strategy for the Bowmanville GO East Extension.
- Continue to identify transit-oriented development opportunities associated with rapid transit investment in the Region.
- Continue to build the Rapid Transit Deployment Plan and advance in-process projects.
- Continue implementation of the myDurham311 program and transition all customer service areas to Service Durham, modernizing our customer service delivery and providing a seamless customer experience.
- Broaden Health and Safety metrics by implementing a Health and Safety software, enhance supports for employee wellness and engagement within a hybrid virtual work environment, and continue the development and implementation of a mental health strategy.
- Implementation of the Enterprise Information Management Strategy including applying newly developed electronic records classification schemes and preparing for the acquisition of an Enterprise Content Management software to apply retention to electronic records.
- Deliver digital literacy programs and services to Regional employees that focus on IT security, digital enablement, and a modernized workforce.
- Continue Technology and Cyber Risk Management program with partnership between Internal Audit and Corporate Services IT Division.
- Ongoing modernization of the investment program.
- Continue the Budget Modernization Project initiatives.
- Implement substantive system upgrades to PeopleSoft Financial and Human Capital Management system that drive enhanced reporting and leverage dashboards.

### Staffing:

- 1 new Business Development Specialist to service investment leads and investment attraction missions, strengthen relationships with foreign partners and senior government investment agencies.
- 1 new Program Coordinator to deliver customized pitch proposals to prospective investors and host in-bound delegations and tours.
- 1 new Policy Advisor to advance the Region’s climate change strategies.
- 1 new Investment and Grant Coordinator to develop and submit funding

applications for the Region and area municipal partners.

- 1 new Administrative Assistant to support the Diversity, Equity and Inclusion division.
- 1 new Solicitor to support the growth in contractual, corporate, commercial, planning and employment activities.
- 3 new Prosecutors and 2 new Prosecution Assistants to meet the demands resulting from the transfer of responsibility from the Province for the prosecution of Part III and Part IX provincial offences.
- 1 new Recruiter to support the expansion of the Region's co-op and internship programs and support the talent pipeline with a focus on engaging with diverse community agencies.
- 1 new HR Assistant to support recruiting for Long-Term Care Homes.
- 1 new Disability Management Specialist dedicated to supporting Paramedic Services in developing a program to improve employee wellness and reduce employee absences.
- 1 new Disability Management Coordinator to support the Region's transition from the sick leave program to Short Term Income Protection Program (STIPP).
- 1 new Administrative Assistant to provide additional support to the Office of the Regional Chair.
- 1 new IT Policy Advisor.
- 1 new Senior Application Specialist to support the customer relationship management software utilized by Service Durham.
- 1 new Application Analyst to support the Enterprise Management System.
- 1 new ECM Specialist to support information management and provide ongoing support for Enterprise Content Management configurations and security requirements.
- 1 new Clerk to support corporate access and privacy including processing freedom of information (FOI) access requests, management of privacy incidents and ongoing privacy awareness activities.
- 1 new PeopleSoft Administrator.
- 1 new Supervisor Accounting Services, 1 new Senior Accounting Clerk and 1 new Senior Financial Analyst 2 to enhance reporting to operational areas, respond to increased workload volumes and improve timeliness of processing.
- 1 new Financial Analyst 2 to handle payroll processing for a growing workforce.

## External Agencies Highlights

### Conservation Authorities:

- The 2023 budget for Conservation Authorities includes \$6,628,702 for operations, \$1,752,525 for special benefitting projects and \$200,000 for land management for the Region's five Conservation Authorities.
- The 2023 funding for the Oak Ridges Moraine Groundwater Program (ORMGP) is recommended to remain at \$175,000 to finance ongoing groundwater protection initiatives jointly funded by the City of Toronto, Region of York and Region of Peel.
- In addition, the Conservation Authorities submitted the following requests for special one-time funding from the Land Conservation and Protection Reserve Fund for specific projects and initiatives for Council's consideration. Three of these seven projects are continuations of multi-year initiatives that were approved as part of previous Business Plans and Budgets.
- **Central Lake Ontario Conservation Authority** – Restoration Program \$150,000 (year five of five) – under this program CLOCA will implement restoration projects, apply for funding, prepare progress reports and foster long term partnerships with watershed businesses, community organizations and landowners. CLOCA can initiate a restoration project that will have an overall ecological benefit, improve watershed health and work to mitigate the impacts of growth and climate change.
- **Central Lake Ontario Conservation Authority** – Enniskillen and Long Sault Conservation Areas Improvements \$130,000 – Outdated vault toilets at both the Enniskillen Conservation Area and Long Sault Conservation Area have exceeded their useful life and are in need of replacement.
- **Central Lake Ontario Conservation Authority** – Lynde Creek Floodplain Mapping \$110,000 – Floodplain mapping is essential for CLOCA's core business functions and is used for land use planning, regulation and permitting, and flood forecasting and warning. The Lynde Creek Floodplain Mapping is the oldest mapping in the CLOCA watershed and does not reflect recent significant construction within the watershed. This project will include updated hydraulic modelling and floodplain mapping for the full Lynde Creek watershed. CLOCA has received 50 per cent funding for this project under the federal Flood Hazard Information and Mapping Program (FHIMP) and is requesting the balance of the funding from the Region.
- **Central Lake Ontario Conservation Authority** – Electric Vehicle Charging Stations - \$30,000 – CLOCA has partnered with the Region to submit an application for federal funding under the Natural Resources Canada Zero Emissions Vehicle Infrastructure Program for two electric vehicle charging stations at the CLOCA Administration Centre. If successful, CLOCA could receive 50 per cent grant funding towards the total project cost of \$60,000.
- **Kawartha Conservation Authority** – Watershed Planning \$27,300 (final year) – this project will provide the most current information related to Water Resource Systems and Watershed Planning to assist with the Region's Municipal Conformity Review exercises. This project will also help to process Planning Act applications faster while ensuring conformity with provincial policy.

- **Kawartha Conservation Authority** – Digitization of Corporate Records \$5,380 (year four of five) – this project is integral to expediting applications and improving customer service along with meeting the requirements under the Information and Privacy Act.
- **Kawartha Conservation Authority** – Environmental Monitoring Strategy \$9,014 – this funding will be used to provide an environmental monitoring network that facilitates evidence-based decision making, and provides accessible, real-time science and data to our community.

#### Durham Region Community Investment Grant:

- A 0.25% dedicated levy was approved in the 2022 budget to support the prior approval of the Lakeridge Health - Bowmanville site redevelopment. With the Region's significant critical investment needs in housing and homelessness support programs, paramedic services, transit services, and police services an incremental increase above the current annual contribution of \$6.2 million is not feasible.
- Both Oak Valley Health and Ontario Shores Centre for Mental Health recently updated Council on their redevelopment plans. Staff will work with these organizations and report back with the details of their funding requests and funding strategy to align with current or future Provincial capital funding parameters.

### Ukrainian Relief Efforts

- 8.2 The Government of Canada opened the Canada-Ukraine Authorization for Emergency Travel (CUAET) in March 2022 as an immigration pathway to people fleeing war in Ukraine, with no cap. Arrivals via the CUAET are classified as “visitors” for up to three years which allows for only limited access to provincial and federal services and supports. As of March 10, 2023, 903,439 CUAET applications have been received. Of these, 592,405 have been approved. The majority of arrivals are destined for the Greater Toronto Hamilton Area (GTHA). Arrivals through Toronto Pearson International Airport are expected to continue to increase as the CUAET pathway has been extended to March 2024. Many individuals and families continue to present at airports with limited to no resources, housing arrangements, and connections in Canada, and are at risk of becoming precariously housed or homeless.
- 8.3 In recognition of this emergent need and potential impact on existing local services and supports (i.e., the shelter system), which are already strained, the Region of Durham in partnership with Community Development Council of Durham (CDCD) opened a temporary accommodations site for Ukrainian arrivals in need of support. As of March 10, 2023, 199 individuals (76 families) have been supported through this program. The program is currently at capacity and slated to cease operations by April 30, 2023. To date, the Region has committed \$2 million to this program through [Report #2022-A-22](#) and [Report #2022-INFO-76](#). A further \$750,000 is incorporated into the 2023 Budget and is the subject of a companion report on the Finance and Administration Committee agenda.

- 8.4 GTHA partners, including the Regions of Peel, Halton and York, and the Cities of Hamilton and Toronto, have engaged the provincial and federal governments for support of municipal/regional programs to support CUAET arrivals. GTHA partners have provided a significant amount of data on regional/municipal programs operating to support Ukrainian arrivals. Multiple meetings between GTHA partners and upper levels of government have taken place with no positive outcomes.

### **Provincial Offences Act (POA) Download, Automatic Speed Enforcement (ASE) and Red Light Camera (RLC) Update**

- 8.5 The original download of POA courts along with revenues was intended to be of net financial gain to municipalities. At the time, a revenue sharing arrangement was determined with the Local Area Municipalities. This arrangement was not finalized and executed but has been honoured by the Region since that time. Since this original transfer of responsibility from the Province to the Region, any net POA revenues collected are shared with the local municipalities after accounting for the cost of prosecution, court services and collections. The Region's costs for administering the ASE and RLC programs had not been netted against the POA fines collected as they did not exist at the time of the original transfer. However, as Regional staff have been working through the implementation of RLC and ASE, it has become clear that any separation of the costs of the ASE and RLC program from the POA court and administrative perspective are not possible. Additional complications have followed now that the transfer of responsibility for Part II and IX prosecutions from the Ministry of Attorney General to the Region of Durham has taken place and Administrative Monetary Penalties have been broadened.
- 8.6 A detailed report will be forthcoming to obtain Council approval for addressing these issues. Due to the complexity and impacts to two local municipalities who have instituted their own cameras with all revenues flowing through the POA courts, those two municipalities, along with the Region's ASE and RLC direct costs have been applied against POA revenues for 2022 resulting in no net revenues to share for 2022.

### **9. 2023 Transportation Capital Program**

- 9.1 The proposed Regional 2023 Transportation Capital program includes \$183.3 million in expenses, which represents an increase of \$25.8 million or 16 per cent from 2022 (\$157.5 million). The program includes \$78.6 million in 2023 transportation capital expenses related to transit service, partially funded through the Investing in Canada Infrastructure Program Transit Stream (ICIP).
- 9.2 Net of the ICIP project costs, the proposed 2023 program includes \$39.6 million for network expansion projects, including funding for road construction projects that are anticipated to be ready for tendering in 2023 and preparatory work (i.e., Environmental Assessment, design, land acquisition, and utility relocations), as well as traffic control and other supporting infrastructure.



- 9.3 The 2023 program also includes \$38.7 million for road rehabilitation projects, \$13.7 million for bridge rehabilitation and replacement projects, \$1.7 million for road safety infrastructure and \$3.7 million for traffic control and other rehabilitation costs.

### **Transportation Capital Nine-Year Forecast (2024 - 2032)**

- 9.4 The total transportation capital expenditure over the 2024-2032 forecast period is estimated at \$1.6 billion. Based on an asset management approach, this level of investment has been identified as necessary to address the various rehabilitation and replacement needs and network expansion projects deemed necessary to accommodate current needs and future development requirements.
- 9.5 Growth-related road expansion projects will be prioritized considering the Durham Transportation Master Plan (2017) and the Region's renewed Development Charge By-law and Study which will be completed in 2023.
- 9.6 Meanwhile, preliminary pavement management modelling indicates that an annual investment of \$47 million throughout the forecast period will be necessary to bring the average pavement condition of the Region's road network from its current Pavement Condition Index (PCI) level of 52 to a service level target of 65.
- 9.7 The forecast also includes significant costs related to bridge rehabilitation and replacements, including pressures in 2023 and 2024 related to the advancement of rehabilitation or replacement work on three bridges in coordination with Metrolinx as it implements the GO Rail East Extension project
- 9.8 Through the Region's annual Asset Management and Business Planning and Budget processes, Regional staff will continue to prioritize and refine future annual bridge needs over the forecast.

### **Road Infrastructure for Transit**

- 9.9 On June 23, 2021, Regional Council approved [Report #2021-COW-12](#) which proposed a design for endorsement as the Preferred Technical Option for Metrolinx to advance the Transit Project Assessment Process (TPAP) for the Durham Scarborough Bus Rapid Transit Study. Proposed expenses in 2023 for ICIP bus rapid transit infrastructure along the Highway 2 corridor includes \$6.6 million for pre-construction activities and \$72.0 million in construction expenses.

### **Active Transportation**

- 9.10 The Region acknowledges the need to advance the road infrastructure for active transportation, including cycling, as part of a sustainable transportation system. The 2023 transportation capital plan includes financing to advance approximately 19.5 km of cycling infrastructure to be implemented as part of Regional roads construction projects.

- 9.11 The 2023 transportation capital plan includes a \$540,000 allocation to advance shovel-readiness of cycling network infill projects, to be undertaken on road segments that are not planned for widening or rehabilitation in the forecast. The prioritization of cycling network infill projects will be developed collaboratively by the Works Department and Planning Department, in consultation with the Local Area Municipalities. Furthermore, additional cycling infrastructure and cycling infrastructure upgrades will be completed as part of the Region's ICIP funded bus rapid transit projects.

### **Road Safety**

- 9.12 Durham Vision Zero (DVZ) was endorsed by Regional Council on April 24, 2019 and officially launched on May 29, 2019. The Region continues to work collaboratively with road safety partners to achieve the long-term vision of zero deaths and injuries on Regional and local municipal roads, with a short-term (2023 - 2025) goal of a minimum of 10% reduction in fatal and injury collisions. To support the Region's road safety goals, the 2023 Transportation capital plan includes \$1.7 million in capital expenses related to increasing safety on the Regional road network, partially funded through the Region's Vision Zero Reserve Fund.

### **Transportation Capital Financing**

- 9.13 The financing strategy for the proposed 2023 Transportation Capital Program (\$183.3 million) and 2024-2032 forecast is shown in Attachment 4.
- 9.14 Development charge revenues continue to be an important source of financing for growth-related infrastructure. The 2023 program is supported through \$41.1 million in residential development charge revenues, \$4.7 million in commercial development charge revenues and \$5.0 million from Industrial Development Charge Revenues.
- 9.15 The Regional Roads Levy (currently \$12.6 million per year) provides a dedicated and sustainable source of annual property tax funding to leverage available development charges and cover any shortfalls in non-residential development charge revenues, for road expansion projects. Meanwhile, the Region's Road Rehabilitation Levy (\$26.1 million) provides annual dedicated property tax funding for road rehabilitation projects and the Bridge Rehabilitation Levy (\$5.5 million) is in place to accelerate the replacement and rehabilitation of structures.
- 9.16 The proposed transportation financing plan includes Canada Community-Building Fund (Federal Gas Tax) funding of \$15.1 million for road rehabilitation and bridge replacement in 2023, increasing to \$18.3 million in 2024 to address forecasted transportation infrastructure rehabilitation needs and advance priority cycling infill projects. Future use of Federal Gas Tax funds will continue to be reviewed on an annual basis.
- 9.17 The 2023 financing strategy includes a \$1.7 million draw on the Road Rehabilitation Levy Reserve Fund to advance road rehabilitation. Under the forecast financing strategy, further draws on the Road Rehabilitation Levy Reserve Fund and the Bridge Rehabilitation Levy Reserve Fund are projected over the forecast to address high priority asset management needs, subject to Regional Council consideration

and approval through the annual business planning and budget process. The forecast period financing strategy also projects draws from the Regional Roads Levy Reserve to assist in the funding of forecasted growth projects. This reflects a commitment to effectively use existing reserve funds for priority purposes.

9.18 Despite the application of Canada Community-Building Fund funding towards transportation infrastructure, the forecasted use of reserves and reserve funds and projected development charge revenues, and levy increases are forecasted as necessary to address capital requirements throughout the forecast period. Regional staff will continue to work towards refining capital forecasts and financing strategies with the aim of ensuring any future levy increases necessary to support transportation capital are gradually phased and affordable for taxpayers.

## **10. 2023 Durham Region Transit Capital Program and Nine-Year Forecast (2024 – 2032)**

10.1 Durham Region Transit (DRT) capital investments proposed for 2023, totaling \$87.9 million include:

- twenty-two growth battery electric buses to be delivered in 2025 (\$35.4 million);
- electric vehicle charging infrastructure and related equipment (\$6.2 million);
- advancing planning, design and engineering for DRT's new facility in north Oshawa to support fleet electrification (\$2.0 million);
- 15 diesel bus replacements (\$12.2 million);
- Land acquisition and design for Harmony and Windfield Farms terminals (\$7.0 million), subject to further reporting; and
- various other infrastructure and equipment related capital projects (\$4.6 million).

10.2 Capital investments also include Investing in Canada Infrastructure Program (ICIP) projects including:

- Raleigh administration building construction (\$11.6 million);
- advanced fuel and fluid management system (\$1.3 million); and
- bus stop infrastructure improvements (\$2.9 million).

- 10.3 The DRT capital forecast includes an additional \$968.9 million in forecasted expenses over the 2024-2032 period necessary to support service enhancement, electrification and asset management requirements.
- 10.4 Financing DRT capital investments in 2023 and over the forecast period will require significant funding from Regional reserves and reserve funds, provincial gas tax funding, development charge receipts and debenture financing. Senior government funding opportunities will be pursued to support the capital forecast, including the federal Zero Emissions Transit Fund to support electrification vehicles and infrastructure and facility improvements, including the new Thornton Operations, Maintenance and Storage Depot. The federal permanent transit funding announced to begin in 2026/2027 has not yet been incorporated into the Region's long-term financing strategy for transit capital as program terms and eligibility are still to be announced.

## **11. Durham Region Local Housing Corporation (DRLHC) 2023 Capital Budget and Nine-Year Forecast (2024 – 2032)**

- 11.1 The proposed 2023 DRLHC capital program includes approximately \$8.1 million in expenses. This amount includes approximately \$2.9 million in major repairs/renovations (operating) expenses and \$5.2 million in capital expenses. These expenses are proposed to be fully financed using general levy financing. Meanwhile, \$94.7 million in expenses, necessary to keep DRLHC assets in a state of good repair, are included in the 2024-2032 forecast.
- 11.2 As referenced in the Master Housing Strategy ([Report #2020-COW-27](#)), a recommended approach for the potential redevelopment, intensification, and regeneration of four DRLHC sites in Oshawa is in development. Capital projects at these sites have not been included in the forecast, nor have any cost estimates associated with the redevelopment, as further work is necessary to determine the scope of future capital works at these sites.
- 11.3 Project planning work continues for the Federation of Canadian Municipalities (FCM) funded Senior's Housing Energy Efficiency Retrofits project that was approved as part of the Region's 2022 business plans and budgets (\$22.2 million). A report providing a status update on this significant project and seeking any necessary related approvals will be brought to Committee of the Whole in 2023.
- 11.4 Regional staff will continue to pursue senior government funding opportunities for DRLHC capital projects.

## **12. Development Charges**

- 12.1 Development charge receipts are a primary financing source for the significant growth-related projects that are included in the Region's capital forecast. The Region's 2023 capital budget and nine-year forecast (2024 – 2032) is based on the current Development Charge Background Studies and by-laws. Recent provincial changes under Bill 23, *More Homes Built Faster Act, 2022* will impact both the Region's growth forecast and the availability of development charges.

- 12.2 The Region is in the process of updating the Regional Development Charge Background Study with the new Regional Development Charge Background Study and by-law to be effective July 1, 2023. This new Development Charge Background Study will reflect the phasing of the charge introduced through the *More Homes Built Faster Act, 2022* and will inform the development of the 2024 capital budget and nine-year capital forecast (2025 -2033).
- 12.3 As illustrated in the 2023 capital budget and nine-year forecast, industrial and institutional development charge revenue is not anticipated to be sufficient to cover the requirements for planned growth projects and as such, the Region will be required to continue to fund industrial and institutional development charge funding shortfalls using other revenue sources (e.g., reserve fund, levy or debt financing).
- 12.4 Ongoing review of the capital forecast program, the timing of growth projects and the use of various financing strategies, including development charge, reserve fund, debenture and levy financing, will be conducted as part of Region's annual business planning and budget processes. Refinements to the forecast will be based on the rate of development that is realized in the Region (impacting both capital requirements and available development charge revenues), the new Development Charge Background Study and by-law, *Bill 23 More Homes Built Faster Act, 2022* and other considerations to ensure affordable levy increases.

### **13. Potential Debt Financing Requirements and Considerations**

- 13.1 The 2023 capital program requires \$129.5 million in debenture financing to support the following capital projects:
- \$94.1 million in debenture financing for the new Seaton Long-Term Care Home. It is anticipated that the annual costs to service approximately \$60.8 million of this debt will be covered by the annual provincial construction funding subsidy and the annual provincial construction funding subsidy supplement with property taxes being used to fund the annual costs to service the balance of the debt (\$33.3 million).
  - \$15.7 million for the initial phase of the expansion and modernization of the Region's Maintenance Depots with \$1.7 million for the design of the Ajax/Pickering Maintenance Depot expansion, \$12.7 million for the Oshawa/Whitby Depot and \$1.3 million for the Sunderland Maintenance Depot.
  - \$7.0 million for new DRT Terminals including \$5.0 million for the Harmony Terminal and \$2.0 million for the Windfield Farms Terminal. These two terminal projects are subject to a further Council report for approval of financing.
  - \$12.8 million in debenture financing for the acquisition of 22 zero emission buses with this debenture financing proposed to be provided through the Canada Infrastructure Bank (CIB). Through this Report staff are seeking approval to enter into a Credit Agreement with the Canada Infrastructure Bank (CIB) and to establish a Credit Facility for borrowing of funds with the following key terms:

- Credit Facility of up to \$62.0 million towards the purchase of up to 98 zero emission buses.
  - Four year availability period for financing through December 31, 2027, with a repayment term of 12 years for each draw. The credit term is scheduled to end January 31, 2039.
  - The Region will request loans, referred to as “Advances” under the Credit Agreement from the CIB from time to time to finance, on a long-term basis, the acquisition of zero emission buses.
  - The Credit Agreement sets the annual interest rate at 1.0 per cent. Interest will be charged on the outstanding balance of the Advances under the Credit Facility. DRT will be required to include the projected debt servicing costs (both interest and principal repayment) under this Credit Agreement in their annual Business Plans and Budget.
  - The amount of the Credit Facility and the duration of the period for which it is available may be increased upon the request of the Region and agreement by the CIB, at its sole discretion.
  - Regional Council, through the annual business planning and budget process will approve the acquisition of zero emission buses and any debenture financing under this Credit Facility.
- 13.2 In addition to this debenture financing, the capital forecast is projecting a further \$428.2 million in debenture financing required between 2024 and 2032. Of this, up to \$53.5 million is proposed to be provided under the Credit Agreement with the CIB for the acquisition of zero emission buses. This capital forecast does not include any debenture financing for the development of the Region’s housing portfolio. These needs are anticipated to be significant. Staff are consulting with the community and stakeholders on the redevelopment plans and will report back to Council on the strategy in advance of the 2024 Business Plans and Budget. As outlined in the Region’s Long-Term Financial Planning Framework, staff are developing a debt management strategy that will further inform future business plans and budgets.

#### **14. Multi-Year Commitments: Impact on Future Budgets**

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

- Staff annualization costs for the 237.95 positions proposed in the 2023 budget (\$28.8 million gross in 2024, an increase of \$10.7 million over 2023).
- Bill 23 *More Homes, Built Faster Act, 2022* will impact the amount of development charges available to fund new and expanded infrastructure to service growth. Without development charges this infrastructure will need to be funded from other revenue sources (e.g. reserves/reserve funds, tax levy or debt financing). The provincial direction to develop 1.5 million homes in an expedited manner and allow the development of Greenbelt lands with restricted timelines will be an additional and unplanned development pressure competing for Regional infrastructure funds and resources. Staff are working on quantifying the financial impacts on future Regional Budgets. The 2024 capital budget and nine year forecast will reflect the updated

Development Charge Background Study and the Bill 23 impacts to the best extent possible as many unknowns currently exist.

- Road rehabilitation needs, growth related road expansion projects and bridge and structure rehabilitation and replacement needs have been identified over the forecast period (2024 – 2032) of approximately \$1.2 billion.
- Facility expansions over the 2024–2032 forecast period to provide services for a growing and more diverse population and related staffing requirements to service these demands.
- The Transit Service and Financing Strategy (2023-2032), endorsed by Regional Council on March 1, 2023 ([Report #2023-F-5](#)), acknowledged that significant annual property tax increases starting at approximately 2 per cent per year on the overall Regional tax levy would be required over the term of the plan to grow service, advance fleet electrification, expand infrastructure and improve passenger amenities.
- The Paramedic Services Service and Financing Strategy (2023 – 2032), endorsed by Regional Council on March 1, 2023 ([Report #2023-COW-7](#)) identified operating expenditure increases of \$59.56 million over ten years, with total capital expenditures over this time estimated at \$89.47 million. This is projected to require annual property tax increases of between half to three quarters of a per cent per year on the overall Regional tax levy over the term of the plan to respond to projected population growth, increased calls for service, significant hospital offload delays, support employee wellness and sustained resilience to ensure improvement to current paramedic response times.
- The procurement for the construction of the Lakeshore GO East Extension to Bowmanville will advance substantially in the upcoming year, and this will increase pressure on the Region and the Province to ensure options for station delivery are agreed on and advanced.
- Managing the pressures from growth and increased demand on services to support residents and businesses as well as the operational and maintenance requirements for Regional infrastructure.
- Increased operating cost pressures for long-term care homes to address the recommendations from the Commission’s review stemming from COVID-19 impacts to long-term care residents.
- Investments to achieve Council’s affordable housing targets.
- The Master Housing Strategy ([Report #2020-COW-27](#)) identifies a recommended approach for the potential redevelopment, intensification, and regeneration of four DRLHC sites in Oshawa. Staff is working on this file with the communications outreach being the first priority.
- While the 2023 Budget proposes a significant increase in Regional funding for housing and homelessness support programs, continued and sustained resources and supports from all levels of government will be required to prevent and end chronic homelessness in Durham Region. Innovative approaches for community outreach, supportive, transitional and affordable housing are required across Durham Region to meet the growing needs within the homelessness support system.

- A new long-term care home in Seaton (Report #2022-COW-32) will require a significant Regional investment for both capital construction and operating costs with net Regional operating costs estimated at between \$22.5 million and \$24.8 million annually.
- Children's Services staff continue planning efforts for the addition of two new directly operated Regional Child Care Centres through local partnerships.
- Continued pressure to address and reduce the wait list across several program areas. With population growth and funding constraints, wait times for services, such as family counselling services, long-term care and community housing will become longer.
- Investment in broadband infrastructure to grow the Regional Broadband Network to communities across the Region.
- Implications arising from a Climate Master Plan to, among other items, reduce our GHG emissions and implement a low carbon fleet strategy and the Durham Built Standard.
- Ready Set Future – the new five-year Economic Development & Tourism Strategy and Action Plan, will require additional resources to fully implement the Strategy.
- Outstanding assessment appeals at the Assessment Review Board (ARB) involve a total of \$4.4 billion in Region of Durham weighted assessment. Of these assessment appeals, it is estimated, under a medium risk scenario, that the Region has the potential to lose \$3.4 million in Regional taxes. This risk is anticipated to grow significantly following the next reassessment.
- As outlined in the 2023 Strategic Property Tax Study (Report # 2023-F-8), the province has been consulting on potential approaches to reduce the current property taxation of multi-residential properties. One of the options the Province is considering is requiring municipalities to lower their multi-residential municipal tax ratio. While this is revenue neutral to the Region, as the 2023 Strategic Property Tax Study details, any decreases in the multi-residential municipal tax ratio would create significant property tax shifts from the multi-residential property tax class to the other tax classes and in particular the residential tax class. This would be in addition to the property tax shifts that are anticipated with the next MPAC reassessment.

## **15. Risks and Uncertainties**

15.1 There are numerous risks, pressures and uncertainties that the Region faces in implementing strategic direction and in the successful delivery of its programs and services. Section 8 outlines the program specific risks and uncertainties for each of the major service areas.

15.2 While staff have taken a balanced approach in providing for inflationary pressures in 2023, risk remains that the economy will continue to respond to supply shortages, tight labour markets, rising wages and resulting high inflation that is beyond that provided for within the proposed 2023 Business Plans and Budget. Staff will continue to monitor spending closely and develop mitigation plans where required.



- 15.3 The Region is currently awaiting provincial regulations under the *Housing Services Act* that will provide greater clarity around Part VII housing providers and the costs and funding available to support these providers.
- 15.4 In October 2021 and April 2022, the Province released Phase 1 and Phase 2 regulations and policy under the *Conservation Authorities Act*. These new regulations outline:
- mandatory programs and services to be delivered by the conservation authorities,
  - the need for agreements between participating municipalities and conservation authorities to fund non-mandatory programs and services through a municipal levy,
  - the requirement of conservation authorities to establish a community advisory board,
  - the budget process for conservation authorities,
  - the municipal apportionment methods for levying participating municipalities,
  - various user fee requirements, and
  - information requirements for conservation authorities.

These provincial regulations are anticipated to impact the Region's funding of conservation authorities for the 2024 Business Plans and budget. Staff continue to work with the Province and the Region's five partner conservation authorities to understand the full impacts resulting from these regulations as well as the impacts of Bill 23 on conservation authorities.

- 15.5 The continuing momentum of electric vehicles across the Province and changing community patterns have contributed to lower provincial and federal gas tax receipts. In 2022, the Province indicated that it had to provide \$120.4 million in top-up funding from other revenue sources to maintain the same level of funding provided to transit agencies under the provincial gas tax program, for 2023 this amount dropped to \$80.0 million. The decline of gas tax collected by the Province of Ontario and the Government of Canada leaves significant future uncertainty for municipalities for sustainable funding to replace provincial and federal gas tax receipts.

## **16. Public Engagement Strategy on the 2023 Business Plans and Budgets**

- 16.1 Transparency and education are key components of building successful public engagement on the Region's business plans and budgets with residents, businesses and stakeholders.
- 16.2 The Region remains focused on modernizing our public engagement initiatives by evaluating different standards, compiling best practices, measuring outcomes and incorporating feedback to better understand when and how to utilize newer forms of public engagement.
- 16.3 For the 2023 Business Plans and Budget, public engagement activities focused on engaging with more residents and businesses in new and different ways to encourage their feedback and included:

- Refocusing efforts to engage residents in an approach aligned with the cadence of the annual Business Planning and Budget process that enables input to inform budgetary decisions;
  - Sharing information with the residents and businesses on the value and impact the budget investments are having across the Region;
  - Hosting a Virtual Town Hall on Thursday November 24, 2022 where more than 14,000 Durham Region residents joined over the phone and online to provide over 125 questions, comments and feedback on key priorities for the Region's Business Plans and Budget. This represented a 25 per cent increase in participation from last year. A recording of the event is available on the Region's Your Voice Durham website. Highlights of the areas of focus include: affordability, housing and homelessness, roads, planning for growth and transit;
  - Updating the award-winning Value Stories videos which highlight the details of the Region's Budget and the values these budget investments have on residents and businesses;
  - Updating the Budget Spotlight to provide a visual summary of the service metrics and investments included in the approved budget;
  - Updating the Region's Business Plans and Budget online presence and social media campaign, informed by data and lessons learned, to increase awareness of the process and allow residents to ask questions and provide comments online in a convenient and intuitive manner; and
  - Providing traditional engagement initiatives consistent with prior year activities including the utilization of print media.
- 16.4 As part of the multi-year business planning and budget process review and modernization project, an interdepartmental team is working to evaluate standards and best practices, and to incorporate feedback and expertise to better understand when and how to use public engagement tools. This work will help inform the public engagement strategy for the 2024 Business Plans and Budget and subsequent cycles.

## 17. Fees and Charges

17.1 Regional staff conduct annual reviews of fees and charges to ensure appropriate cost recovery, maximization of revenues to the extent possible and at a minimum, that all fees are updated to reflect changing circumstances, including inflationary pressures and legislative compliance. The following highlights the changes made to General Purpose Fees and Charges in the 2023 Business Plans and Budgets.

### 17.2 Durham Region Transit

- Base adult fare increase of \$0.10 effective July 1, 2023 with proportional adjustments to the other fare concessions per the established discount rates and as approved by Regional Council on March 1, 2023 through [Report #2023-F-5](#).

- Universal Transit Pass (U-Pass) rate increase of 1.9 per cent from \$147.25 to \$150.00 per student per semester for the period September 1, 2023 to August 31, 2024. This report includes a recommendation for an extension of the existing U-Pass agreement through the 2023-2024 academic year, including this rate increase.
- The establishment of a charter service rate of \$925.00 per hour for a minimum four hour booking of a standard 12 meter bus, with a rate of \$505.00 for each additional bus and \$130.00 for each additional hour. This charter rate has been set on a full cost recovery basis considering all expenditures incurred for the operation and servicing of the vehicle and administration such as planning and supervision and was approved by Regional Council on March 1, 2023 through [Report #2023-F-5](#).

### 17.3 Health Services

- Increase in fees (2 per cent) for services provided by Health Protection for Ontario Building Code (building permits for sewage system) and Regional activities effective April 1, 2023 based on [Report #2022-MOH-2](#) approved by Regional Council on March 23, 2020 – and By-law 18-1998 as amended and By-law 19-1998 as amended.

### 17.4 Children's Services

- Child Care Program and Kindergarten Program fees (for children less than 6 years old) have been reduced by 52.7 per cent with a plan to further lower licensed childcare fees to an average of \$10 per day by September 2025 in accordance with the Canada-wide Early Learning and Child Care (CWELCC) system guidelines.

### 17.5 Durham Region Police Services

- Fees for the Destruction of Fingerprints, Incident Requests, Pay Duty and Officer Interviews have been amended January 1, 2023 to reflect the current collective bargaining agreement wage rates and current costs.
- New fees for Body Worn Camera Requests (\$66.37) and Reconsideration Requests (\$22.12) were established January 1, 2023.

### 17.6 General

- Establishment of a 1.99 per cent provider service charge applied to payments made by credit cards, primarily through the Region's e-commerce channels. The fee does not apply for selected services provided by Social Services program for low-income clientele.

### 17.7 Development Charges

- The Region is currently in the process of updating its Regional Development Charge Background Study which will include new Development Charge rates effective July 1, 2023. The balance of the Region's Development Charges will be indexed annually on July 1, 2023 based on the by-laws passed by Regional Council.

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

- 18.1 In June 2006, the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA) approved revisions to Section PS 3150 of the Public Sector Accounting Handbook for the accounting of tangible capital assets (TCA) for local governments. The purpose of these revisions was to establish standards for the accounting treatment of tangible capital assets acquired by local governments.
- 18.2 The Regulation requires municipalities to prepare a report for adoption by Council if a municipality excludes provisions in its annual budget for all or a portion of the following expenses:
- TCA Amortization Expenses;
  - Post-Employment Benefits Expenses; and,
  - Solid Waste Landfill Closure and Post Closure Expenses.
- 18.3 Since the Region's 2023 Business Plans and Budgets exclude provisions for all, or a portion of, the expenses relating to the amortization of Tangible Capital Assets, post-employment benefits and solid waste landfill closure and post closure, this report is provided as required by the Regulation.

### Estimated Impact of Excluded Expenses on Accumulated Surplus For the 2023 Business Plans and Budgets (\$,000's)

	<u>2022</u>	<u>2023</u>			<u>Total</u> \$
	<u>Total</u> \$	<u>Property</u> <u>Tax</u> \$	<u>Water</u> \$	<u>Sewer</u> \$	
<b><u>PSAS Additions to Budget</u></b>					
Tangible Capital Asset Amortization	162,021	98,750	29,047	36,851	164,648
Post-Employment Benefit Expense	15,354	25,863	670	768	27,301
Landfill Closure Costs - Increase/(Decrease) in Liability	(38)	(248)	-	-	(248)
Transfers from Reserves and Reserve Funds	156,495	123,847	9,447	12,065	145,359
Proceeds of Debt issued for Regional Purposes	134,300	129,549	15,667	15,667	160,883
Total PSAB Additions	468,132	377,761	54,831	65,351	497,943
<b><u>PSAS Reductions to Budget</u></b>					
Gross Tangible Capital Assets Acquisitions	(763,443)	(493,157)	(144,198)	(147,503)	(784,858)
Less: Tangible Capital Asset Recoveries	63,388	-	-	40,691	40,691
Net Tangible Capital Asset Acquisitions	(700,055)	(493,157)	(144,198)	(106,812)	(744,167)
Debt Principal Payments	(12,412)	(16,602)	-	(2,041)	(18,643)
Transfers to Reserves and Reserve Funds	(143,817)	(124,977)	(9,447)	(20,844)	(155,268)
Contributed Tangible Capital Assets	(21,197)	(297)	(8,972)	(10,748)	(20,017)
Total PSAB Reductions	(877,481)	(635,033)	(162,617)	(140,445)	(938,095)
<b>Net Impact - (Increase) to Accumulated Surplus</b>	(409,349)	(257,272)	(107,786)	(75,094)	(440,152)

## 19. Conclusion

- 19.1 The 2023 Business Plans and Budget recommendations for property tax supported programs for internal departments (including DRT), DRLHC and Conservation Authorities meet the 5.0 per cent guideline adopted by Regional Council through Report # 2023-F-1. The recommended 0.25 percent increase has been included for the impacts of Bill 23, *More Homes Built Faster Act, 2022*, The Durham Regional Police Services Board 2023 budget submission was over the guideline by \$1.7 million resulting in a required additional 0.2 per cent increase in the levy bringing the total proposed net property tax budgetary increase to 5.2 per cent or approximately \$153 for the Region-wide average residential home after assessment growth.
- 19.2 The recommended 2023 Business Plans and Budget provides for the inflationary pressures experienced in 2022 and projected for 2023, addresses significant urgent investment needs in core service areas including paramedic services, transit, police and housing and homelessness supports, advances the goals of the Region's Strategic Plan and includes funding to address anticipated impacts resulting from Bill 23, *More Homes Built Faster Act, 2022*. The budget attempts to balance these significant pressures with the need for taxpayer affordability and competitive tax property taxes recognizing the current financial challenges facing many residents and businesses.

## 20. Attachments

- 20.1 Attachment #1: The Regional Municipality of Durham Summary of Estimated Gross and Net Budget Expenditures
- 20.2 Attachment #2: The Regional Municipality of Durham Summary of 2023 Property Tax Supported Business Plans and Budgets
- 20.3 Attachment #3: The Regional Municipality of Durham Summary of Proposed 2023 New and In-Year Approved Permanent Positions
- 20.4 Attachment #4: The Regional Municipality of Durham Summary of 2023 Property Tax Supported Capital Program and 2024 to 2032 Capital Forecast
- 20.5 Attachment #5: The Regional Municipality of Durham Summary of the Use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds in the Proposed 2023 Property Tax Supported Business Plans and Budgets

20.6 Detailed 2023 Regional Business Plans and Budgets for Property Tax Purposes are available on-line through the links provided on the March 21, 2023, Finance and Administration Committee Agenda or in hard copy by contacting the Finance Department at (905) 668-7711 ext. 2302.

Respectfully submitted,

Original Signed By

Nancy Taylor, BBA, CPA, CA  
Commissioner of Finance

Recommended for Presentation to Committee

Original Signed By

Elaine C. Baxter-Trahair  
Chief Administrative Officer

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



	2022 Restated Budget		2023 Recommended Budget		Annual Change			
	Gross Expenditures (\$,000's)	Net Tax or User Rate (\$,000's)	Gross Expenditures (\$,000's)	Net Tax or User Rate (\$,000's)	Gross Expenditures (\$,000's)	%	Net Tax or User Rate (\$,000's)	%
<b>PROPERTY TAX SUPPORTED</b>								
Durham Regional Police Service	252,392	233,318	266,687	247,532	14,295	5.7%	14,214	6.1%
Durham Region Transit	117,275	68,089	199,199	79,670	81,924	69.9%	11,581	17.0%
Regional Roads and Infrastructure	267,772	95,070	308,865	98,280	41,093	15.3%	3,210	3.4%
Solid Waste Management	320,332	46,426	90,644	57,821	(229,688)	(71.7%)	11,395	24.5%
Public Works	588,104	141,496	399,509	156,101	(188,595)	(32.1%)	14,605	10.3%
Public Health	79,195	24,096	70,105	25,413	(9,090)	(11.5%)	1,317	5.5%
Region of Durham Paramedic Services	66,018	34,022	76,268	37,957	10,250	15.5%	3,935	11.6%
Long-Term Care	135,295	53,878	268,553	56,954	133,258	98.5%	3,076	5.7%
Social Housing and Homelessness Supports	97,907	53,156	109,548	62,252	11,641	11.9%	9,096	17.1%
Social Assistance	124,024	21,041	136,147	20,207	12,123	9.8%	(834)	(4.0%)
Children's Services	90,944	13,598	196,402	11,471	105,458	116.0%	(2,127)	(15.6%)
Family Services	7,280	5,827	7,658	6,015	378	5.2%	188	3.2%
Health & Social Services	600,663	205,618	864,681	220,269	264,018	44.0%	14,651	7.1%
Governance & Administration	90,050	40,273	100,421	40,048	10,371	11.5%	(225)	(0.6%)
Planning & Economic Development	13,126	11,914	13,312	12,098	186	1.4%	184	1.5%
Emergency 9-1-1 Telephone System	5,455	5,152	5,575	5,575	120	2.2%	423	8.2%
Other Regional Services	108,631	57,339	119,308	57,721	10,677	9.8%	382	0.7%
External Agencies	33,043	24,611	55,462	24,818	22,419	67.8%	207	0.8%
Other	29,922	29,722	31,442	31,242	1,520	5.1%	1,520	5.1%
External Agencies and Other	62,965	54,333	86,904	56,060	23,939	38.0%	1,727	3.2%
<b>Property Tax Supported Total</b>	<b>1,730,030</b>	<b>760,193</b>	<b>1,936,288</b>	<b>817,353</b>	<b>206,258</b>	<b>11.9%</b>	<b>57,160</b>	<b>7.5%</b>
				Less Assessment Base Growth (2.3%)				
				<b>Net Property Tax Rate Impact 5.2%</b>				
<b>USER RATE SUPPORTED</b>								
Water Supply	202,108	118,193	222,659	122,818	20,551	10.2%	4,625	3.9%
Sanitary Sewerage	275,770	117,500	285,476	123,443	9,706	3.5%	5,943	5.1%
<b>User Rate Supported Total</b>	<b>477,878</b>	<b>235,693</b>	<b>508,135</b>	<b>246,261</b>	<b>30,257</b>	<b>6.3%</b>	<b>10,568</b>	<b>4.5%</b>
<b>All Regional Services Total</b>	<b>2,207,908</b>	<b>995,886</b>	<b>2,444,423</b>	<b>1,063,614</b>	<b>236,515</b>	<b>10.7%</b>	<b>67,728</b>	<b>6.8%</b>

Totals may not add due to rounding.

The Regional Municipality of Durham  
**Summary of 2023 Property Tax Supported Business Plans and Budgets**  
 (\$,000's)



2022	2023		
Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2022 (\$,000's)	Property Tax Impact %

## SUMMARY

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<b>A</b>	<b>DURHAM REGIONAL POLICE SERVICE</b>	Page 2	233,318	247,532	14,214	6.1%	1.9%
<b>B</b>	<b>DURHAM REGION TRANSIT</b>	Page 2	69,191	80,839	11,648	16.8%	1.5%
<b>C</b>	<b>CONSERVATION AUTHORITIES</b>	Page 2	8,917	9,218	301	3.4%	0.0%
<b>D</b>	<b>SOLID WASTE MANAGEMENT</b>	Page 2	47,402	58,663	11,261	23.8%	1.5%
<b>E</b>	<b>REGIONAL OPERATIONS AND OTHER</b>	Page 3-4	395,446	413,662	18,216	4.6%	2.4%
<b>ADJUSTMENT TO ASSESSMENT BASE</b> Future non-residential property tax appeals				392	392	-	0.0%
<b>2023 DEFERRAL FOR SEATON GROWTH</b>				5,527	5,527	-	0.0%
<b>TOTAL REGIONAL PROPERTY TAX SUPPORTED BUDGETS</b> (before growth)				760,193	815,833	55,640	7.3%
						2.3%	
						(0.2%)	
						(2.1%)	

**2023 Property Tax Budgetary Impact** 5.2%

**2023 Average Region-Wide Home Budgetary Increase** \$153





2022	2023		
	Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2022 (\$,000's) %

### DURHAM REGIONAL POLICE SERVICE

1	Operations	252,392	266,687		
2	Less: Provincial Grants	(8,198)	(8,792)		
3	Recoveries from Reserves	(1,230)	(271)		
4	Recoveries Other	(9,232)	(9,621)		
5	Other Revenues	(414)	(471)		
<b>A Durham Regional Police Service Total</b>		<b>233,318</b>	<b>247,532</b>	<b>14,214</b>	<b>6.1%</b>
					<b>1.9%</b>

### DURHAM REGION TRANSIT

6	Operating	101,175	111,345		
7	Capital	16,100	87,854		
8	Revenues	(48,084)	(118,360)		
<b>B Durham Region Transit Total</b>		<b>69,191</b>	<b>80,839</b>	<b>11,648</b>	<b>16.8%</b>
					<b>1.5%</b>

### CONSERVATION AUTHORITIES

9	Central Lake Ontario Conservation Authority	4,609	4,886		
10	Kawartha Region Conservation Authority	880	909		
11	Ganaraska Region Conservation Authority	823	854		
12	Toronto and Region Conservation Authority	1,668	1,623		
13	Lake Simcoe Region Conservation Authority	762	771		
14	Oak Ridges Moraine Groundwater Program	175	175		
<b>C Conservation Authorities Total</b>		<b>8,917</b>	<b>9,218</b>	<b>301</b>	<b>3.4%</b>
					<b>0.0%</b>

### SOLID WASTE MANAGEMENT

15	Waste Management Facilities	10,035	11,552		
16	Collection Services	21,064	25,976		
17	Processing and Disposal Services	15,076	18,491		
18	Common Service Costs	13,357	14,061		
19	Major Capital	242,450	1,000		
20	Debentures, Reserve and Other Funding for Major Capital	(242,000)	(1,000)		
21	Blue Box Revenues and Subsidies	(12,580)	(11,417)		
<b>D Solid Waste Management Total</b>		<b>47,402</b>	<b>58,663</b>	<b>11,261</b>	<b>23.8%</b>
					<b>1.5%</b>



2022	2023		
	Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2022 (\$,000's) %

## E REGIONAL OPERATIONS AND OTHER

### WORKS DEPARTMENT

Regional Roads and Infrastructure					
<b>Operations and Facilities</b>					
22	Operations and Capital	39,592	42,657		
23	Facilities Management and Capital	5,154	5,299		
24	<b>Operations and Facilities Subtotal</b>	<b>44,746</b>	<b>47,956</b>	<b>3,210</b>	<b>7.2%</b>
<b>Roads Capital</b>					
25	Roads Capital	157,510	183,278		
26	Less: Regional Rehabilitation Reserve Fund	(27,210)	(27,710)		
27	Regional Road Reserve Fund	(10,260)	(8,892)		
28	Regional Bridge Rehabilitation Fund	(5,525)	(5,525)		
29	Development Charges	(67,488)	(50,807)		
30	Federal Gas Tax	(15,117)	(18,275)		
31	Vision Zero Reserve Fund	(725)	(675)		
32	Transit Capital Reserve Fund	(3,604)	(7,474)		
33	Investing in Canada Infrastructure (ICIP) Grant	(19,513)	(57,665)		
34	Capital - Grant	(568)	-		
35	Other Revenues	(1,300)	(55)		
36	<b>Roads Capital Net Subtotal</b>	<b>6,200</b>	<b>6,200</b>	<b>0</b>	<b>0.0%</b>
37	<b>Regional Roads and Bridges Total</b>	<b>50,946</b>	<b>54,156</b>	<b>3,210</b>	<b>6.3%</b>

### ROADS AND BRIDGES

38	Regional Roads Reserve - Growth	12,549	12,549		
39	Regional Roads Rehabilitation Reserve Fund	26,050	26,050		
40	Regional Bridges Rehabilitation Reserve Fund	5,525	5,525		
41	<b>Roads and Bridges Total</b>	<b>44,124</b>	<b>44,124</b>	<b>0</b>	<b>0.0%</b>

### PLANNING & ECONOMIC DEVELOPMENT

42	Planning	6,378	6,216		
43	Economic Development & Tourism	3,999	4,094		
44	Rapid Transit and Transit Oriented Development Office	1,537	1,788		
45	<b>Planning &amp; Economic Development Total</b>	<b>11,914</b>	<b>12,098</b>	<b>184</b>	<b>1.5%</b>

### HEALTH & SOCIAL SERVICES

Public Health					
46	Health Operations	54,409	56,442		
47	Less: Provincial Mandatory Subsidy	(30,313)	(31,029)		
48	<b>Public Health Subtotal</b>	<b>24,096</b>	<b>25,413</b>	<b>1,317</b>	<b>5.5%</b>
<b>Region of Durham Paramedic Services</b>					
49	Paramedic Services Operations	59,094	64,320		
50	Less: Contribution from Province for Paramedic Services	(26,855)	(29,063)		
51	<b>Region of Durham Paramedic Services Subtotal</b>	<b>32,239</b>	<b>35,257</b>	<b>3,018</b>	<b>9.4%</b>
52	<b>Health Department Subtotal</b>	<b>56,335</b>	<b>60,670</b>	<b>4,335</b>	<b>7.7%</b>
<b>Social Services</b>					
53	Emergency and Program Support Services	478	1,249		
54	Social Assistance	20,847	23,227		
55	Children's Services	13,598	11,471		
56	Family Services	5,827	6,015		
57	Social Housing	36,857	39,352		
58	Long-Term Care & Services for Seniors	53,878	56,954		
59	<b>Social Services Department Subtotal</b>	<b>131,485</b>	<b>138,268</b>	<b>6,783</b>	<b>5.2%</b>
60	<b>Health &amp; Social Services Total</b>	<b>187,820</b>	<b>198,938</b>	<b>11,118</b>	<b>5.9%</b>



2022	2023		
	Restated Property Tax Budget (\$,000's)	Recommended Property Tax Budget (\$,000's)	Increase (Decrease) Over 2022 (\$,000's) %

### FINANCE & ADMINISTRATION

61	Office of the Regional Chair	682	802			
62	Regional Council	2,692	2,758			
63	Office of the Chief Administrative Officer	10,237	12,138			
64	Corporate Services	29,329	29,982			
65	Finance Department	15,871	16,886			
66	Emergency 9-1-1 Telephone System	4,652	5,075			
<b>67</b>	<b>Finance &amp; Administration Total</b>	<b>63,463</b>	<b>67,641</b>	<b>4,178</b>	<b>6.6%</b>	<b>0.6%</b>

### DURHAM REGION LOCAL HOUSING CORPORATION

<b>68</b>	<b>Durham Region Local Housing Corporation Total</b>	<b>14,019</b>	<b>14,185</b>	<b>166</b>	<b>1.2%</b>	<b>0.0%</b>
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### DURHAM ONENET INC.


69	Operating Expenses	1,104	1,943			
70	Capital	6,728	28,700			
71	Contribution from Reserves/Reserve Funds	(7,832)	(30,643)			
<b>72</b>	<b>Durham OneNet Inc. Total</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>0.0%</b>

### CORPORATE ITEMS


73	Personnel Related	2,171	2,171			
74	Corporate Requirements	40,021	45,450			
75	Revenue/Recovery Program	(25,645)	(31,618)			
76	Special Contributions					
77	Land Conservation and Protection	393	297			
78	Durham College	667	-			
79	Durham College Skills Trade Centre	600	-			
80	Contribution from Reserves/Reserve Funds	(600)	-			
81	Durham Region Community Investment Grant	5,553	6,220			
<b>82</b>	<b>Corporate Items Total</b>	<b>23,160</b>	<b>22,520</b>	<b>(640)</b>	<b>(2.8%)</b>	<b>(0.1%)</b>

<b>E</b>	<b>Regional Operations and Other Total</b>	<b>395,446</b>	<b>413,662</b>	<b>18,216</b>	<b>4.6%</b>	<b>2.4%</b>
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The Regional Municipality of Durham  
**SUMMARY OF 2023 PROPOSED NEW AND IN-YEAR APPROVED PERMANENT POSITIONS**

	Proposed 2023 FTEs	Proposed Impacts (\$,000's)		
		Proposed 2023 Budget Impacts	2024 Annualization	Total Ongoing Annualization
<b>Durham Regional Police</b>				
Durham Regional Police	41	2,984	2,631	5,615
<b>Works Department</b>				
Solid Waste Management	0.360	31	23	54
Regional Roads and Infrastructure	21.594	1,272	1,085	2,357
<b>Planning and Economic Development</b>				
Economic Development	2	228	-	228
<b>Durham Region Transit</b>				
Durham Region Transit	34	2,878	922	3,800
<b>Health Department</b>				
Public Health	10 <sup>4</sup>	607	607	1,214
<b>RDPS</b>				
RDPS	29	2,577	2,577	5,154
<b>Social Services</b>				
Family Services	1 <sup>6</sup>	73	73	146
Children's Services	7 <sup>1</sup>	815	87	902
Social Assistance	3 <sup>2</sup>	313	104	417
Long-Term Care and Services for Senior <sup>7</sup>				
Fairview Lodge	14 <sup>3</sup>	1,027	265	1,292
Hillsdale Estates	19	1,143	381	1,524
Hillsdale Terraces	15	942	261	1,203
Lakeview Manor	11	782	260	1,042
Long-Term Care Administration	4	279	279	558
<b>Office of the CAO</b>				
Strategic Initiatives	1	80	79	159
Diversity, Equity and Inclusion	2	114	114	228
Legal Services	1	114	113	227
Legal Services - Provincial Offences Act	5 <sup>5</sup>	605	-	605

**The Regional Municipality of Durham**  
**SUMMARY OF 2023 PROPOSED NEW AND IN-YEAR APPROVED PERMANENT POSITIONS**

	Proposed 2023 FTEs	Proposed Impacts (\$,000's)		
		Proposed 2023 Budget Impacts	2024 Annualization	Total Ongoing Annualization
<b>Corporate Services</b>				
Human Resources	4	274	193	467
Information Technology	3	190	181	371
Legislative Services	2	102	102	204
<b>Regional Headquarters</b>				
Service Durham	1	96	94	190
<b>Regional Chair</b>				
Regional Chair	1	102	-	102
<b>Finance</b>				
Finance	6	402	316	718
<b>Total Proposed 2023 New and In Year Approved FTEs</b>	<b>237.954</b>	<b>18,030</b>	<b>10,747</b>	<b>28,777</b>

<sup>1</sup> On June 29, 2022 Regional Council, through Report 2022-SS-6, approved 6 new Children's Services positions to implement the Canada-Wide Early Learning and Childcare System (CWELCC). All six positions are fully funded under the CWELCC program.

<sup>2</sup> 3 proposed new positions for the transformation of the Employment Services system. Positions are fully funded by the province.

<sup>3</sup> On February 1, 2023 Regional Council, through Report 2023-SS-1, approved three new permanent full-time positions to implement the Behavioral Support Ontario Virtual Mobile Team. These positions are funded in part through provincial subsidy.


<sup>4</sup> 4 new positions for Ontario Senior's Dental Health Program are conditional upon approval of 100% provincial funding

<sup>5</sup> On June 29, 2022 Regional Council, through Report 2022-A-21, approved five new permanent full-time positions to manage the workload of the downland of Part III and Part IX Offenses of the Provincial Offenses Act.


<sup>6</sup> One new full-time position is fully funded by provincial subsidy.

<sup>7</sup> 56.7 Long-Term Care positions are fully funded by provincial subsidy.


The Regional Municipality of Durham  
**SUMMARY OF 2023 PROPERTY TAX SUPPORTED CAPITAL PROGRAM AND 2024-2032 CAPITAL FORECAST**

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Expenditures</b>								
Durham Regional Police Service	6,247	6,596	11,495	22,345	48,163	16,095	173,106	271,204
Durham Region Transit	16,100	87,854	284,675	105,462	104,181	95,231	379,329	968,878
Regional Roads and Infrastructure	176,029	213,037	216,828	242,172	159,361	165,689	777,315	1,561,365
Solid Waste	242,824	1,880	8,775	22,456	11,273	2,739	4,891	50,134
Planning and Economic Development	59	74	71	138	118	60	394	781
Health Department	4,308	10,549	6,297	2,967	4,491	4,361	23,298	41,414
Social Services (excluding Long-Term Care)	728	818	825	8,683	340	690	22,167	32,705
Social Services - Long-Term Care	1,927	127,680	4,239	3,335	1,238	6,913	30,178	45,903
Office of the Regional Chair	5	5	13	5	5	13	33	69
Office of the Chief Administrative Officer	121	330	167	95	125	92	531	1,010
Corporate Services	153	167	225	125	131	60	939	1,480
Durham OneNet Inc.	6,728	28,700	17,900	13,200	11,100	5,100	15,000	62,300
Finance Department	193	247	112	162	111	167	761	1,313
9-1-1 Emergency Service System	303	-	103	180	362	-	859	1,504
Durham Regional Local Housing Corporation	25,671	5,205	6,013	6,623	7,186	7,775	47,821	75,418
Corporate Items	1,783	4,150	8,120	17,120	900	9,315	-	35,455
Regional Headquarters	9,588	10,481	14,771	15,133	14,554	414	14,229	59,101
<b>Property Tax Supported Capital Expenditures</b>	<b>492,767</b>	<b>497,773</b>	<b>580,629</b>	<b>460,201</b>	<b>363,639</b>	<b>314,714</b>	<b>1,490,851</b>	<b>3,210,034</b>
<b>Prior Approved Water and Sanitary Sewer Capital Expenditures</b>	<b>274,481</b>	<b>291,701</b>	<b>579,619</b>	<b>619,136</b>	<b>594,735</b>	<b>530,672</b>	<b>1,713,713</b>	<b>4,037,875</b>
<b>Total Capital Expenditures</b>	<b>767,248</b>	<b>789,474</b>	<b>1,160,248</b>	<b>1,079,337</b>	<b>958,374</b>	<b>845,386</b>	<b>3,204,564</b>	<b>7,247,909</b>

The Regional Municipality of Durham  
**SUMMARY OF 2023 PROPERTY TAX SUPPORTED CAPITAL PROGRAM AND 2024-2032 CAPITAL FORECAST**

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	29,533	35,793	53,938	82,949	95,298	108,669	405,755	746,609
Residential Development Charges	53,187	66,915	53,352	72,846	77,103	65,508	321,116	589,925
Commercial Development Charges	6,458	6,520	5,830	9,762	12,514	8,526	39,875	76,507
Institutional Development Charges	-	-	1,101	1,269	698	677	3,102	6,847
Industrial Development Charges	10,000	5,000	11,013	7,935	6,326	6,001	25,120	56,395
Roads Rehab Reserve Fund	27,210	27,710	44,914	39,474	37,672	36,570	173,215	331,845
Bridge Rehab Reserve Fund	5,525	5,525	6,964	5,525	5,525	5,525	27,625	51,164
Regional Roads Levy	10,260	8,892	11,122	22,830	17,185	26,993	112,527	190,657
Vision Zero Reserve Fund	725	675	650	500	379	-	-	1,529
Transit Capital Reserve Fund	3,604	7,474	19,344	400	-	-	48,500	68,244
Climate Mitigation and Environmental Initiative Reserve Fund	1,000	-	-	-	-	-	-	-
Innovation and Modernization Initiatives Reserve Fund	400	400	-	-	-	-	-	-
Waste Management Reserve Fund	32,700	1,000	6,100	15,000	6,123	-	3,400	30,623
Seaton Capital Reserve Fund	-	-	2,618	5,000	13,382	-	-	21,000
Capital Impact Stabilization Reserve Fund	22,505	25,864	17,930	18,200	11,100	5,100	15,000	67,330
Capital Project Reserve	475	17,763	10,199	11,119	362	1,940	6,612	30,232
Equipment Replacement Reserve	5,185	7,729	3,787	2,389	4,571	1,869	22,353	34,969
Infrastructure Renewal Reserve	-	-	78,948	-	20,000	-	-	98,948
Canada Community-Building Fund (Federal Gas Tax)	37,017	18,275	17,600	17,600	17,600	17,600	88,000	158,400
Provincial Gas Tax	5,880	14,305	7,259	7,258	7,259	7,259	36,293	65,328
Subsidy/Grant	1,011	10,916	-	-	-	-	-	-
Debenture - Region Funded	134,300	55,945	33,042	95,345	30,538	21,475	153,315	333,715
Debenture - Subsidy	-	60,800	-	-	-	-	-	-
Debenture - CIB	-	12,804	22,348	31,159	-	-	-	53,507
Investing in Canada Infrastructure Program (ICIP) Grant	23,483	73,027	36,975	4,000	-	-	-	40,975
Provincial Grant	533	5,520	1,380	-	-	-	-	1,380
Federal Grant	1,227	11,060	2,760	-	-	-	-	2,760
Safe Restart Agreement Fund	-	125	-	-	-	-	-	-

The Regional Municipality of Durham  
**SUMMARY OF 2023 PROPERTY TAX SUPPORTED CAPITAL PROGRAM AND 2024-2032 CAPITAL FORECAST**


	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
Zero Emission Transit Fund	-	3,101	127,768	9,525	-	-	-	137,293
Other Financing	3,158	10,180	2	16	4	2	9,043	9,067
Recoveries From Others	1,300	215	2,625	100	-	1,000	-	3,725
Partner Contributions	-	4,240	1,060	-	-	-	-	1,060
Grant - Capital	568	-	-	-	-	-	-	-
Federal Grant (NRCan)	58	-	-	-	-	-	-	-
Federal Grant (Clean Fuels)	70,000	-	-	-	-	-	-	-
Grant	5,465	-	-	-	-	-	-	-
<b>Property Tax Supported Capital Financing</b>	<b>492,767</b>	<b>497,773</b>	<b>580,629</b>	<b>460,201</b>	<b>363,639</b>	<b>314,714</b>	<b>1,490,851</b>	<b>3,210,034</b>
<b>Prior Approved Water and Sanitary Sewer Capital Financing</b>	<b>274,481</b>	<b>291,701</b>	<b>579,619</b>	<b>619,136</b>	<b>594,735</b>	<b>530,672</b>	<b>1,713,713</b>	<b>4,037,875</b>
<b>Total Capital Financing</b>	<b>767,248</b>	<b>789,474</b>	<b>1,160,248</b>	<b>1,079,337</b>	<b>958,374</b>	<b>845,386</b>	<b>3,204,564</b>	<b>7,247,909</b>

- 1.DRT-Investment in Canada Infrastructure Fund (ICIP) financing is subject to federal and provincial approval of ICIP Project Modification Requests.
- 2.DRT-Financing from the Zero Emission Transit Fund is subject to the approval of the federal government and the execution of a transfer payment agreement.
- 3.DRT-CIB Debenture financing is subject to the execution of a credit agreement and Council approval of the authorizing by-law.
- 4.DRT-Financing from the Safe Restart Agreement Fund is subject to provincial government approval.
- 5.DRT-Other financing in 2022 is a contribution from eCamion and in 2031 the other financing is developers contributions.
- 6.Works GT-Recoveries from Others includes:
  - a.Works GT-2022 - \$1.3 million in contributions from CP Rail
  - b.Works GT-2023 - \$55 thousand in contributions from CN Rail
  - c.Works GT-2024 - \$2.625 million in contributions from CN Rail
  - d.Works GT-2025 - \$100 thousand in contributions from the County of Simcoe
  - e.Works GT-2027 - \$1.0 million in contributions from the County of Simcoe
- 7.DONI-The 2025-2032 Capital Forecast identifies financing from the Capital Impact Stabilization Reserve Fund; it is anticipated that senior government grant funds will be applied each year as opportunities arise and partnerships with internet service providers are developed.
- 8.DRLHC-2024 to 2032 capital forecast does not include the costs associated with the redevelopment on underutilized Regional sites. Engagement with the community and stakeholders will be completed in 2023 with the proposed plan to be presented to Council in advance of the 2024 Business Plans and Budget



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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Durham Regional Police Service</b>									
<b>Capital Expenditures</b>									
Building & Structures		1,000	1,140	6,556	17,080	41,941	10,633	141,405	217,615
Machinery & Equipment		1,011	990	816	870	1,152	816	4,469	8,123
Information Technology		1,491	1,310	1,395	1,421	2,014	1,189	8,455	14,474
Vehicles		2,592	3,017	2,604	2,850	2,932	3,333	18,125	29,844
Furniture & Fixtures		153	139	124	124	124	124	652	1,148
<b>Capital Expenditure Subtotal</b>		<b>6,247</b>	<b>6,596</b>	<b>11,495</b>	<b>22,345</b>	<b>48,163</b>	<b>16,095</b>	<b>173,106</b>	<b>271,204</b>
<b>Capital Financing</b>									
General Levy		5,843	6,576	6,578	9,306	11,463	10,816	64,478	102,641
Residential Development Charges		-	-	1,313	2,100	11,880	2,069	18,478	35,840
Reserve Fund		404	-	-	-	-	-	-	-
Contribution from Seaton Landowners		-	-	2,618	-	13,382	-	-	16,000
Capital Project Reserve		-	-	986	10,939	-	-	1,075	13,000
Federal Grant		-	20	-	-	-	-	-	-
Debentures		-	-	-	-	11,438	3,210	89,075	103,723
<b>Capital Financing Subtotal</b>		<b>6,247</b>	<b>6,596</b>	<b>11,495</b>	<b>22,345</b>	<b>48,163</b>	<b>16,095</b>	<b>173,106</b>	<b>271,204</b>
<b>Total Capital</b>									
<b>Durham Regional Police Service</b>		<b>6,247</b>	<b>6,596</b>	<b>11,495</b>	<b>22,345</b>	<b>48,163</b>	<b>16,095</b>	<b>173,106</b>	<b>271,204</b>

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

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

Durham Region Transit	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Expenditures</b>								
Building & Structures	6,980	31,174	214,929	21,320	38,570	13,320	137,255	425,394
Machinery & Equipment	4,323	6,556	7,848	1,674	2,073	4,334	16,748	32,677
Information Technology	1,585	2,274	1,988	350	350	350	1,750	4,788
Vehicles	3,208	47,805	59,819	82,073	63,143	77,182	223,352	505,569
Furniture and Fixtures	4	45	91	45	45	45	224	450
<b>Capital Expenditure Subtotal</b>	<b>16,100</b>	<b>87,854</b>	<b>284,675</b>	<b>105,462</b>	<b>104,181</b>	<b>95,231</b>	<b>379,329</b>	<b>968,878</b>
<b>Capital Financing</b>								
General Levy	1,595	5,134	3,266	26,827	43,264	63,537	166,280	303,174
Provincial Gas Tax	5,880	14,305	7,259	7,258	7,259	7,259	36,293	65,328
Non-Residential DC	603	1,822	631	3,189	6,118	2,328	10,689	22,955
Residential DC	1,342	23,362	5,706	10,579	8,440	8,657	44,327	77,709
Investing in Canada Infrastructure Program (ICIP) Grant <sup>1</sup>	3,970	15,362	-	-	-	-	-	-
Federal Grant	160	-	-	-	-	-	-	-
Zero Emission Transit Fund <sup>2</sup>	-	3,101	127,768	9,525	-	-	-	137,293
CIB Debenture <sup>3</sup>	-	12,804	22,348	31,159	-	-	-	53,507
Region of Durham Debenture	-	7,000	18,375	11,925	19,100	13,450	64,240	127,090
Canada Community-Building Fund (Federal Gas Tax)	2,100	-	-	-	-	-	-	-
Capital Project Reserve	-	2,500	1,500	-	-	-	-	1,500
Capital Impact Reserve Fund	-	2,339	5,230	5,000	-	-	-	10,230
Infrastructure Renewal Reserve	-	-	78,948	-	20,000	-	-	98,948
Transit Capital Reserve Fund	-	-	13,644	-	-	-	48,500	62,144
Safe Restart Agreement Fund <sup>4</sup>	-	125	-	-	-	-	-	-
Other Financing <sup>5</sup>	450	-	-	-	-	-	9,000	9,000
<b>Capital Financing Subtotal</b>	<b>16,100</b>	<b>87,854</b>	<b>284,675</b>	<b>105,462</b>	<b>104,181</b>	<b>95,231</b>	<b>379,329</b>	<b>968,878</b>
<b>Total Capital Durham Region Transit</b>	<b>16,100</b>	<b>87,854</b>	<b>284,675</b>	<b>105,462</b>	<b>104,181</b>	<b>95,231</b>	<b>379,329</b>	<b>968,878</b>

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

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

 <b>Durham Budget</b>	<b>2023</b>	<b>2022 Approved Budget</b>	<b>2023 Proposed Budget</b>	<b>Forecast</b>					<b>Forecast Total</b>
				<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028-2032</b>	

<sup>1</sup> Investment in Canada Infrastructure Fund (ICIP) financing is subject to federal and provincial approval of ICIP Project Modification Requests.

<sup>2</sup> Financing from the Zero Emission Transit Fund is subject to the approval of the federal government and the execution of a transfer payment agreement.

<sup>3</sup> CIB Debenture financing is subject to the execution of a credit agreement and Council approval of the authorizing by-law.

<sup>4</sup> Financing from the Safe Restart Agreement Fund is subject to provincial government approval.

<sup>5</sup> Other financing in 2022 is a contribution from eCamion and in 2031 the other financing is developers contributions.

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Expenditures</b>								
Road / Structure Construction - Growth	61,260	39,570	60,058	89,863	81,800	89,450	402,221	723,392
Traffic Control & Other Programs - Growth	7,250	6,580	6,075	4,805	4,720	4,605	22,845	43,050
Transportation Plans & Studies - Growth	150	150	150	500	150	150	750	1,700
Investing in Canada Infrastructure Program (ICIP) Projects	32,310	78,638	50,422	5,455	-	-	-	55,877
Road Rehabilitation/Reconstruction Projects	38,660	38,660	47,000	47,000	47,000	47,000	235,000	423,000
Structure Rehabilitation / Replacement	12,760	13,725	25,555	16,660	14,510	14,435	53,485	124,645
Traffic Control & Other Programs - Non-Growth	3,435	3,740	3,648	3,539	3,487	3,460	18,855	32,989
Road & Traffic Safety Program (Vision Zero)	1,525	1,675	1,750	1,200	1,279	900	4,500	9,629
Cycling Infill Projects	160	540	900	900	1,000	1,000	7,500	11,300
Building & Structures	12,442	21,662	15,390	69,140	389	2,467	8,090	95,476
Machinery & Equipment	73	51	113	245	35	37	212	642
Information Technology Infrastructure	384	357	407	483	256	305	1,347	2,798
Vehicles	5,532	7,679	5,224	2,372	4,724	1,870	22,490	36,680
Furniture & Fixtures	88	10	136	10	11	10	20	187
<b>Capital Expenditure Subtotal</b>	<b>176,029</b>	<b>213,037</b>	<b>216,828</b>	<b>242,172</b>	<b>159,361</b>	<b>165,689</b>	<b>777,315</b>	<b>1,561,365</b>

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


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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	7,310	6,767	9,016	7,191	7,044	9,075	40,971	73,297
Equipment Replacement Reserve	5,185	7,679	3,787	2,259	4,571	1,814	22,188	34,619
Capital Impact Stabilization Reserve Fund	12,196	5,847	-	-	-	-	-	-
Roads Rehab Reserve Fund	27,210	27,710	44,914	39,474	37,672	36,570	173,215	331,845
Bridge Rehab Reserve Fund	5,525	5,525	6,964	5,525	5,525	5,525	27,625	51,164
Regional Roads Levy	10,260	8,892	11,122	22,830	17,185	26,993	112,527	190,657
Vision Zero Reserve Fund	725	675	650	500	379	-	-	1,529
Transit Capital Reserve Fund	3,604	7,474	5,700	400	-	-	-	6,100
Residential Development Charges	51,633	41,108	45,495	57,516	55,965	54,236	255,381	468,593
Commercial Development Charges	5,855	4,698	5,199	6,573	6,396	6,198	29,186	53,552
Institutional Development Charges	-	-	1,101	1,269	698	677	3,102	6,847
Industrial Development Charges	10,000	5,000	11,013	7,935	6,326	6,001	25,120	56,395
Canada Community-Building Fund (Federal Gas Tax)	15,117	18,275	17,600	17,600	17,600	17,600	88,000	158,400
Grant - Capital	568	-	-	-	-	-	-	-
Federal Grant (NRCan)	28	-	-	-	-	-	-	-
Investing in Canada Infrastructure Program (ICIP) Grant	19,513	57,665	36,975	4,000	-	-	-	40,975
Recoveries From Others <sup>1</sup>	1,300	55	2,625	100	-	1,000	-	3,725
Debentures - User Rate Funded	-	15,667	14,667	69,000	-	-	-	83,667
<b>Capital Financing Subtotal</b>	<b>176,029</b>	<b>213,037</b>	<b>216,828</b>	<b>242,172</b>	<b>159,361</b>	<b>165,689</b>	<b>777,315</b>	<b>1,561,365</b>
<b>Total Capital Regional Roads and Infrastructure</b>	<b>176,029</b>	<b>213,037</b>	<b>216,828</b>	<b>242,172</b>	<b>159,361</b>	<b>165,689</b>	<b>777,315</b>	<b>1,561,365</b>

<sup>1</sup> Recoveries from Others includes:  
 2022 - \$1.3 million in contributions from CP Rail  
 2023 - \$55 thousand in contributions from CN Rail  
 2024 - \$2.625 million in contributions from CN Rail  
 2025 - \$100 thousand in contributions from the County of Simcoe  
 2027 - \$1.0 million in contributions from the County of Simcoe


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

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

 <b>Durham Budget</b> <span style="float: right; font-weight: normal;">2023</span>	2022	2023	Forecast					Forecast Total
	Approved Budget	Proposed Budget	2024	2025	2026	2027	2028-2032	
<b>Solid Waste Management</b>								
<b>Capital Expenditures</b>								
Building & Structures	242,260	1,510	7,701	21,125	4,500	2,450	365	36,141
Machinery & Equipment	143	310	707	257	257	107	535	1,863
Information Technology Infrastructure	100	60	67	74	68	57	341	607
Vehicles	20	-	300	-	-	-	-	300
Furniture & Fixtures	1	-	-	-	-	-	-	-
Studies	300	-	-	-	-	-	-	-
Landfill Remediation / Rehabilitation	-	-	-	1,000	6,448	125	3,650	11,223
<b>Capital Expenditure Subtotal</b>	<b>242,824</b>	<b>1,880</b>	<b>8,775</b>	<b>22,456</b>	<b>11,273</b>	<b>2,739</b>	<b>4,891</b>	<b>50,134</b>
<b>Capital Financing</b>								
General Levy	794	880	2,675	7,456	5,150	2,739	1,491	19,511
Climate Mitigation & Environment Reserve Fund	-	-	-	-	-	-	-	-
Waste Management Reserve Fund	32,700	1,000	6,100	15,000	6,123	-	3,400	30,623
Seaton Capital Reserve Fund	-	-	-	-	-	-	-	-
Canada Community-Building Fund (Federal Gas Tax)	10,000	-	-	-	-	-	-	-
Federal Grant (Clean Fuels)	70,000	-	-	-	-	-	-	-
Federal Grant (NRCan)	30	-	-	-	-	-	-	-
Debentures	129,300	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>242,824</b>	<b>1,880</b>	<b>8,775</b>	<b>22,456</b>	<b>11,273</b>	<b>2,739</b>	<b>4,891</b>	<b>50,134</b>
<b>Total Capital Solid Waste Management</b>	<b>242,824</b>	<b>1,880</b>	<b>8,775</b>	<b>22,456</b>	<b>11,273</b>	<b>2,739</b>	<b>4,891</b>	<b>50,134</b>
<b>Total Capital Works Department</b>	<b>418,853</b>	<b>214,917</b>	<b>225,603</b>	<b>264,628</b>	<b>170,634</b>	<b>168,428</b>	<b>782,206</b>	<b>1,611,499</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Planning</b>								
<b>Capital Expenditures</b>								
Information Technology	47	52	56	44	89	45	284	518
<b>Capital Expenditure Subtotal</b>	<b>47</b>	<b>52</b>	<b>56</b>	<b>44</b>	<b>89</b>	<b>45</b>	<b>284</b>	<b>518</b>
<b>Capital Financing</b>								
General Levy	47	52	56	44	89	45	284	518
<b>Capital Financing Subtotal</b>	<b>47</b>	<b>52</b>	<b>56</b>	<b>44</b>	<b>89</b>	<b>45</b>	<b>284</b>	<b>518</b>
<b>Total Capital Planning</b>	<b>47</b>	<b>52</b>	<b>56</b>	<b>44</b>	<b>89</b>	<b>45</b>	<b>284</b>	<b>518</b>
<b>Economic Development and Tourism</b>								
<b>Capital Expenditures</b>								
Information Technology	8	18	13	10	17	13	73	126
Vehicles	-	-	-	80	-	-	-	80
<b>Capital Expenditure Subtotal</b>	<b>8</b>	<b>18</b>	<b>13</b>	<b>90</b>	<b>17</b>	<b>13</b>	<b>73</b>	<b>206</b>
<b>Capital Financing</b>								
General Levy	8	18	13	10	17	13	73	126
Reserve/Reserve Funds	-	-	-	80	-	-	-	80
<b>Capital Financing Subtotal</b>	<b>8</b>	<b>18</b>	<b>13</b>	<b>90</b>	<b>17</b>	<b>13</b>	<b>73</b>	<b>206</b>
<b>Total Capital Economic Development and Tourism</b>	<b>8</b>	<b>18</b>	<b>13</b>	<b>90</b>	<b>17</b>	<b>13</b>	<b>73</b>	<b>206</b>

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


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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Rapid Transit and Transit Oriented Development Office</b>								
<b>Capital Expenditures</b>								
Information Technology	4	4	2	4	12	2	37	57
<b>Capital Expenditure Subtotal</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>37</b>	<b>57</b>
<b>Capital Financing</b>								
General Levy	4	4	2	4	12	2	37	57
<b>Capital Financing Subtotal</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>37</b>	<b>57</b>
<b>Total Capital Rapid Transit and Transit Oriented Development Office</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>37</b>	<b>57</b>
<b>Total Capital Planning and Economic Development</b>	<b>59</b>	<b>74</b>	<b>71</b>	<b>138</b>	<b>118</b>	<b>60</b>	<b>394</b>	<b>781</b>




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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Public Health</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	3,550	-	-	-	-	-	-
Information Technology	416	446	351	110	269	417	1,160	2,307
Machinery & Equipment	-	16	-	-	-	-	-	-
Furniture & Fixtures	10	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>	<b>426</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>
<b>Capital Financing</b>								
General Levy	426	448	351	110	269	417	1,160	2,307
Subsidy / Grant	-	14	-	-	-	-	-	-
Capital Impact Stabilization Reserve Fund	-	3,550	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>426</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>
<b>Total Capital Public Health</b>	<b>426</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>
<b>Region of Durham Paramedic Services</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	43	-	-	-	-	-	-
Machinery & Equipment	544	2,706	2,503	86	257	171	4,749	7,766
Information Technology	337	407	213	201	225	213	969	1,821
Vehicles	2,929	3,361	3,210	2,550	3,720	3,540	16,320	29,340
Furniture & Fixtures	72	20	20	20	20	20	100	180
<b>Capital Expenditure Subtotal</b>	<b>3,882</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	2,487	2,835	2,908	2,584	3,404	3,258	16,904	29,058
Subsidy / Grant	1,011	371	-	-	-	-	-	-
Reserves / Reserve Funds	172	2,240	2,492	-	-	140	4,688	7,320
Development Charges - Residential	212	1,091	546	273	818	546	546	2,729
<b>Capital Financing Subtotal</b>	<b>3,882</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>
<b>Total Capital Region of Durham Paramedic Services</b>	<b>3,882</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>
<b>Total Capital Health Department</b>	<b>4,308</b>	<b>10,549</b>	<b>6,297</b>	<b>2,967</b>	<b>4,491</b>	<b>4,361</b>	<b>23,298</b>	<b>41,414</b>


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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Children's Services</b>									
<b>Capital Expenditures</b>									
Building & Structures		-	-	98	-	-	162	179	439
Machinery & Equipment		-	18	-	-	-	-	68	68
Information Technology		114	81	70	64	81	70	359	644
Furniture & Fixtures		-	17	35	17	17	18	87	174
<b>Capital Expenditure Subtotal</b>		<b>114</b>	<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>
<b>Capital Financing</b>									
General Levy		114	116	203	81	98	250	693	1,325
<b>Capital Financing Subtotal</b>		<b>114</b>	<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>
<b>Total Capital Children's Services</b>		<b>114</b>	<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>
<b>Emergency Management and Program Support Services</b>									
<b>Capital Expenditures</b>									
Information Technology		8	4	-	2	4	-	13	19
<b>Capital Expenditure Subtotal</b>		<b>8</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>
<b>Capital Financing</b>									
General Levy		8	4	-	2	4	-	13	19
<b>Capital Financing Subtotal</b>		<b>8</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>
<b>Total Capital Emergency Management and Program Support Services</b>		<b>8</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Family Services</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	-	-	1,900	-	-	-	1,900
Machinery & Equipment	-	11	-	-	-	-	-	-
Information Technology	55	4	69	25	4	99	158	355
<b>Capital Expenditure Subtotal</b>	<b>55</b>	<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>
<b>Capital Financing</b>								
General Levy	55	15	69	228	4	99	158	558
Seaton Capital Reserve Fund	-	-	-	1,150	-	-	-	1,150
Development Charges	-	-	-	547	-	-	-	547
<b>Capital Financing Subtotal</b>	<b>55</b>	<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>
<b>Total Capital Family Services</b>	<b>55</b>	<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>
<b>Housing Services</b>								
<b>Capital Expenditures</b>								
Information Technology	66	42	40	54	46	40	240	420
<b>Capital Expenditure Subtotal</b>	<b>66</b>	<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>
<b>Capital Financing</b>								
General Levy	35	42	38	38	42	38	197	353
Other Financing	31	-	2	16	4	2	43	67
<b>Capital Financing Subtotal</b>	<b>66</b>	<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>
<b>Total Capital Housing Services</b>	<b>66</b>	<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Social Assistance</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	500	242	6,400	-	-	20,000	26,642
Machinery & Equipment	57	14	50	-	-	-	10	60
Information Technology	428	127	221	221	188	301	1,053	1,984
<b>Capital Expenditure Subtotal</b>	<b>485</b>	<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>
<b>Capital Financing</b>								
General Levy	485	641	513	940	188	301	18,679	20,621
Seaton Capital Reserve Fund	-	-	-	3,850	-	-	-	3,850
Development Charges	-	-	-	1,831	-	-	2,384	4,215
<b>Capital Financing Subtotal</b>	<b>485</b>	<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>
<b>Total Capital Social Assistance</b>	<b>485</b>	<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Long-Term Care and Services for Seniors</b>								
<b>Fairview Lodge Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	265	-	-	-	-	-	-
Machinery & Equipment	193	87	356	316	251	283	1,214	2,420
Information Technology	82	76	31	85	82	22	359	579
Furniture & Fixtures	10	-	59	13	14	25	27	138
<b>Capital Expenditure Subtotal</b>	<b>285</b>	<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Capital Financing</b>								
General Levy	229	422	446	414	347	330	1,600	3,137
Reserve/ Reserve Funds	56	-	-	-	-	-	-	-
Subsidy / Grant	-	6	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>285</b>	<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Total Capital Fairview Lodge Long-Term Care Home</b>	<b>285</b>	<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Hillsdale Estates Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Machinery & Equipment	1,058	389	1,931	291	215	2,264	970	5,671
Information Technology	54	30	61	69	46	20	260	456
Furniture & Fixtures	-	15	70	62	50	60	300	542
Building & Structures	-	-	171	1,741	-	-	1,470	3,382
<b>Capital Expenditure Subtotal</b>	<b>1,112</b>	<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	553	434	2,233	2,163	311	2,344	3,000	10,051
Reserve/ Reserve Funds	559	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>1,112</b>	<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>
<b>Total Capital</b>	<b>1,112</b>	<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>
<b>Hillsdale Estates Long-Term Care Home</b>								
<b>Hillsdale Terraces Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	-	70	20	110	1,590	19,144	20,934
Machinery & Equipment	145	471	839	129	96	1,374	4,682	7,120
Information Technology	64	20	46	85	53	46	203	433
Furniture & Fixtures	-	5	5	5	5	5	25	45
<b>Capital Expenditure Subtotal</b>	<b>209</b>	<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Capital Financing</b>								
General Levy	132	496	960	239	264	3,015	24,054	28,532
Reserve/ Reserve Funds	77	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>209</b>	<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Total Capital</b>	<b>209</b>	<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Hillsdale Terraces Long-Term Care Home</b>								
<b>Lakeview Manor Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	-	-	-	60	640	-	700
Machinery & Equipment	231	224	426	308	163	570	1,272	2,739
Information Technology	62	39	10	17	51	8	141	227
Furniture & Fixtures	-	-	158	158	8	-	-	324
<b>Capital Expenditure Subtotal</b>	<b>293</b>	<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>

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


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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	208	263	594	483	282	1,218	1,413	3,990
Reserve/ Reserve Funds	85	-	-	-	-	-	-	-
Subsidy / Grant	-	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>293</b>	<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>
<b>Total Capital Lakeview Manor Long-Term Care Home</b>	<b>293</b>	<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>
<b>Long-Term Care Administration</b>								
<b>Capital Expenditures</b>								
Building and Structures	-	126,025	-	-	-	-	-	-
Information Technology	28	34	6	36	34	6	111	193
Furniture & Fixtures	-	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>	<b>28</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Capital Financing</b>								
General Levy	28	34	6	36	34	6	111	193
Capital Project Reserve	-	10,591	-	-	-	-	-	-
Residential DC	-	651	-	-	-	-	-	-
Subsidy / Grant	-	10,525	-	-	-	-	-	-
Other Financing	-	10,180	-	-	-	-	-	-
Debenture - Subsidy	-	60,800	-	-	-	-	-	-
Debenture - Region Funded	-	33,278	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>28</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Total Capital Long-Term Care Administration</b>	<b>28</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Total Capital Social Services</b>	<b>2,655</b>	<b>128,498</b>	<b>5,064</b>	<b>12,018</b>	<b>1,578</b>	<b>7,603</b>	<b>52,345</b>	<b>78,608</b>




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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Office of the Regional Chair</b>									
<b>Capital Expenditures</b>									
Information Technology		-	-	8	-	-	8	8	24
Furniture & Fixtures		5	5	5	5	5	5	25	45
<b>Capital Expenditure Subtotal</b>		<b>5</b>	<b>5</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>13</b>	<b>33</b>	<b>69</b>
<b>Capital Financing</b>									
General Levy		5	5	13	5	5	13	33	69
<b>Capital Financing Subtotal</b>		<b>5</b>	<b>5</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>13</b>	<b>33</b>	<b>69</b>
<b>Total Capital</b>									
<b>Office of the Regional Chair</b>		<b>5</b>	<b>5</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>13</b>	<b>33</b>	<b>69</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Chief Administrative Officer</b>								
<b>Capital Expenditures</b>								
Information Technology	2	2	-	-	-	-	-	-
Furniture & Fixtures	6	6	6	6	6	6	30	54
<b>Capital Expenditure Subtotal</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>30</b>	<b>54</b>
<b>Capital Financing</b>								
General Levy	8	8	6	6	6	6	30	54
<b>Capital Financing Subtotal</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>30</b>	<b>54</b>
<b>Total Chief Administrative Officer</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>30</b>	<b>54</b>
<b>Corporate Communications</b>								
<b>Capital Expenditures</b>								
Information Technology	10	25	45	6	22	45	103	221
<b>Capital Expenditure Subtotal</b>	<b>10</b>	<b>25</b>	<b>45</b>	<b>6</b>	<b>22</b>	<b>45</b>	<b>103</b>	<b>221</b>
<b>Capital Financing</b>								
General Levy	10	25	45	6	22	45	103	221
<b>Capital Financing Subtotal</b>	<b>10</b>	<b>25</b>	<b>45</b>	<b>6</b>	<b>22</b>	<b>45</b>	<b>103</b>	<b>221</b>
<b>Total Corporate Communications</b>	<b>10</b>	<b>25</b>	<b>45</b>	<b>6</b>	<b>22</b>	<b>45</b>	<b>103</b>	<b>221</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Strategic Initiatives</b>								
<b>Capital Expenditures</b>								
Information Technology	8	20	12	18	18	12	84	144
<b>Capital Expenditure Subtotal</b>	<b>8</b>	<b>20</b>	<b>12</b>	<b>18</b>	<b>18</b>	<b>12</b>	<b>84</b>	<b>144</b>
<b>Capital Financing</b>								
General Levy	8	20	12	18	18	12	84	144
<b>Capital Financing Subtotal</b>	<b>8</b>	<b>20</b>	<b>12</b>	<b>18</b>	<b>18</b>	<b>12</b>	<b>84</b>	<b>144</b>
<b>Total Capital Strategic Initiatives</b>	<b>8</b>	<b>20</b>	<b>12</b>	<b>18</b>	<b>18</b>	<b>12</b>	<b>84</b>	<b>144</b>
<b>Diversity, Equity and Inclusion</b>								
<b>Capital Expenditures</b>								
Information Technology	12	13	7	9	-	7	25	48
<b>Capital Expenditure Subtotal</b>	<b>12</b>	<b>13</b>	<b>7</b>	<b>9</b>	<b>-</b>	<b>7</b>	<b>25</b>	<b>48</b>
<b>Capital Financing</b>								
General Levy	12	13	7	9	-	7	25	48
<b>Capital Financing Subtotal</b>	<b>12</b>	<b>13</b>	<b>7</b>	<b>9</b>	<b>-</b>	<b>7</b>	<b>25</b>	<b>48</b>
<b>Total Capital Diversity, Equity And Inclusion</b>	<b>12</b>	<b>13</b>	<b>7</b>	<b>9</b>	<b>-</b>	<b>7</b>	<b>25</b>	<b>48</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Durham Emergency Management Office</b>								
<b>Capital Expenditures</b>								
Information Technology	-	172	20	-	-	20	20	60
<b>Capital Expenditure Subtotal</b>	<b>-</b>	<b>172</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>20</b>	<b>60</b>
<b>Capital Financing</b>								
General Levy	-	12	20	-	-	20	20	60
Deferred OPG Funding from Reserve	-	160	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>-</b>	<b>172</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>20</b>	<b>60</b>
<b>Total Capital Durham Emergency Management Office</b>	<b>-</b>	<b>172</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>20</b>	<b>60</b>
<b>Legal Services</b>								
<b>Capital Expenditures</b>								
Information Technology	31	13	-	22	7	-	57	86
Furniture & Fixtures	9	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>	<b>40</b>	<b>13</b>	<b>-</b>	<b>22</b>	<b>7</b>	<b>-</b>	<b>57</b>	<b>86</b>
<b>Capital Financing</b>								
General Levy	40	13	-	22	7	-	57	86
<b>Capital Financing Subtotal</b>	<b>40</b>	<b>13</b>	<b>-</b>	<b>22</b>	<b>7</b>	<b>-</b>	<b>57</b>	<b>86</b>
<b>Total Capital Legal Services</b>	<b>40</b>	<b>13</b>	<b>-</b>	<b>22</b>	<b>7</b>	<b>-</b>	<b>57</b>	<b>86</b>

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Provincial Offences Act</b>								
<b>Capital Expenditures</b>								
Information Technology	43	79	77	34	72	2	212	397
<b>Capital Expenditure Subtotal</b>	<b>43</b>	<b>79</b>	<b>77</b>	<b>34</b>	<b>72</b>	<b>2</b>	<b>212</b>	<b>397</b>
<b>Capital Financing</b>								
General Levy	43	79	77	34	72	2	212	397
<b>Capital Financing Subtotal</b>	<b>43</b>	<b>79</b>	<b>77</b>	<b>34</b>	<b>72</b>	<b>2</b>	<b>212</b>	<b>397</b>
<b>Total Capital Provincial Offences Act</b>	<b>43</b>	<b>79</b>	<b>77</b>	<b>34</b>	<b>72</b>	<b>2</b>	<b>212</b>	<b>397</b>
<b>Total Capital Office of the Chief Administrative Officer</b>	<b>121</b>	<b>330</b>	<b>167</b>	<b>95</b>	<b>125</b>	<b>92</b>	<b>531</b>	<b>1,010</b>

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

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

Durham Budget	2023	2022 Restated Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Human Resources</b>									
<b>Capital Expenditures</b>									
Machinery & Equipment		-	-	25	25			50	100
Information Technology		43	60	6	27	52	6	164	255
Furniture & Fixtures		3		-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>		<b>46</b>	<b>60</b>	<b>31</b>	<b>52</b>	<b>52</b>	<b>6</b>	<b>214</b>	<b>355</b>
<b>Capital Financing</b>									
General Levy		46	60	31	52	52	6	214	355
<b>Capital Financing Subtotal</b>		<b>46</b>	<b>60</b>	<b>31</b>	<b>52</b>	<b>52</b>	<b>6</b>	<b>214</b>	<b>355</b>
<b>Total Capital Human Resources</b>		<b>46</b>	<b>60</b>	<b>31</b>	<b>52</b>	<b>52</b>	<b>6</b>	<b>214</b>	<b>355</b>
<b>Information Technology</b>									
<b>Capital Expenditures</b>									
Machinery & Equipment		-	-	-	-	-	-	-	-
Information Technology		73	57	189	50	47	49	611	946
Furniture & Fixtures		6		-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>		<b>79</b>	<b>57</b>	<b>189</b>	<b>50</b>	<b>47</b>	<b>49</b>	<b>611</b>	<b>946</b>
<b>Capital Financing</b>									
General Levy		79	57	189	50	47	49	611	946
<b>Capital Financing Subtotal</b>		<b>79</b>	<b>57</b>	<b>189</b>	<b>50</b>	<b>47</b>	<b>49</b>	<b>611</b>	<b>946</b>
<b>Total Capital Information Technology</b>		<b>79</b>	<b>57</b>	<b>189</b>	<b>50</b>	<b>47</b>	<b>49</b>	<b>611</b>	<b>946</b>


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

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

Durham Budget	2023	2022 Restated Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Legislative Services</b>									
<b>Capital Expenditures</b>									
Information Technology		25	50	5	23	32	5	114	179
Furniture & Fixtures		3	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>		<b>28</b>	<b>50</b>	<b>5</b>	<b>23</b>	<b>32</b>	<b>5</b>	<b>114</b>	<b>179</b>
<b>Capital Financing</b>									
General Levy		28	50	5	23	32	5	114	179
<b>Capital Financing Subtotal</b>		<b>28</b>	<b>50</b>	<b>5</b>	<b>23</b>	<b>32</b>	<b>5</b>	<b>114</b>	<b>179</b>
<b>Total Capital Legislative Services</b>		<b>28</b>	<b>50</b>	<b>5</b>	<b>23</b>	<b>32</b>	<b>5</b>	<b>114</b>	<b>179</b>
<b>Total Capital Corporate Services</b>		<b>153</b>	<b>167</b>	<b>225</b>	<b>125</b>	<b>131</b>	<b>60</b>	<b>939</b>	<b>1,480</b>

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

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


 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Durham OneNet Inc.</b>									
<b>Capital Expenditures</b>									
Information Technology Infrastructure		6,728	28,700	17,900	13,200	11,100	5,100	15,000	62,300
<b>Capital Expenditure Subtotal</b>		<b>6,728</b>	<b>28,700</b>	<b>17,900</b>	<b>13,200</b>	<b>11,100</b>	<b>5,100</b>	<b>15,000</b>	<b>62,300</b>
<b>Capital Financing</b>									
General Levy		-	-	-	-	-	-	-	-
Capital Impact Stabilization Reserve Fund		2,128	7,900	12,700	13,200	11,100	5,100	15,000	57,100
Partner Contributions		-	4,240	1,060	-	-	-	-	1,060
Canada Community-Building Fund		3,000	-	-	-	-	-	-	-
Federal Grant		1,067	11,040	2,760	-	-	-	-	2,760
Provincial Grant		533	5,520	1,380	-	-	-	-	1,380
<b>Capital Financing Subtotal</b>		<b>6,728</b>	<b>28,700</b>	<b>17,900</b>	<b>13,200</b>	<b>11,100</b>	<b>5,100</b>	<b>15,000</b>	<b>62,300</b>
<b>Total Capital Durham OneNet Inc.</b>		<b>6,728</b>	<b>28,700</b>	<b>17,900</b>	<b>13,200</b>	<b>11,100</b>	<b>5,100</b>	<b>15,000</b>	<b>62,300</b>

\* The 2025-2032 Capital Forecast identifies financing from the Capital Impact Stabilization Reserve Fund; it is anticipated that senior government grant funds will be applied each year as opportunities arise and partnerships with internet service providers are developed.




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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Finance Department</b>									
<b>Capital Expenditures</b>									
Machinery & Equipment		-	-	-	-	-	-	40	40
Information Technology		193	197	112	112	111	112	556	1,003
Vehicles		-	50	-	50	-	55	165	270
<b>Capital Expenditure Subtotal</b>		<b>193</b>	<b>247</b>	<b>112</b>	<b>162</b>	<b>111</b>	<b>167</b>	<b>761</b>	<b>1,313</b>
<b>Capital Financing</b>									
General Levy		193	197	112	112	111	112	596	1,043
Reserve Fund		-	50	-	50	-	55	165	270
<b>Capital Financing Subtotal</b>		<b>193</b>	<b>247</b>	<b>112</b>	<b>162</b>	<b>111</b>	<b>167</b>	<b>761</b>	<b>1,313</b>
<b>Total Capital Finance Department</b>		<b>193</b>	<b>247</b>	<b>112</b>	<b>162</b>	<b>111</b>	<b>167</b>	<b>761</b>	<b>1,313</b>


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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>9-1-1 Emergency Service System</b>									
<b>Capital Expenditures</b>									
Information Technology		303	-	103	180	362	-	859	1,504
<b>Capital Expenditure Subtotal</b>		<b>303</b>	<b>-</b>	<b>103</b>	<b>180</b>	<b>362</b>	<b>-</b>	<b>859</b>	<b>1,504</b>
<b>Capital Financing</b>									
Reserves / Reserve Funds		303	-	93	180	362	-	849	1,484
General Levy		-	-	10	-	-	-	10	20
<b>Capital Financing Subtotal</b>		<b>303</b>	<b>-</b>	<b>103</b>	<b>180</b>	<b>362</b>	<b>-</b>	<b>859</b>	<b>1,504</b>
<b>Total Capital</b>									
<b>9-1-1 Emergency Service System</b>		<b>303</b>	<b>-</b>	<b>103</b>	<b>180</b>	<b>362</b>	<b>-</b>	<b>859</b>	<b>1,504</b>

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


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

 <b>Durham Budget</b> <span style="float: right; font-size: 2em; font-weight: bold;">2023</span>	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Durham Regional Local Housing Corporation</b>								
<b>Capital Expenditures</b>								
Building & Structures	25,591	5,205	6,013	6,623	7,186	7,775	47,821	75,418
Vehicles	80	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>	<b>25,671</b>	<b>5,205</b>	<b>6,013</b>	<b>6,623</b>	<b>7,186</b>	<b>7,775</b>	<b>47,821</b>	<b>75,418</b>
<b>Capital Financing</b>								
General Levy	4,729	5,205	6,013	6,623	7,186	7,775	47,821	75,418
Canada Community-Building Fund (Federal Gas Tax)	6,800	-	-	-	-	-	-	-
Grant	5,465	-	-	-	-	-	-	-
Debentures	5,000	-	-	-	-	-	-	-
Other Financing	2,677	-	-	-	-	-	-	-
Climate Change Mitigation Reserve Fund	1,000	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>25,671</b>	<b>5,205</b>	<b>6,013</b>	<b>6,623</b>	<b>7,186</b>	<b>7,775</b>	<b>47,821</b>	<b>75,418</b>
<b>Total Capital Durham Regional Local Housing Corporation</b>	<b>25,671</b>	<b>5,205</b>	<b>6,013</b>	<b>6,623</b>	<b>7,186</b>	<b>7,775</b>	<b>47,821</b>	<b>75,418</b>

Note: 2024 to 2032 capital forecast does not include the costs associated with the redevelopment on underutilized Regional sites. Engagement with the community and stakeholders will be completed in 2023 with the proposed plan to be presented to Council in advance of the 2024 Business Plans and Budget.

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

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


 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Corporate Items</b>									
<b>Capital Expenditures</b>									
Building & Structures		1,783	4,150	8,120	17,120	900	9,315	-	35,455
<b>Capital Expenditure Subtotal</b>		<b>1,783</b>	<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>
<b>Capital Financing</b>									
General Levy		1,783	2,700	2,700	2,700	900	2,700	-	9,000
Reserves / Reserve Funds		-	747	5,128	-	-	1,800	-	6,928
Residential DC's		-	703	292	-	-	-	-	292
Debentures		-	-	-	14,420	-	4,815	-	19,235
<b>Capital Financing Subtotal</b>		<b>1,783</b>	<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>
<b>Total Capital Corporate Items</b>		<b>1,783</b>	<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>

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

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

Durham Budget	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Regional Headquarters</b>									
<b>Capital Expenditures</b>									
Building & Structures		9,163	9,967	13,649	14,499	14,414	380	12,349	55,291
Machinery & Equipment		-	89	1,088	600	-	-	1,500	3,188
<b>Capital Expenditure Subtotal</b>		<b>9,163</b>	<b>10,056</b>	<b>14,737</b>	<b>15,099</b>	<b>14,414</b>	<b>380</b>	<b>13,849</b>	<b>58,479</b>
<b>Capital Financing</b>									
General Levy		2,163	2,143	14,737	15,099	14,414	380	13,849	58,479
Capital Project Reserve		-	1,685	-	-	-	-	-	-
Capital Impact Stabilization Reserve Fund		7,000	6,228	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>		<b>9,163</b>	<b>10,056</b>	<b>14,737</b>	<b>15,099</b>	<b>14,414</b>	<b>380</b>	<b>13,849</b>	<b>58,479</b>
<b>Total Capital Regional Headquarters</b>		<b>9,163</b>	<b>10,056</b>	<b>14,737</b>	<b>15,099</b>	<b>14,414</b>	<b>380</b>	<b>13,849</b>	<b>58,479</b>
<b>Service Durham</b>									
<b>Capital Expenditures</b>									
Information Technology		100	400	9	9	115	9	255	397
Furniture & Fixtures		325	25	25	25	25	25	125	225
<b>Capital Expenditure Subtotal</b>		<b>425</b>	<b>425</b>	<b>34</b>	<b>34</b>	<b>140</b>	<b>34</b>	<b>380</b>	<b>622</b>
<b>Capital Financing</b>									
General Levy		25	25	34	34	140	34	380	622
Innovation and Modernization Reserve Fund		400	400	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>		<b>425</b>	<b>425</b>	<b>34</b>	<b>34</b>	<b>140</b>	<b>34</b>	<b>380</b>	<b>622</b>
<b>Total Capital Service Durham</b>		<b>425</b>	<b>425</b>	<b>34</b>	<b>34</b>	<b>140</b>	<b>34</b>	<b>380</b>	<b>622</b>
<b>Total Capital Regional Headquarters</b>		<b>9,588</b>	<b>10,481</b>	<b>14,771</b>	<b>15,133</b>	<b>14,554</b>	<b>414</b>	<b>14,229</b>	<b>59,101</b>

**Attachment #5: Summary of the Use of Development Charges, Provincial and Federal Gas Tax, Reserves and Reserve Funds in the proposed 2023 Property Tax Supported Business Plans and Budget**

	2023	Financing Source	Amount (\$)
<b>Durham Regional Police Service</b>			
Helicopter Maintenance		Helicopter Reserve	271
<b>Transit</b>			
Transit Capital		Residential Development Charges	23,362
Transit Capital		Non-Residential Development Charges	1,822
Transit Capital		Provincial Gas Tax	14,305
Transit Capital		Capital Project Reserve	2,500
Transit Capital		Capital Impact Stabilization Reserve Fund	2,339
Major Repairs		Provincial Gas Tax	2,111
Retiree Sick Bank Payout		Sick Leave Reserve	420
<b>Office of the Chief Administrative Officer</b>			
Durham Trees Program (Partnership with 5 Conservation Authorities)		Climate Mitigation Reserve Fund	150
OPG funded Nuclear Emergency Management		OPG- Deferred Revenue (Reserve)	651
<b>Finance Department</b>			
Cyber Security Project		Insurance Reserve Fund	174
Courier Van		Equipment Reserve	50
Risk Management and Insurance Costs		Insurance Reserve Fund	210

**Attachment #5: Summary of the Use of Development Charges, Provincial and Federal Gas Tax, Reserves and Reserve Funds in the proposed 2023 Property Tax Supported Business Plans and Budget**



2023

Financing Source

Amount (\$)


**Corporate Items**

Property Assessment Appeals	Assessment Appeals Reserve	200
RDPS Station Funding	Residential Development Charges	703
RDPS Station Funding	Capital Project Reserve	747
Farm 9-1-1	Operating Impact Stabilization Reserve Fund	50
Social Housing Capital Provision	Capital Impact Stabilization Reserve Fund	2,500
National Public Service Week Program Materials	Operating Impact Stabilization Reserve Fund	37
Project Woodward	Economic Development Reserve Fund	250
Cyber Security Project	Insurance Reserve Fund	950
Community Improvement Plan	Social Housing Reserve Fund	2,000
Community Improvement Plan	Operating Impact Stabilization Reserve Fund	7,535
Budget Modernization Project	Capital Project Reserve	500
Community Support - Ukraine Relief Efforts	Working Capital Reserve	750

**Works**

Roads and Infrastructure Capital	Residential Development Charges	41,108
Roads and Infrastructure Capital	Commercial Development Charges	4,698
Roads and Infrastructure Capital	Industrial Development Charges	5,000
Roads and Infrastructure Capital	Federal Gas Tax	18,275
Roads and Infrastructure Capital	Regional Roads Reserve	8,892
Roads and Infrastructure Capital	Transit Reserve Fund	7,474
Roads and Infrastructure Capital	Roads Rehabilitation Reserve Fund	27,710
Roads and Infrastructure Capital	Bridges Rehabilitation Reserve Fund	5,525
Vision Zero Initiatives	Vision Zero Reserve Fund	675
101 Consumers Project Top-up - Works General Tax Portion	Capital Impact Stabilization Reserve Fund	5,847
Fleet replacement	Equipment Reserve - Works	7,679
Regional Forest Management	Regional Forest Reserve Fund	9
Solid Waste - Waste Management Facility	Solid Waste Asset Management Reserve Fund	1,000

**Attachment #5: Summary of the Use of Development Charges, Provincial and Federal Gas Tax, Reserves and Reserve Funds in the proposed 2023 Property Tax Supported Business Plans and Budget**

	Financing Source	Amount (\$)
<b>Regional Headquarters</b>		
Workplace Modernization	Capital Project Reserve	1,685
Workplace Modernization	Capital Impact Stabilization Reserve Fund	6,228
Service Durham Equipment	Innovation and Modernization Reserve Fund	300
MyDurham 311 Project	Innovation and Modernization Reserve Fund	1,042
<b>Transit Oriented Development</b>		
Professional Services - Housing Governance Review	Capital Project Reserve	75
<b>Social Services</b>		
Regional Investment in Homelessness Supports	Operating Impact Stabilization Reserve Fund	1,200
Seaton Long Term Care Home	Residential Development Charges	651
Seaton Long Term Care Home	Capital Project Reserve	10,591
<b>Health Department</b>		
Paramedic Equipment Replacement	Capital Project Reserve	2,240
New Paramedic Growth Ambulances	Residential DC's	1,091
101 Consumers Project Top-up - Health Portion	Capital Impact Stabilization Reserve Fund	3,550
<b>Durham OneNet Inc.</b>		
Durham OneNet Inc. - Operating Costs	Operating Impact Stabilization Reserve Fund	1,943
Durham OneNet Inc. - Capital Costs	Capital Impact Stabilization Reserve Fund	7,900
<b>Total Use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds</b>		<b>236,975</b>



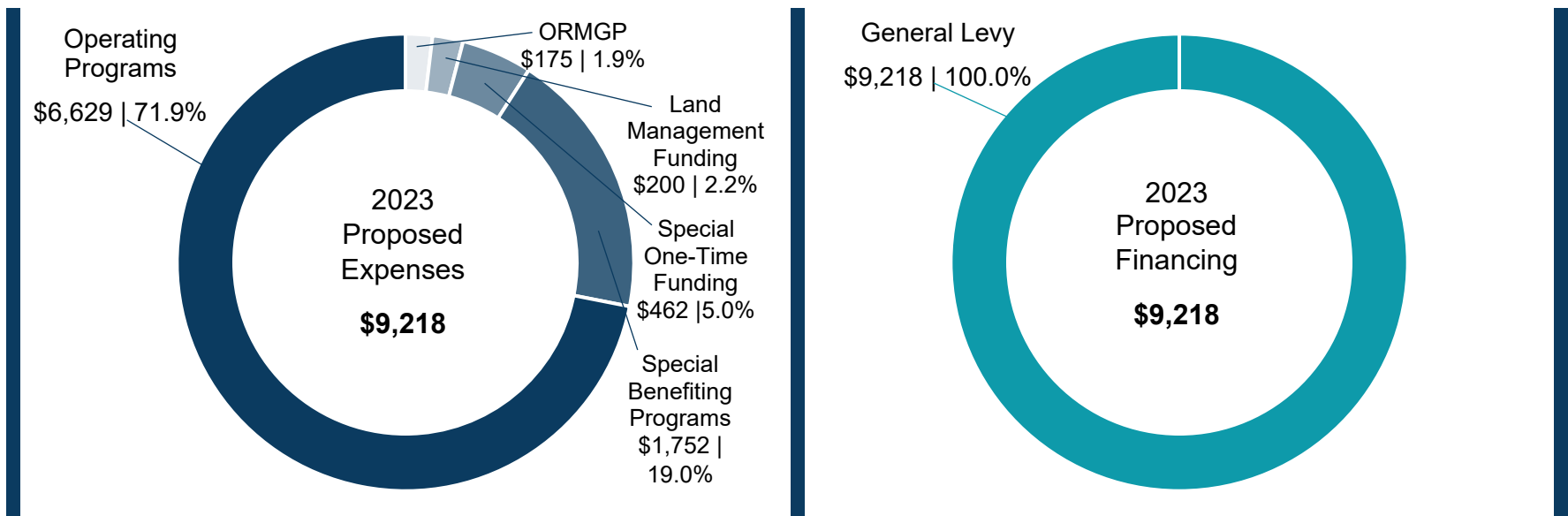


# Durham Budget

# 2023

# CONSERVATION AUTHORITIES

Further the conservation, restoration, development and management of natural resources in watersheds in Durham



Amounts are in \$,000's



## Table of Contents

Major Programs and Services

Financial Details:    Summary by Account  
                              Summary by Program

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Looking Forward

Appendix A:            Conservation Authority Map

Appendix B:            Conservation Authorities' Submission

## Major Programs and Services

### **Conservation Authorities**

Community-based watershed management agencies, whose mandate is to undertake watershed-based programs to protect people and property from flooding, and other natural hazards, and to conserve natural resources for economic, social and environmental benefits.

#### **Central Lake Ontario Conservation Authority (CLOCA)**

Inclusive of the municipal boundaries of Ajax and Pickering to Clarington, and north, from Lake Ontario to the crest of the Oak Ridges Moraine.

#### **Kawartha Region Conservation Authority (KRCA)**

Inclusive of Lake Scugog in the southwest and Pigeon Lake in the east, to Balsam Lake in the northwest and Crystal Lake in the northeast.

#### **Ganaraska Region Conservation Authority (GRCA)**

Inclusive of Wilmot Creek in Clarington to east of Cobourg from the south shore of Rice Lake down to Lake Ontario.

#### **Toronto and Region Conservation Authority (TRCA)**

Inclusive of several Lake Ontario waterfront shorelines including Carruthers Creek, Don River, Duffins Creek, Etobicoke Creek, Highland Creek, Humber River, Mimico Creek, Petticoat Creek and Rouge River.

#### **Lake Simcoe Region Conservation Authority (LSRCA)**

Inclusive of the East Holland River and the entire Lake Simcoe watershed with the exception of the City of Orillia and the Upper Talbot River subwatershed.

#### **Oak Ridges Moraine Groundwater Program (ORMGP)**

Collecting, analyzing and disseminating water resource data to provide a basis for effective and consistent management of water resources across municipal and watershed boundaries. Previously known as the York-Peel-Durham-Toronto coalition and the Conservation Authorities Moraine Coalition (YPDT-CAMC) Groundwater Management Program.


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Programs</b>					
Operating Programs	6,446	6,446	6,629		
<b>Operating Expenses Subtotal</b>	<b>6,446</b>	<b>6,446</b>	<b>6,629</b>	<b>183</b>	<b>2.8%</b>
<b>Special Benefiting Programs</b>					
Watershed Planning	350	350	346		
Groundwater Management	38	38	39		
Natural Hazard Mapping	73	73	76		
Flood Forecasting / Warning	66	66	67		
Watershed Monitoring	296	296	297		
Natural Heritage Mapping	177	177	184		
Aquatic Resources / Fisheries	87	87	88		
Conservation Area Management Plans	28	28	28		
Watershed Specific Projects	573	573	585		
Administrative Office Building	42	42	42		
<b>Special Benefiting Programs Subtotal</b>	<b>1,730</b>	<b>1,730</b>	<b>1,752</b>	<b>22</b>	<b>1.3%</b>
<b>Special One-Time Funding</b>					
CLOCA - Enniskillen and Long Sault					
Conservation Area Improvements	-	-	130		
CLOCA - Restoration Program (year 5 of 5)	150	150	150		
CLOCA - Lynde Shores Conservation Area Halls Road Entrance	60	60	-		
CLOCA - Main Office HVAC (year 3 of 3)	40	40	-		
CLOCA - Electric Vehicle Charging Stations	-	-	30		
CLOCA - Lynde Creek Floodplain Mapping	-	-	110		
KRCA - Watershed Planning Update - Water Resources	29	29	27		
KRCA - Website Design and Implementation	7	7	-		


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
KRCA - Digitization of Corporate Records	5	5	6		
KRCA - Environmental Monitoring Strategy Implementation	-	-	9		
TRCA - Carruthers Creek Watershed Plan Implementation	75	75	-		
<b>Special One-Time Funding Subtotal</b>	<b>366</b>	<b>366</b>	<b>462</b>	<b>96</b>	<b>26.2%</b>
<b>Land Management Funding</b>					
Land Management Funding	200	200	200		
<b>Land Management Funding Subtotal</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>0.0%</b>
<b>Oak Ridges Moraine Groundwater Management</b>					
Oak Ridges Moraine Groundwater Management	175	175	175		
<b>Oak Ridges Moraine Groundwater Management Subtotal</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>8,917</b>	<b>8,917</b>	<b>9,218</b>	<b>301</b>	<b>3.4%</b>
<b>Property Tax Requirement Conservation Authorities</b>	<b>8,917</b>	<b>8,917</b>	<b>9,218</b>	<b>301</b>	<b>3.4%</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

		2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance		
			Operating	Special Benefits	One-Time Requests	Land Mgmt	Provincial One-Time	Approved Budget	Operating	Special Benefits	One-Time Requests	Land Mgmt	Provincial One-Time	Proposed Budget	\$
<b>Conservation Authorities</b>															
1	Central Lake Ontario Conservation Authority	4,609	4,274	-	250	85	-	4,609	4,381	-	420	85	-	4,886	277
2	Kawartha Region Conservation Authority <sup>1</sup>	880	682	142	41	15	-	880	708	144	42	15	-	909	29
3	Ganaraska Region Conservation Authority <sup>2</sup>	823	544	242	-	37	-	823	571	246	-	37	-	854	31
4	Toronto Region Conservation Authority <sup>3</sup>	1,668	690	862	75	41	-	1,668	708	874	-	41	-	1,623	(45)
5	Lake Simcoe Region Conservation Authority <sup>4</sup>	762	256	484	-	22	-	762	261	488	-	22	-	771	9
	Conservation Authority Subtotal	8,742	6,446	1,730	366	200	-	8,742	6,629	1,752	462	200	-	9,043	
6	Oak Ridges Moraine Groundwater Program	175	175	-	-	-	-	175	175	-	-	-	-	175	-
	<b>Conservation Authorities Subtotal</b>	<b>8,917</b>	<b>6,621</b>	<b>1,730</b>	<b>366</b>	<b>200</b>	<b>-</b>	<b>8,917</b>	<b>6,804</b>	<b>1,752</b>	<b>462</b>	<b>200</b>	<b>-</b>	<b>9,218</b>	<b>301 3.4%</b>
	<b>Conservation Authorities</b>	<b>8,917</b>	<b>6,621</b>	<b>1,730</b>	<b>366</b>	<b>200</b>	<b>-</b>	<b>8,917</b>	<b>6,804</b>	<b>1,752</b>	<b>462</b>	<b>200</b>	<b>-</b>	<b>9,218</b>	<b>301 3.4%</b>

<sup>1</sup> KRCA includes CVA adjustment of \$3,242

<sup>2</sup> GRCA includes CVA adjustment of \$13,471

<sup>3</sup> TRCA includes CVA adjustment of \$8,351

<sup>4</sup> LSRCA includes CVA adjustment of \$1,379

## Details of Budget Changes

<b>Strategic Investments: Conservation Authorities</b>	<b>2023 Impact</b> (\$ 000's)
CLOCA – Enniskillen and Long Sault Conservation Area improvements to facilities including vault toilets	130
CLOCA – Lynde Creek floodplain mapping to support land use planning, regulation and permitting, and flood forecasting and warning	110
CLOCA – two electric vehicle charging stations. An grant application for 50 per cent funding has been submitted to the Natural Resources Canada Zero Emission Vehicle Infrastructure Program (ZEVIP)	30
KRCA – Implementation of the ten-year Environmental Monitoring Strategy to ensure the ongoing health of our watershed, encourage participation in environmental initiatives and ensuring the safety of people, property, and public infrastructure from natural hazards such as flooding and erosion	9
<b>Strategic Investments: Conservation Authorities Subtotal</b>	<b>279</b>

<b>Base Adjustments: Conservation Authorities</b>	<b>2023 Impact</b> (\$ 000's)
Provision for Council Approved 2023 Budget Guidelines (Report 2023-F-1 - Operating 2.5%, Special Benefiting 1.5%)	178
KRCA – CVA adjustments	3
GRCA – CVA adjustments	14

## Details of Budget Changes Continued

TRCA – CVA adjustments	8
LSRCA – CVA adjustments	1
Removal of closed programs	(182)
<b>Base Adjustments: Conservation Authorities Subtotal</b>	<b>22</b>
<b>Net Changes: Conservation Authorities</b>	<b>301</b>

## Looking Forward

At some point in the future, it is understood that Bill 23 could have an impact on certain aspects of the Conservation Authorities watershed and subwatershed planning and management which may, in turn, affect certain aspects of their budget. At the time of preparing this budget it is not known when the operative changes in Bill 23 will take effect. Therefore, the Conservation Authorities proposed budget for 2023 is generally their 2022 budgets.

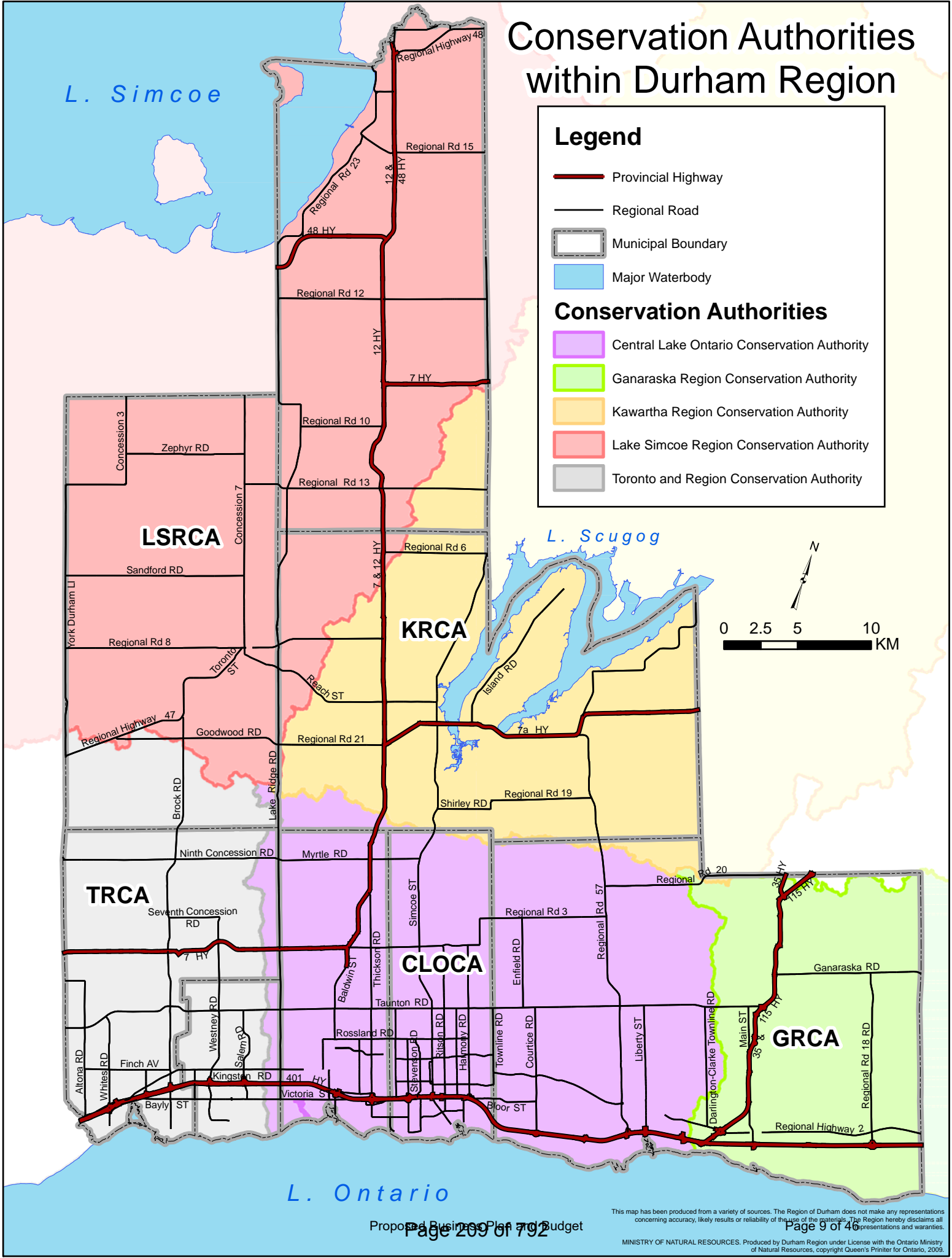
In October 2021 and April 2022, the province released Phase 1 and Phase 2 regulations and policy under the *Conservation Authorities Act*. These new regulations outline:

- mandatory programs and services to be delivered by conservation authorities;
- the need for agreements between participating municipalities and conservation authorities to fund non-mandatory programs and services through a municipal levy;
- the budget process for conservation authorities;
- the municipal apportionment methods for levying participating municipalities; and various user fee requirements

These changes will impact the Conservation Authority's 2024 Business Plans and Budget. Staff continue to work with the Conservation Authorities on implementing these regulatory changes in preparation for the 2024 Budget.



# Conservation Authorities within Durham Region



## Legend

- Provincial Highway
- Regional Road
- Municipal Boundary
- Major Waterbody

## Conservation Authorities

- Central Lake Ontario Conservation Authority
- Ganaraska Region Conservation Authority
- Kawartha Region Conservation Authority
- Lake Simcoe Region Conservation Authority
- Toronto and Region Conservation Authority

**LSRCA**

**KRCA**

**TRCA**

**CLOCA**

**GRCA**

L. Simcoe

L. Scugog

L. Ontario



Healthy watersheds for today  
and tomorrow.

December 22<sup>nd</sup>, 2022

CLOCA IMS: AFNB50

Mrs. Nancy Taylor  
Commissioner of Finance and Treasurer  
The Regional Municipality of Durham  
605 Rossland Road East, PO Box 623  
Whitby, ON L1N 6A3

Dear Mrs. Taylor:

**Subject: 2023 CLOCA Levy Submission**

CLOCA is pleased to submit its 2023 Levy Submission. CLOCA Board Members at the meeting on November 23, 2022, considered the attached Staff Report #5810-22 and adopted the following resolution:

**Auth Res. #73/22**

***THAT the 2023 Preliminary Operating Levy Submission and Special Municipal Land Management Levy Submission totalling \$4,465,990, the Special Funding Request for the CLOCA Environmental Restoration Project totalling \$150,000, the Conservation Area Improvements totalling \$130,000, the Lynde Creek Floodplain Mapping totalling \$110,000 and the Electric Vehicle Charging Stations totalling \$30,000 be approved for circulation to the Region of Durham.***  
**CARRIED**

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

General Levy	\$4,324,420
General Levy – Children’s Watershed Festival	\$56,570
Special Municipal Levy - CA Land Management	\$85,000
Special Municipal Levy - Conservation Area Improvements	\$130,000
Special Municipal Levy - Environmental Restoration Program (Year 5 of 5)	\$150,000
Special Municipal Levy - Lynde Creek Floodplain Mapping	\$110,000
Special Municipal Levy - Electric Vehicle Charging Stations	\$30,000
<b>TOTAL</b>	<b>\$4,885,990</b>

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

The formulation of the 2023 Preliminary Budget involved the consideration of the current budget, programming requirements, alignment with CLOCA’s Strategic Plan.

**Special Capital Levy Requests**

In addition to the Conservation Land Management Special Levy, four Special Levy Requests are included in the 2023 budget submission and are outlined in detail in the attached staff report and summarized as follows:

Cont’d

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

December 22<sup>nd</sup>, 2022  
Page 2

### **Environmental Restoration Project**

In 2019, Durham Region approved support for the Environmental Restoration Project and committed funding for a new Restoration Coordinator position and seed money for project implementation. Implementation of this Environmental Restoration Project is now fulfilling several key strategic plan objectives, helping CLOCA advance goals and objectives established in our Watershed Plans, and will ultimately result in future improvements in watershed health.

Since initiating the project in late 2019, CLOCA has made considerable progress in restoration and stewardship across its watersheds in just two short years. The work being conducted by the Restoration Coordinator through the Environmental Restoration Project has quickly become central to many of CLOCA's watershed management programs.

The following is a brief overview of the main accomplishments made through 2022:

- Continued to develop the CLOCA Private Landowner Stewardship Program.
- Acted as a Planting Delivery Agent with Forests Ontario and helped to implement its 50 Million Tree Program in Durham Region.
- Completed private landowner outreach and stewardship project planning services across the jurisdiction.
- Coordinated the planting, tending, and monitoring of 26,750 tree seedlings on private lands through the 50 Million Tree Program in partnership with Forest Ontario and The Highway of Heroes.
- Completed 3 Managed Forest Plans for private landowners under CLOCA's new Managed Forest Planning service to help private landowners apply to the Provincial Managed Forest Tax Incentive Program (MFTIP) and better manage their forest resources.
- Worked closely with Durham Region and the other four Conservation Authorities to launch and deliver the new Durham Tree Program, a Durham Region wide tree planting initiative.
- Monitored and actively managed a number of invasive species in some of CLOCA's conservation lands including Dog-Strangling Vine, Common Buckthorn, Phragmites, and Autumn Olive.
- Worked in Partnership with Ducks Unlimited Canada to fund, design, and implement a control structure removal and naturalization project on a provincially significant wetland within the Rogers Tract.
- Assisted with project design, tendering and procurement of contracts for the expansion of parking lots at Stephen's Gulch, Enniskillen, and Heber Down Conservation Areas.
- Prepared terrestrial detailed designs for phase 2 of the restoration/planting at Lynde Shores Conservation Area and Heber Down Conservation Area.
- Secured funding from the Natural Resource Canada's 2 Billion Tree Program in partnership with Tree for Life to plant phase 2 of the restoration work around the new Halls Road entrance area at Lynde Shores Conservation Area. 3,500 trees were planted in July through this phase 2 initiative, with a total of 7,000 installed on this site in two years. Watering, pruning, and monitoring took place through the latter half of 2022 to maximize survival of these new plantings.
- Established a partnership with One Tree Planted and received funding support for every tree planted by CLOCA in 2022.
- Secured additional funding contributions for tree planting initiatives from TD Bank (TD Tree Days), Tree Canada, and others for conservation area work and select community projects.
- Assisted with the implementation of the Municipality of Clarington's Trees for Rural Roads Program.

Cont'd

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

December 22<sup>nd</sup>, 2022  
Page 3

Environmental Restoration Project (Continued):

- Working closely with Ducks Unlimited Canada to establish a partnership to support wetland restoration and creation projects on private lands within the CLOCA jurisdiction.
- Working closely with Ontario Streams to establish a partnership to support creek and riparian restoration projects on public and private lands within the CLOCA jurisdiction.
- Submitted several funding applications to a range of potential funders for various restoration and stewardship project initiatives.

CLOCA staff intend to grow the restoration and stewardship momentum achieved to date with the Environmental Restoration Project. Key project goals for 2023 include:

- Continuing with the development and implementation of the Private Landowner Stewardship Program, with a focus on adding additional stewardship services to the program. Additions will focus on stream and riparian, wetland restoration and creation, and specialty naturalization planting projects.
- Continuing to implement new tree planting projects in partnership with private landowners. CLOCA is aiming to plant an additional 25,000 new trees in 2023. The formal launch of the Durham Region Tree Program in 2022 along with continued marketing efforts is expected to increase both landowner outreach and project implementation beyond current levels.
- Additional stewardship and restoration work is being planned on CLOCA conservation lands, including wetland and stream restoration, riparian planting, upland tree planting, invasive species management, meadow habitat management, among others.
- Preparing funding applications that leverage committed funding and developing new partnerships for project implementation where appropriate.
- Continuing to work with both community and municipal partners to implement stewardship projects throughout the jurisdiction.

**Conservation Area Improvements – Enniskillen CA & Long Sault CA**

Improvements are needed at two of CLOCA’s public Conservation Areas to replace failing infrastructure. Outdated vault toilets at both the Enniskillen Conservation Area and Long Sault Conservation Area have surpassed the expected lifespan and are in need of replacement. Continued use of the existing facilities would risk the potential for failure and leaking of vaults.

Both Conservation Areas have two individual vault toilets that CLOCA plans to demolish and remove and replace with single vaults and building. The cost for each Conservation Area is estimated at \$65,000. The popularity of CLOCA Conservation Areas has increased substantially as the growing urban population seek out these natural spaces for mental and physical health management.

**Lynde Creek Floodplain Mapping**

Floodplain mapping is essential for CLOCA core business functions and is used for land use planning, regulation and permitting, and flood forecasting and warning. Our floodplain mapping and modelling is widely utilized by our municipal partners and engineering consultants and is provided through our website for general public use.

The Lynde Creek Floodplain Mapping is the oldest mapping in the CLOCA watershed, and no longer reflects changes such as the Victoria Street widening, new Hwy 401 bridge and alternate alignment, Hwy 412 construction, Hwy 407 construction, and numerous land development projects.

Cont’d

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

December 22<sup>nd</sup>, 2022  
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**Lynde Creek Floodplain Mapping (Continued):**

Recent studies including the Lynde Creek Master Drainage Plan and the Michael Boulevard Flood Study provide important updated information that can be used to improve the accuracy of floodplain mapping

CLOCA proposes to provide updated hydraulic modelling and floodplain mapping for the full Lynde Creek watershed. The project will utilize recent Lidar based topographic information as a base for new floodplain mapping, and to provide hydrologic data and culvert and bridge summaries. A consultant will be retained to verify creek crossing structures (and supplemental survey as required) and complete the hydraulic modeling and mapping. An application was submitted by CLOCA in the fall of 2022 to the federal Flood Hazard Information and Mapping Program (FHIMP) and received approval for funding 50% of the estimated cost for retaining an engineering consultant.

Special Capital Request:	\$110,000
FHIMP Grant	\$110,000
CLOCA In-kind	\$ 26,000
Total Project	\$246,000

CLOCA is requesting a special capital funding of \$110,000 to enable the completion of this project. The project will commence in 2023 and be completed in 2024.

**Electric Vehicle Charging Stations**

CLOCA participated with a submission by the Region of Durham to the Natural Resources Canada Zero Emission Vehicle Infrastructure Program (ZEVIP) application. If successful, the grant would provide 50% funding of the estimated cost for two electric vehicle charging stations at the CLOCA Administration Centre. The estimated total cost for the two stations is \$60,000.

With the support of the Region of Durham, CLOCA will continue to advance watershed health through engagement, science and conservation. Please do not hesitate to contact me if you have any questions. Thank you for your continued support.

Sincerely,



Chris Darling, MCIP, RPP  
**Chief Administrative Officer**

CD/lv  
Attach:

1. Staff Report and details on Special Capital Levy Request
2. Five Year Operating and Capital Forecasts

cc: Nicole Pincombe, Region of Durham  
Bob Chapman, Chair, Central Lake Ontario Conservation Authority

S:\Budget\Budget 2023\2023 Levy Submission letter.docx

**Central Lake Ontario Conservation Authority  
Durham Region Proposed 5-Year Operational Budget (2022-2027)**

<b>OPERATIONS BUDGET</b>	<b>2022</b> Approved by Region	<b>2022 Forecast</b>		<b>2023 Forecast</b>		<b>2024 Forecast</b>		<b>2025 Forecast</b>		<b>2026 Forecast</b>		<b>2027 Forecast</b>	
		Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>Base Operations</b>	<b>4,218,945</b>	<b>4,218,945</b>	<b>9,568,210</b>	<b>4,218,945</b>	<b>8,264,390</b>	<b>4,324,420</b>	<b>8,465,970</b>	<b>4,432,530</b>	<b>8,685,044</b>	<b>4,543,345</b>	<b>8,909,270</b>	<b>4,656,930</b>	<b>9,136,776</b>
<b>Children's Watershed Festival</b>	<b>55,190</b>	<b>55,190</b>	<b>112,030</b>	<b>56,570</b>	<b>132,570</b>	<b>57,985</b>	<b>145,000</b>	<b>59,435</b>	<b>148,000</b>	<b>60,920</b>	<b>151,000</b>	<b>62,443</b>	<b>155,000</b>
Assessment Grow (Base)				52,737	103,305	54,055	107,637	55,407	110,413	56,792	113,253	58,212	116,147
Economic Adjustment (Base)				52,737	103,305	54,055	107,637	55,407	110,413	56,792	113,253	58,212	116,147
Adjustment of CVA Apportionment													
<b>TOTAL</b>	<b>4,274,135</b>	<b>4,274,135</b>	<b>9,680,240</b>	<b>4,380,990</b>	<b>8,603,570</b>	<b>4,490,515</b>	<b>8,826,244</b>	<b>4,602,779</b>	<b>9,053,870</b>	<b>4,717,849</b>	<b>9,286,776</b>	<b>4,835,797</b>	<b>9,524,070</b>

**Capital Forecast per Individual Authority  
CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY**

CAPITAL	2022 Budget		2023 Budget		2024 Budget		2025 Budget		2026 Budget		2027 Budget	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
Regional Land Securement	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Restoration Project (2019-2023)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Sub-total	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Land Management Funding	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Sub-total	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Lynde Shores Conservation Area Main Entrance	60,000	60,000	0	0	0	0	0	0	0	0	0	0
Sub-total	60,000	60,000	0	0	0	0	0	0	0	0	0	0
Main Office HVAC (Year 2 of 3)	40,000	40,000	0	0	0	0	0	0	0	0	0	0
Sub-total	40,000	40,000	0	0	0	0	0	0	0	0	0	0
Conservation Area Improvements: Enniskillen & Long Sault Conservation Areas	0	0	130,000	130,000	0	0	0	0	0	0	0	0
Sub-total	0	0	130,000	130,000	0	0	0	0	0	0	0	0
Lynde Creek Floodplain Mapping	0	0	110,000	246,000	0	0	0	0	0	0	0	0
Sub-total	0	0	110,000	246,000	0	0	0	0	0	0	0	0
Electric Vehicle Charging Stations	0	0	30,000	60,000	0	0	0	0	0	0	0	0
Sub-total	0	0	30,000	60,000	0	0	0	0	0	0	0	0



March 10, 2023

Regional Municipality of Durham  
605 Rossland Road East  
Whitby, ON L1N 6A3

**ATTN: Nicole Pincombe, Director, Business Planning, Budgets, Risk Management**

**RE: Kawartha Conservation 2023 Budget**

Dear Nicole:

I am pleased provide the following information related to the 2023 budget:

- Operating and Special Projects requests.
- Special one-time funding requests.

#### Operating and Special Project Requests

The scope of operating programs remains at the previous years' service levels. We continue to evaluate and realign programs with our strategic plan and future perceived challenges of the municipalities we serve. While, like many businesses, we have been faced with economic pressures and legislative changes, however, we have taken as many measures as possible to mitigate costs and manage additional expenditures in 2023.

The Operating Levy and General Benefiting Levy are shared by the municipal partners based on apportionment percentages supplied to us by the Ministry of the Environment, Conservation and Parks. The apportionment percentage is based on current value assessment (CVA) information generated by MPAC. Individual municipal increases vary due to changes in the CVA apportionment year over year. As such, the Region of Durham has had a growth exceeding other municipalities within our watershed and is affected by an increase in municipal apportionment.

Our request for Operating Levy is \$707,684 (including a CVA adjustment of \$3,214). Additionally, the request for land management expenditures is \$15,000.

We have proposed Special Projects for the Region of Durham totalling \$144,130 for consideration. This request meets the Region's guidelines.

#### Special One-Time Funding Requests

1. Watershed Planning Project (Final year) - The purpose of this project is to ensure that Durham Region has the

**KAWARTHA CONSERVATION**  
277 Kenrei Road, Lindsay, ON K9V 4R1  
705.328.2271 Fax 705.328.2286  
**KawarthaConservation.com**

#### **Our Watershed Partners:**

City of Kawartha Lakes • Region of Durham • Township of Scugog • Municipality of Trent Lakes • Township of Caledonia







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CONSERVATION**

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most up to date information related to Water Resource Systems and Watershed Planning to assist with Municipal Conformity Review exercises. Further, as per the Planning Services Partnership Memorandum of Understanding (MOU) with Durham Region, Kawartha Conservation is responsible for providing comments and information to assist in the review and approval of development applications under the Planning Act. This project will help the municipality conform to provincial planning guidance related to watershed resources management (e.g., Provincial Policy Statement, Growth Plan, Greenbelt Plan, Oak Ridges Moraine Conservation Plan, etc.). As a result, this will help to process Planning Act applications faster while ensuring conformity with provincial policy. The project cost is \$27,300 with the Region providing the full apportionment as the sole benefactor for the project.

- 2. Information Management Project - The digitization of records into the Information Management System is integral in expediting applications and improving customer service along with meeting our requirements under the Information & Privacy Act. To date, we have digitized over 290,000 records. The expenditures for this project are apportioned between our participating municipalities. The total project cost is \$15,000 with the Region’s apportionment being \$5,408, inclusive of a \$28 CVA adjustment.
- 3. Environmental Monitoring Strategy - We have submitted Special one-time funding requests for support for the implementation of our 10-year Environmental Monitoring Strategy. This is a new funding request to provide a cost-effective environmental monitoring network that facilitates evidence-based decision making, and that provides accessible, real-time science and data to our community, while aligning with our strategic goals and that of our municipal partners. This strategy was endorsed by our Board of Directors in 2022 for the 2023 budget process (resolution #83/22). The expenditures for this project are apportioned between our participating municipalities. The total project cost is \$25,000 with the Region’s apportionment being \$9,014.

Our total budget request from the Region of Durham is summarized below:

Operating:	\$707,684 (inclusive of \$3,214 increase per the CVA adjustment)
Special Benefiting	144,130
Land Management:	15,000
<i>Special One-time Funding Requests:</i>	
Watershed Planning	27,300
Digitization Project	5,408 (inclusive of \$28 increase per the CVA adjustment)
Environmental Monitoring Strategy	9,014
<b>Total Request:</b>	<b>\$908,536</b>

Our Board of Directors provided the guidelines for our 2023 preliminary budget in July 2022, and re-confirmed them in February 2023. On March 23, 2023 the Board will be reviewing the first detailed draft budget 2023. It is anticipated that the budget will be approved for circulation in April and there will be a weighted vote on the 2023 Preliminary

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Budget and associated municipal levies May 25, 2023.

If you have any questions, or if we can provide further information, please do not hesitate to contact me at extension 233 or by email.

Jonathan Lucas  
Acting Director, Corporate Services  
Encls

*cc. Mark Majchrowski, CAO, Kawartha Conservation*

**KAWARTHA CONSERVATION**

277 Kenrei Road, Lindsay, ON K9V 4R1

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**Our Watershed Partners:**

City of Kawartha Lakes • Region of Durham • Township of Scugog • **Proposed Business Plan and Budget** Municipality of Trent Lakes • Township of Caledonia Region



## Kawartha Conservation

Kawartha Conservation is a watershed-based, non-profit organization established in 1979 by the municipalities within our watershed under the Ontario Conservation Authorities Act. We are one of 36 conservation authorities operating in Ontario and a member of Conservation Ontario.

Balancing environmental capacity and human need, we manage natural resource features that are essential for sustaining water quality and quantity, through watershed planning, stewardship, environmental monitoring and research, and management of conservation and natural areas.

Our programs and services are focused within the natural boundaries of the Kawartha watershed, which extend from Lake Scugog in the southwest and Pigeon Lake in the east, to Balsam Lake in the northwest and Crystal Lake in the northeast – a total of 2,563 square kilometres.

These natural boundaries overlap the six municipalities that govern Kawartha Conservation through representation on our Board of Directors. Our municipal partners include the Township of Scugog, the Township of Brock, the Municipality of Clarington, the City of Kawartha Lakes, the Municipality of Trent Lakes, and the Township of Cavan Monaghan.

### Our Vision

Engaged communities that love, respect and appreciate our natural environment.

### Our Mission

To champion watershed health as the recognized leader in natural asset management.

### Our Focus

Outstanding water quality and quantity management, supported by healthy landscapes through planning, stewardship, science and education.

## Our Corporate Values

Our values guide our actions, as they shape the kind of organization that we are part of. In all of our decision-making, we will:

- Act with Integrity
- Value Knowledge
- Promote Teamwork
- Achieve Performance Excellence
- Foster Innovation

**Integrity:** We strive to treat others with respect, fairness, honesty, patience, understanding, and trust. We respect diversity, are responsible and responsive, and committed to the health and safety of people and the environment. We care about the watershed, and about our staff, municipalities, clients, and partners, and making a positive difference.

**Knowledge:** We are a science and information-focused organization committed to achieving the best solutions. We facilitate continuous improvement and personal and professional growth. Focused on achieving results, we are committed to being leaders in integrated watershed management, ecosystem health, and community sustainability, and strive to achieve excellence through innovation.

**Teamwork:** We are committed to achieving common goals through teamwork; by collaborating, listening, and sharing information with our clients and partners, strengthening existing relationships, and building new partnerships. We participate in activities to benefit our clients, municipal colleagues, community, and watershed, and are committed to finding common solutions.

**Performance Excellence:** We are an accountable and financially responsible organization. We consistently present a professional image and set a good example. We communicate clearly with our staff, clients and partners.

**Innovation:** We are forward-thinking and visionary, while striving to develop new ways of doing business. We are committed to being leaders and innovators in watershed management, ecosystem health, and community sustainability.

## What we stand for as leaders

Our success, in terms of improved ecological health, will be measured by the position we take as leaders, in:

- Protecting our lakes and water resources.
- Partnering with agricultural, shoreline and urban communities to advance stewardship.
- Developing watershed science.
- Educating and sharing.
- Conserving our natural heritage.
- Improving the health, safety and vitality of our communities.
- Connect people with nature in a way that is accessible, memorable and inspiring.
- Embracing innovative technologies and creative solutions.
- Provide exemplary customer service.
- Promoting community sustainability and economic investment by supporting environmentally sound planning and development.

## We promise to

- Provide exemplary customer service.
- Connect people with nature in a way that is accessible, memorable and inspiring.
- Be transparent and accountable and to make difficult decisions with integrity.
- Embrace innovative technologies and creative solutions to manage our natural resources and protect our environment.
- Promote community sustainability and economic investment by supporting environmentally sound planning and development.



**City of Kawartha Lakes**  
1,815 km<sup>2</sup> within watershed

**Municipality of Trent Lakes**  
237 km<sup>2</sup> within watershed

**Township of Brock**  
36 km<sup>2</sup> within watershed

**Township of Scugog**  
457 km<sup>2</sup> within watershed

**Township of Cavan Monaghan**  
8 km<sup>2</sup> within watershed

**Municipality of Clarington**  
10 km<sup>2</sup> within watershed

**TOTAL 2,563 km<sup>2</sup> Within Watershed**



**T: 705.328.2271**

**277 Kenrei Road, Lindsay ON K9V 4R1**

**GenInfo@KawarthaConservation.com**

**KawarthaConservation.com**

Member of



**Conservation ONTARIO**  
Natural Champions

**DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2023-2027)**

**Kawartha Region Conservation Authority**

<b>OPERATIONS BUDGET</b>	<b>2023 Budget</b>		<b>2024 Forecast</b>		<b>2025 Forecast</b>		<b>2026 Forecast</b>		<b>2026 Forecast</b>	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>KAWARTHA REGION C.A.</b>										
<b>Base Operations Program</b>	<b>681,946</b>	<b>3,203,882</b>	<b>707,684</b>	<b>3,291,794</b>	<b>725,376</b>	<b>3,390,695</b>	<b>743,510</b>	<b>3,501,958</b>	<b>762,098</b>	<b>3,627,130</b>
Assessment Growth (Base)	11,262	43,956	8,846	49,451	9,067	55,632	9,294	62,586	9,526	70,409
Economic Adjustment (Base)	11,262	43,956	8,846	49,451	9,067	55,632	9,294	62,586	9,526	70,409
Adjustment of CVA Apportionment	3,214	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>707,684</b>	<b>3,291,794</b>	<b>725,376</b>	<b>3,390,695</b>	<b>743,510</b>	<b>3,501,958</b>	<b>762,098</b>	<b>3,627,130</b>	<b>781,150</b>	<b>3,767,948</b>
Land management expenditures	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>Funding Request</b>	<b>722,684</b>	<b>3,306,794</b>	<b>740,376</b>	<b>3,405,695</b>	<b>758,510</b>	<b>3,516,958</b>	<b>777,098</b>	<b>3,642,130</b>	<b>796,150</b>	<b>3,782,948</b>



**KAWARTHA REGION CONSERVATION AUTHORITY  
SPECIAL PROJECTS & ONE-TIME FUNDING**

SPECIAL BENEFITING PROJECTS		2023 Budget		2024 Forecast		2025 Forecast		2026 Forecast		2027 Forecast	
		Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
PROTECTION	Watershed Planning/Sub Watershed Planning										
	Watershed Planning Implementation	144,130	190,400	146,292	193,256	148,486	196,155	150,714	199,097	152,974	202,084
	<b>Sub-total</b>	<b>144,130</b>	<b>190,400</b>	<b>146,292</b>	<b>193,256</b>	<b>148,486</b>	<b>196,155</b>	<b>150,714</b>	<b>199,097</b>	<b>152,974</b>	<b>202,084</b>
	Aquatic Resource Management Plans	-	-	-	-	-	-	-	-	-	-
	Fisheries Management Plans	-	-	-	-	-	-	-	-	-	-
	<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Groundwater Management	-	-	-	-	-	-	-	-	-	-
	<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Watershed Monitoring	-	-	-	-	-	-	-	-	-	-
	<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Climate Change	-	-	-	-	-	-	-	-	-	-	
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Watershed Specific Projects/Studies											
Website design and implementation	-	-	-	-	-	-	-	-	-	-	
DECFCA trail strategy & security plan	-	-	-	-	-	-	-	-	-	-	
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
PUBLIC USE											
Conservation Area Management Plans	-	-	-	-	-	-	-	-	-	-	
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
REGULATION											
Flood Forecasting/Warning	-	-	-	-	-	-	-	-	-	-	
Stream Gauge Repair/Replacement	-	-	-	-	-	-	-	-	-	-	
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Natural Hazard Mapping	-	-	-	-	-	-	-	-	-	-	
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Guideline Compliant Capital Funding Request</b>	<b>144,130</b>	<b>190,400</b>	<b>146,292</b>	<b>193,256</b>	<b>148,486</b>	<b>196,155</b>	<b>150,714</b>	<b>199,097</b>	<b>152,974</b>	<b>202,084</b>	

**Additional Capital Funding Request**

Watershed Planning Update- Water Resources	27,300	27,300	-	-	-	-	-	-	-	-
<b>One time project funding:</b>										
Website design and implementation	-	-	-	-	-	-	-	-	-	-
Environmental Monitoring Strategy	9,014	25,000	9,014	25,000	9,014	25,000	9,014	25,000	9,014	25,000
Information Management	5,408	15,000	5,408	15,000	5,408	15,000	5,408	15,000	5,408	15,000
<b>Sub-total</b>	<b>41,722</b>	<b>67,300</b>	<b>14,422</b>	<b>40,000</b>	<b>14,422</b>	<b>40,000</b>	<b>14,422</b>	<b>40,000</b>	<b>14,422</b>	<b>40,000</b>

Total Capital Funding Requests

<b>185,852</b>	<b>257,700</b>	<b>160,714</b>	<b>233,256</b>	<b>162,908</b>	<b>236,155</b>	<b>165,136</b>	<b>239,097</b>	<b>167,396</b>	<b>242,084</b>
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**Ganaraska Region  
Conservation Authority**

2216 County Road 28  
Port Hope, ON L1A 3V8

Phone: 905-885-8173  
Fax: 905-885-9824  
www.grca.on.ca

MEMBER OF  
CONSERVATION ONTARIO

February 16, 2023

Ms. Nancy Taylor, BBA, CPA, CA  
Commissioner of Finance  
Regional Municipality of Durham  
605 Rossland Road East - PO Box 623  
Whitby, ON L1N 6A3

Dear Ms. Taylor:

**Re: 2023 Operating and Special Projects Budget**

Please find the attached Ganaraska Region Conservation Authority's 2023-2027 Operating and Special Projects Budget estimates for funding from the Region of Durham. The operations request is based on a 2.5% increase and a 1.5% increase in the special projects budget in keeping with previous years. The current values assessment (CVA) adjustment is based on the 2023 appointment values.

The Ganaraska Region Conservation Authority has not included any special funding requests.

As noted in previous years, Durham Region is the only municipality which does not fully contribute to the Ganaraska Region Conservation Authority's capital asset management levy. The six other watershed municipalities all contribute their share of this levy.

Should you have any questions or require further information on the above, please do not hesitate to contact the undersigned.

Sincerely,

A handwritten signature in blue ink, appearing to read "Linda J. Laliberte".

Linda J. Laliberte, CPA, CGA  
CAO/Secretary-Treasurer

Encl.

## Ganaraska Region Conservation Authority

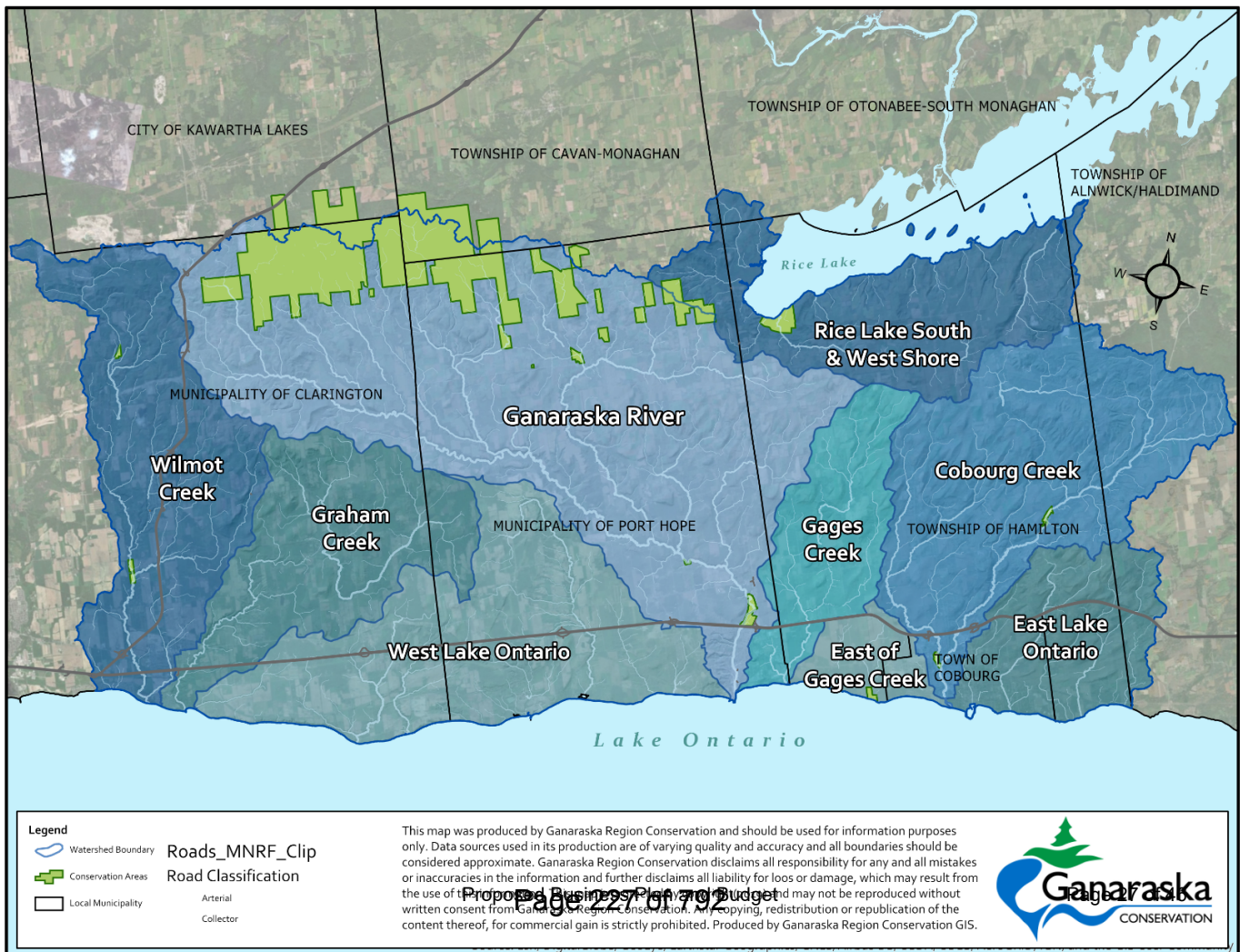
The Ganaraska Region Conservation Authority (GRCA) was formed in October 1946 under the Conservation Authorities Act and is one of the oldest conservation authorities in Ontario.

The watersheds of the GRCA covers an area of 361 square miles from Wilmot Creek in Clarington to east of Cobourg from the south shore of Rice Lake down to Lake Ontario. This area includes seven municipalities in whole or in part: Municipality of Clarington, Township of Cavan-Monaghan, Town of Cobourg, Township of Alnwick-Haldimand, Township of Hamilton, Municipality of Port Hope, and City of Kawartha Lakes.

The Ganaraska Forest is a pivotal moment in history. The largest block of continuous forest in Southern Ontario, it is a huge expanse of 11,000 acres that represents one of the most successful conservation projects ever undertaken in central Canada.

At Ganaraska Region Conservation Authority we are committed to conserving, restoring and managing the resources of the Ganaraska Region watershed. Our vision statement continues to draw on the important connection between a healthy watershed and healthy, strong sustainable communities: *“Clean water health land for healthy communities”*.

Our mission statement builds on and reflects the important responsibility GRCA has in enhancing and conserving local watersheds. *“To enhance and conserve across the Ganaraska Region watershed by serving, educating, informing and engaging.”*



**GANARASKA REGION CONSERVATION AUTHORITY  
DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2023-2027)**

<b>OPERATIONS BUDGET</b>	<b>2022</b>	<b>2023 Forecast</b>		<b>2024 Forecast</b>		<b>2025 Forecast</b>		<b>2026 Forecast</b>		<b>2027 Forecast</b>	
	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>Base Operations</b>	<b>517,363</b>	<b>543,905</b>	<b>1,238,969</b>	<b>570,974</b>	<b>1,269,943</b>	<b>585,248</b>	<b>1,301,692</b>	<b>599,879</b>	<b>1,334,234</b>	<b>614,876</b>	<b>1,367,590</b>
Assessment Grow (Base)	6,467	6,799	15,487	7,137	15,874	7,316	16,271	7,498	16,678	7,686	17,095
Economic Adjustment (Base)	6,467	6,799	15,487	7,137	15,874	7,316	16,271	7,498	16,678	7,686	17,095
CVA Adjustment prior year	13,608	13,471									
<b>TOTAL</b>	<b>543,905</b>	<b>570,974</b>	<b>1,269,943</b>	<b>585,248</b>	<b>1,301,692</b>	<b>599,879</b>	<b>1,334,234</b>	<b>614,876</b>	<b>1,367,590</b>	<b>630,248</b>	<b>1,401,779</b>

**Special Programs/Projects per Individual Authority  
GANARASKA REGION CONSERVATION AUTHORITY**

SPECIAL PROGRAMS/PROJECTS	Project or Ongoing	2022 Budget		2023 Budget			2024 Budget			2025 Budget			2026 Budget			2027 Budget		
		Region's Cost	Approved by Region	Region's Cost	Reg's % of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost
<b>Watershed Planning/Sub Watershed Planning</b>		0	0	0		0		0		0		0		0		0		
Port Granby/Bouchette Creek Watershed Plan	Project	30,000	30,000	30,000	50%	30,000	30,000	50%	60,000	30,000	50%	60,000	35,000	50%	70,000	35,000	50%	70,000
Climate Change Strategy/Adaptation Watershed Plan Update	Project																	
<b>Sub-total</b>		<b>30,000</b>	<b>30,000</b>	<b>30,000</b>		<b>30,000</b>	<b>60,000</b>		<b>120,000</b>	<b>60,000</b>		<b>120,000</b>	<b>65,000</b>		<b>130,000</b>	<b>65,000</b>		<b>130,000</b>
<b>Aquatic Resource Management Plans/Fisheries Management Plans</b>																		
Annual Watershed Report Cards & Updates	Project	15,000	15,000	15,000	50%	30,000	15,000	36%	50,000	15,000	36%	50,000	15,000	36%	50,000	15,000	30%	50,000
Fisheries Management Plan Update							20,000	100%	20,000	20,000	100%	20,000	25,000	100%	25,000	25,000	100%	25,000
<b>Sub-total</b>		<b>15,000</b>	<b>15,000</b>	<b>15,000</b>		<b>30,000</b>	<b>35,000</b>		<b>50,000</b>	<b>35,000</b>		<b>70,000</b>	<b>40,000</b>		<b>75,000</b>	<b>40,000</b>		<b>75,000</b>
<b>Groundwater Management</b>		37,925	37,925	38,925	52%	74,925	38,925	51%	75,850	40,000	50%	80,000	45,000	50%	90,000	50,000	50%	100,000
<b>Sub-total</b>		<b>37,925</b>	<b>37,925</b>	<b>38,925</b>		<b>74,925</b>	<b>38,925</b>		<b>75,850</b>	<b>40,000</b>		<b>80,000</b>	<b>45,000</b>		<b>90,000</b>	<b>50,000</b>		<b>100,000</b>
<b>Watershed Monitoring</b>	Ongoing	41,500	41,500	42,500	47%	90,300	42,000	48%	87,000	43,000	45%	95,000	45,000	45%	100,000	48,000	44%	110,000
<b>Sub-total</b>		<b>41,500</b>	<b>41,500</b>	<b>42,500</b>		<b>90,300</b>	<b>42,000</b>		<b>87,000</b>	<b>43,000</b>		<b>95,000</b>	<b>45,000</b>		<b>100,000</b>	<b>48,000</b>		<b>110,000</b>
<b>Natural Heritage Mapping</b>	Ongoing	53,000	53,000	53,634	100%	53,634	54,000	61%	89,000	55,000	61%	90,000	57,000	61%	93,000	59,000	62%	95,000
Natural Heritage Strategy Phase II -Invasive	Project	0	0	0		0	20,000	33%	60,000	20,000	33%	60,000						
<b>Sub-total</b>		<b>53,000</b>	<b>53,000</b>	<b>53,634</b>		<b>53,634</b>	<b>74,000</b>		<b>149,000</b>	<b>75,000</b>		<b>150,000</b>	<b>57,000</b>		<b>93,000</b>	<b>59,000</b>		<b>95,000</b>
<b>Watershed Specific Projects/ Studies</b>																		
Oak Ridges Moraine Coalition- Ecologist	Ongoing	46,000	46,000	46,000	50%	92,000	47,000	51%	92,000	48,000	54%	89,000	48,000	54%	89,000	50,000	50%	100,000
GGH CA Collaborative	Ongoing	2,500	2,500	2,500	100%	2,500	3,000	100%	3,000	3,000	100%	3,000	4,000	100%	4,000	4,000	12%	34,000
Administration Building Capital Improvements													25,000	50%	50,000	25,000	50%	50,000
<b>Sub-total</b>		<b>48,500</b>	<b>48,500</b>	<b>48,500</b>		<b>94,500</b>	<b>50,000</b>		<b>95,000</b>	<b>51,000</b>		<b>92,000</b>	<b>77,000</b>		<b>143,000</b>	<b>79,000</b>		<b>184,000</b>
<b>CONSERVATION AREA MANAGEMENT PLANS</b>																		
Ganaraska Forest Management Plan		0	0	0		0	0		0	0		0	0		0	0		0
<b>Sub-total</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>
<b>FLOOD FORECASTING/WARNING</b>																		
Stream Gauge Replacement	Project			0		0	0		0			6,000	75%	8,000	6,000	75%	8,000	
<b>Sub-total</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>6,000</b>		<b>8,000</b>	<b>6,000</b>		<b>8,000</b>	
<b>NATURAL HAZARD MAPPING</b>																		
Clarington Floodline Update - NDMP Partner	Project	16,312	16,312	17,312	100%	17,312	30,000	100%	30,000	30,000	100%	30,000	30,000	100%	30,000	30,000	50%	60,000
Generic Regulation Policy and Mapping	Project	0	0	0		0	32,000	46%	70,000	35,000	50%	70,000	35,000	50%	70,000	0		0
Lake Ontario Shoreline Erosion/Fld Mapping	Project	0	0	0		0	15,000	50%	30,000	0		0	0		0	0		0
Update Hazard Policies & Procedures	Project	0	0	0		0	0		0	0		16,000	100%	16,000	16,000	100%	16,000	
<b>Sub-total</b>		<b>16,312</b>	<b>16,312</b>	<b>17,312</b>		<b>17,312</b>	<b>77,000</b>		<b>130,000</b>	<b>65,000</b>		<b>100,000</b>	<b>81,000</b>		<b>116,000</b>	<b>46,000</b>		<b>76,000</b>
<b>TOTAL CAPITAL</b>		<b>\$242,237</b>	<b>\$242,237</b>	<b>\$245,871</b>		<b>\$390,671</b>	<b>\$376,925</b>		<b>\$706,850</b>	<b>\$369,000</b>		<b>\$707,000</b>	<b>\$416,000</b>		<b>\$755,000</b>	<b>\$393,000</b>		<b>\$778,000</b>
<b>Oak Ridges Moraine Conservation Plan &amp; Gap</b>		0	0	0		0	0		0	0		0	0		0	0		0
<b>Sub-total</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>
<b>SPECIAL FUNDING REQUESTS</b>																		
Watershed Plan Update - Climate Chg	Project	0	0	0		0	0		0	0		0	0		0	0		0
Lake Ontario Shoreline Mgmt Plan Update	Project	0	0	0		0	0		0	0		0	0		0	0		0
Enterprise Data Management Platform	Project	0	0	0		0	0		0	0		0	0		0	0		0
<b>Sub-total</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>
<b>Regional Land Management</b>		37,000	37,000	37,000		37,000	37,000		37,000	37,000		37,000	37,000		37,000	37,000		37,000
<b>Sub-total</b>		<b>37,000</b>	<b>37,000</b>	<b>37,000</b>		<b>37,000</b>	<b>37,000</b>		<b>37,000</b>	<b>37,000</b>		<b>37,000</b>	<b>37,000</b>		<b>37,000</b>	<b>37,000</b>		<b>37,000</b>

Chief Executive Officer



February 27, 2023

Nancy Taylor  
Commissioner of Finance/Treasurer  
Regional Municipality of Durham  
P.O. Box 623  
605 Rossland Road East Whitby, ON L1N 6A3

Via Email  
[Nicole.Pincombe@durham.ca](mailto:Nicole.Pincombe@durham.ca)

Dear Ms. Taylor,

**Re: Toronto and Region Conservation Authority 2023-2026 Budget Request**

Toronto and Region Conservation Authority (TRCA) is pleased to provide its budget submission covering the period 2023-2026. The general levy increase for 2023 and for subsequent years is 2.5%, impacted mostly by wage, employee benefit and similar inflationary pressures. TRCA's 2023 operating budget will amount to approximately \$44 million. Durham's 2023 share of TRCA's operating budget, as represented by the general levy, is \$647,000. This amount is included within the Region's operating allocation to TRCA of \$707,600 which includes \$60,600 of CVA-funded programs.

TRCA was able to make reductions to meet the 1.5% envelope for existing Special Benefitting Programs for 2023 and will continue to work with Region of Durham staff to offset costs in the interim. TRCA will work with the Region to create a 2023 budget that is financially sustainable, realistic and addresses additional core requirements needed to continue to deliver key services at a similar standard.

Excluding the Groundwater Management Project, TRCA's 2023 request for Special Benefitting Programs funding amounts to \$832,500, an increase of \$12,500 or 1.5% over 2022. While the annual funding from the Region of Durham helps TRCA to meet regulatory requirements, there are still unfunded priorities which align with Durham's Strategic Plan (2020) and help to meet our mutual goals. TRCA will continue to work with Durham staff to offset additional costs over and above the current funding envelope with the intention of creating a sustainable funding plan for 2024 that will continue to support the delivery of key services and priorities across the Region.

In June 2021, Durham Regional Council endorsed the Carruthers Creek Watershed Plan (CCWP), which was subsequently approved by TRCA's Board of Directors in September. The completion of this watershed plan has been an example of outstanding collaboration between TRCA and Region of Durham staff and serves as a model for watershed planning. Currently there are no dedicated funds to support implementation of management recommendations in the CCWP. Accountability on plan implementation is important to stakeholders and the public and helps to inform safe and well planned development contemplated in this watershed. TRCA would be pleased to work closely with the Region and local municipalities to fund this important initiative.

Recently, the federal government has announced the continuation of and new intake opportunities for relevant infrastructure programs such as the Disaster Mitigation Adaptation Fund which may be of benefit to the Region and TRCA. TRCA would like to continue discussions with the Region and local partner municipalities to try to realize such opportunities related to federal match programs towards advancing our shared infrastructure renewal and community safety objectives.

Conservation Authorities Act (CA Act) Phase 1 regulations were issued in October 2021 related to mandatory programs and services, transition plans and agreements. TRCA continues to work with upper and lower-tier partner municipalities to establish or adjust Memorandums of Understanding (MOUs) for all non-mandatory services provided by TRCA at the request of municipalities. Pending timing of approvals within partner municipalities, TRCA expects to be completely transitioned for the 2024 fiscal year. In Durham, TRCA staff has obtained approval or is scheduled to obtain approval from lower tier municipalities in our jurisdiction. We will continue to work with Regional staff through the remainder of 2023 to finalize the draft MOU currently under discussion and to secure Committee of Council dates for approvals in close coordination with other CA's to ensure all requirements in accordance with the CA Act regulations are met.

Lastly, Bill 23 and associated regulations along with the removal of large portions of the Greenbelt and the removal of the Central Pickering Development Plan in Durham have prompted the need for TRCA, Regional Staff and City staff to address comprehensive watershed and subwatershed planning for areas that were previously not contemplated for urban development. TRCA will continue to meet with Regional staff, local municipal staff, and landowners to respond to these pressures and inform cost recovery efforts.

We would be pleased to discuss the above submission with you at your convenience. Please reach out to either myself or Michael Tolensky at [michael.tolensky@trca.ca](mailto:michael.tolensky@trca.ca) if you have any questions. Thank you for your continued support.

Sincerely,



John MacKenzie, M.Sc.(PI) MCIP, RPP  
Chief Executive Officer

## Executive Summary

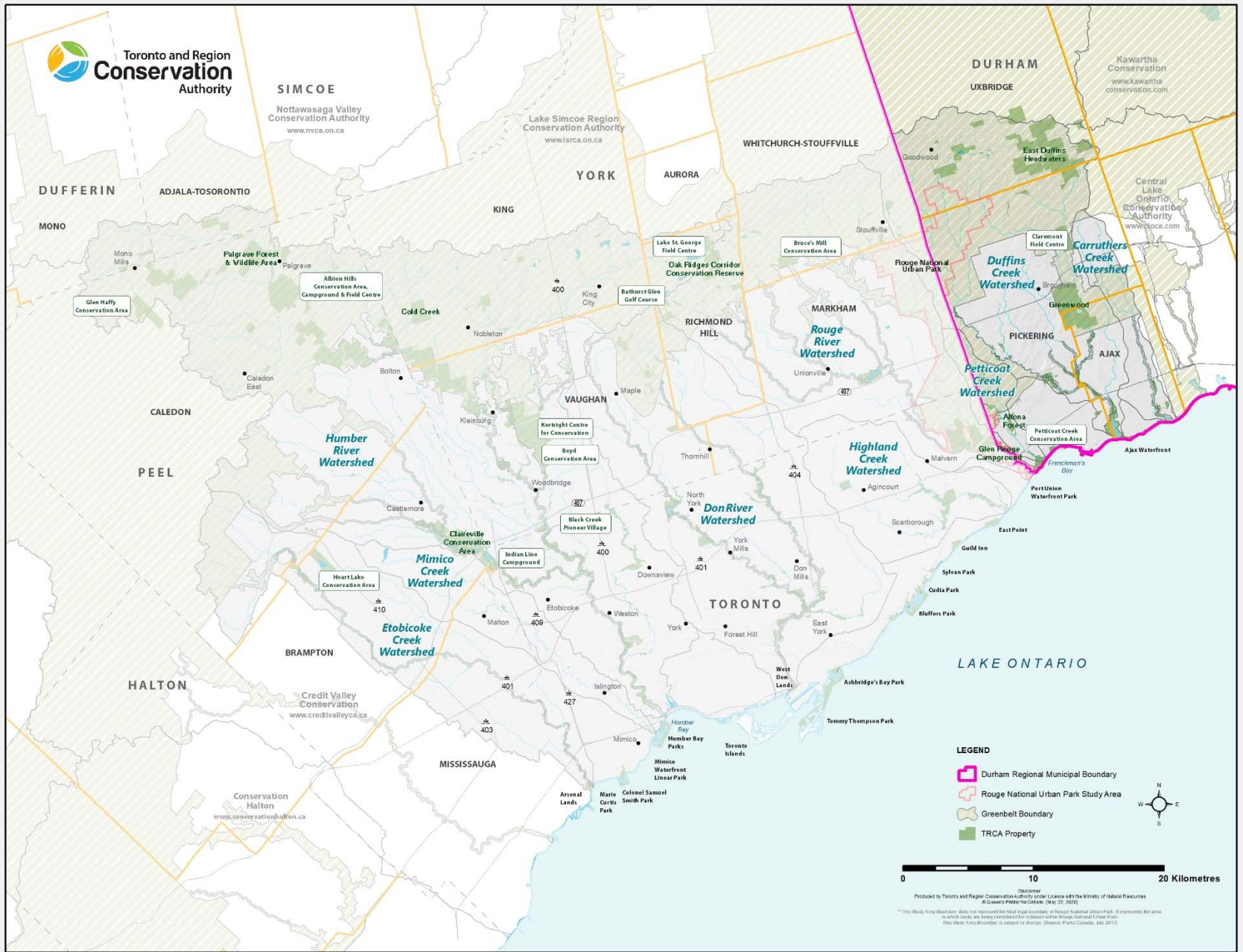
Representing the interests of over one-third of Ontario's population, Toronto and Region Conservation Authority (TRCA) protects people, their property and municipal infrastructure, in addition to safeguarding the health and wellbeing of watershed communities by protecting and restoring the natural environment and the ecological services it provides.

For over 60 years, TRCA has worked diligently with its stakeholders to identify and implement strategies to effectively manage natural and water resources throughout its jurisdiction. As a not-for-profit organization operating in the broader public sector, TRCA predominantly works with its partner municipalities, which are responsible for over 70% of its revenues. As the organization has evolved, TRCA has introduced best practices in terms of financial transparency and collaboration with our partners including an increased commitment to performance measurement and reporting, providing robust data and performance metrics to document the achievement of all mutually determined objectives. As such, TRCA is confident that the municipal services it provides to partner municipalities will continue to reflect our mutual commitment to the safety and sustainability of the Greater Toronto Region.

TRCA's program model will continue to support essential services which address the challenges posed by climate change, urban development, and ecosystem loss, including, but not limited to, increased risk of flooding and erosion as well as the degradation of natural environments which are vital to the health and safety of residents of TRCA's jurisdiction. To this end, TRCA remains committed to ensuring that TRCA programs and services align closely with strategic municipal priorities, regardless as to whether they are mandated or municipally requested.

As we move into 2023, TRCA's new Strategic Plan will enable further alignment between TRCA's services and municipal strategic priorities. The Plan's 12-year timeframe will be divided into three 4-year phases to reflect municipal terms of council, enabling responsive planning to adapt to changes in policy and the environment. This plan will provide a roadmap for the critical years ahead, when TRCA's partnerships and engagement within its diverse jurisdiction will be more vital than ever before to accomplishing its goals. TRCA plays an important role in preparing the Greater Toronto Area for unprecedented growth including managing green infrastructure in the face of a changing climate. However, it is only through a collective effort towards shared objectives that TRCA, all levels of government, businesses, and community partners can build adaptive and resilient communities while enhancing wellbeing across the region.





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**Regional Municipality of Durham Forecast**

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
1 Watershed Studies and Strategies Total	11,000	11,000	98,000	101,000	101,000	103,000	103,000	104,000	107,000	107,000	108,000
2 Water Risk Management Total	335,000	338,000	342,000	342,000	344,000	345,000	345,000	346,000	346,000	348,000	350,000
3 Regional Biodiversity Total	474,000	482,500	467,000	473,000	474,000	485,000	490,000	498,000	503,000	508,000	523,000
4 Greenspace Securement and Management Total	17,800	17,900	17,900	17,900	17,900	17,900	17,900	17,900	17,900	17,900	17,900
5 Tourism and Recreation Total	97,000	98,000	99,000	102,000	103,000	106,000	109,000	112,000	115,000	118,000	121,000
6 Planning and Development Total	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500
7 Education and Outreach Total	-	-	-	-	-	-	-	-	-	-	-
8 Sustainable Communities Total	108,200	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	120,000	122,000
9 Corporate Services Total	82,671	85,571	85,571	85,571	85,571	85,571	85,571	85,571	85,571	85,571	85,571
<b>Total Capital</b>	<b>1,140,171</b>	<b>1,151,471</b>	<b>1,229,971</b>	<b>1,243,971</b>	<b>1,249,971</b>	<b>1,268,971</b>	<b>1,278,971</b>	<b>1,293,971</b>	<b>1,306,971</b>	<b>1,318,971</b>	<b>1,341,971</b>
<b>Total Operating</b>	<b>628,000</b>	<b>647,000</b>	<b>666,000</b>	<b>686,000</b>	<b>707,000</b>	<b>728,000</b>	<b>750,000</b>	<b>773,000</b>	<b>796,000</b>	<b>820,000</b>	<b>845,000</b>
<b>TRCA TOTAL</b>	<b>1,768,171</b>	<b>1,798,471</b>	<b>1,895,971</b>	<b>1,929,971</b>	<b>1,956,971</b>	<b>1,996,971</b>	<b>2,028,971</b>	<b>2,066,971</b>	<b>2,102,971</b>	<b>2,138,971</b>	<b>2,186,971</b>

*\*Includes funding for TRCA's New Administrative Office Building*

**Toronto and Region Conservation Authority  
2023 Budget Submission  
Region of Durham**

By Program	Approved Budget	Projected Budget				2023 over 2022 \$	2023 over 2022 %
	2022	2023	2024	2025	2026		
<b>General Benefiting Operating Levy</b>	<b>689,800</b>	<b>707,600</b>	<b>726,600</b>	<b>746,600</b>	<b>767,600</b>	<b>17,800</b>	<b>2.58%</b>
TRCA Operating	628,000	647,000	666,000	686,000	707,000		
Land Management Expenditures	41,000	41,000	-	-	-		
<b>Special Benefiting Programs</b>							
Durham Region Consultation and Relations	51,000	50,000	51,000	52,000	53,000		
Durham Stewardship Program	53,000	54,000	55,000	56,000	57,000		
Climate Change - Research and Adaptation	11,000	11,000	15,000	15,000	15,000		
Watershed Planning and Reporting Program	-	-	83,000	86,000	86,000		
<b>Watershed Planning</b>	<b>115,000</b>	<b>115,000</b>	<b>204,000</b>	<b>209,000</b>	<b>211,000</b>	<b>-</b>	<b>0.00%</b>
Regional Watershed Monitoring Program	211,000	211,000	222,000	223,000	223,000		
<b>Regional Watershed Monitoring</b>	<b>211,000</b>	<b>211,000</b>	<b>222,000</b>	<b>223,000</b>	<b>223,000</b>	<b>-</b>	<b>0.00%</b>
Terrestrial Natural Heritage Implementation Program	37,000	38,000	38,000	39,000	39,000		
Terrestrial Ecosystem Science Program	20,000	22,500	37,000	37,000	37,000		
Terrestrial Natural Heritage Field Inventory Program	61,000	64,000	65,000	65,000	65,000		
<b>Natural Heritage Mapping</b>	<b>118,000</b>	<b>124,500</b>	<b>140,000</b>	<b>141,000</b>	<b>141,000</b>	<b>6,500</b>	<b>5.51%</b>
Flood Gauging (Flood Maintenance)	36,000	37,000	37,000	37,000	38,000		
Flood Control Infrastructure Maintenance	22,000	22,000	24,000	24,000	24,000		
<b>Floodworks &amp; Flood Warning System</b>	<b>58,000</b>	<b>59,000</b>	<b>61,000</b>	<b>61,000</b>	<b>62,000</b>	<b>1,000</b>	<b>1.72%</b>
TRCA Flood Line Mapping Program	38,000	40,000	40,000	40,000	41,000		
<b>Flood Vulnerable Areas Map Updates</b>	<b>38,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>41,000</b>	<b>2,000</b>	<b>5.26%</b>
Aquatic Ecosystem Science Program	35,000	35,000	35,000	36,000	36,000		
Duffins-Carruthers Fish Management Plan Implementation	37,000	38,000	38,000	39,000	39,000		
<b>Aquatic Resources/Fisheries</b>	<b>72,000</b>	<b>73,000</b>	<b>73,000</b>	<b>75,000</b>	<b>75,000</b>	<b>1,000</b>	<b>1.39%</b>
Durham Watershed Trails Program	68,000	69,000	70,000	71,000	72,000		
Durham Waterfront Trails Program	32,000	32,000	32,000	32,000	32,000		
Managing Hazard Trees Program	45,000	45,000	46,000	47,000	48,000		
<b>Watershed Specific - Trails and Hazard Trees</b>	<b>145,000</b>	<b>146,000</b>	<b>148,000</b>	<b>150,000</b>	<b>152,000</b>	<b>1,000</b>	<b>0.69%</b>
Frenchman's Bay Management Plan Program	12,000	12,000	12,000	14,000	14,000		
Duffins Marsh Restoration Program	37,000	38,000	38,000	39,000	39,000		
Bioregional Seed Crop Program	14,000	14,000	14,000	14,000	14,000		
<b>Watershed Specific - Durham Waterfront</b>	<b>63,000</b>	<b>64,000</b>	<b>64,000</b>	<b>67,000</b>	<b>67,000</b>	<b>1,000</b>	<b>1.59%</b>
<b>Sub-Total</b>	<b>820,000</b>	<b>832,500</b>	<b>952,000</b>	<b>966,000</b>	<b>972,000</b>	<b>12,500</b>	<b>1.52%</b>
YPDT Groundwater Management	175,000	175,000	175,000	175,000	175,000		
<b>Total net Program Costs</b>	<b>1,725,800</b>	<b>1,756,100</b>	<b>1,853,600</b>	<b>1,887,600</b>	<b>1,914,600</b>	<b>30,300</b>	<b>1.76%</b>
<b>Special Funding Requests</b>							
Special - TRCA's New Administrative Office Building	42,371	42,371	42,371	42,371	42,371	-	0.00%
<b>Total net Program Costs</b>	<b>1,768,171</b>	<b>1,798,471</b>	<b>1,895,971</b>	<b>1,929,971</b>	<b>1,956,971</b>	<b>30,300</b>	



November 29, 2022

Sent by email to: [Nicole.Pincombe@durham.ca](mailto:Nicole.Pincombe@durham.ca)

Ms. Nancy Taylor, Commissioner of Finance/Treasurer  
The Regional Municipality of Durham  
P.O. Box 623, 605 Rossland Road East  
Whitby, Ontario, L1N 6A3

Dear Ms. Taylor:

**Re: Capital & Operations Budget 2023-2027 Lake Simcoe Region Conservation Authority**

Attached please find the Lake Simcoe Region Conservation Authority's 2023 budget submission document, which is within the total Durham Region guidelines. The schedules for the five-year period include:

- Schedule 1 – Operations budget – includes 2023 CVA adjustment
- Schedule 2 – Special Benefitting Levy Summary
- Schedule 3 – Special Operating Levy Summary
- Schedule 4 – Special Asks Summary
- Schedule 5 – Special Benefitting Levy – Detail by Program\*

The Conservation Authority works with nine (9) municipalities throughout the watershed to fund the general levy operating budget. It is challenging to establish a budget that meets the requirements of the Conservation Authority's Board of Directors' guidelines and accommodates all nine municipal funding partners' guidelines.

The guideline for increase to the Conservation Authority's levies approved by the Board of Directors in June 2022 was up to 2.00% for General Levy and Special Operating and up to 1.68% for Special Capital. The operating budget increases by \$4,733 before the CVA adjustment \$640 for a final amount of \$261,454 after CVA. The special benefitting increase is \$3,148 before CVA adjustment \$739 for a total of \$487,653 after CVA. The total request before CVA was for \$747,728 and \$749,107 after CVA (excluding the land management funding).

Our staff appreciate the time and guidance provided by the Durham Region staff each year as we move through the budget process.

Yours truly,

Rob Baldwin  
Chief Administrative Officer

Operating	2022 Approved		2023 Proposed		2024 Proposed		2025 Proposed		2026 Proposed		2027 Proposed	
	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost
Previous Tax Levy	234,645	4,089,414	234,645	4,089,414	239,677	4,171,204	244,469	4,254,628	249,358	4,339,721	254,344	4,426,515
COLA, Step and Inflation	0	0	5,124	89,309	5,824	101,360	5,941	103,387	6,059	105,455	6,181	107,564
CVA Adjustment	0	0	349	0	0	0	0	0	0	0	0	0
Additional Operating Costs due to COVID	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Initiatives/Growth	0	0	3,520	61,341	0	0	0	0	0	0	0	0
Efficiencies	0	0	-3,961	-68,860	-1,032	-17,936	-1,052	-18,294	-1,073	-18,661	-1,095	-19,033
<b>Subtotal</b>	<b>234,645</b>	<b>4,089,414</b>	<b>239,677</b>	<b>4,171,204</b>	<b>244,469</b>	<b>4,254,628</b>	<b>249,358</b>	<b>4,339,721</b>	<b>254,344</b>	<b>4,426,515</b>	<b>259,430</b>	<b>4,515,046</b>

Special Benefitting Levy	2022 Approved		2023 Proposed		2024 Proposed		2025 Proposed		2026 Proposed		2027 Proposed	
	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost
LAKE SIMCOE REGION C.A.	483,766	4,078,690	483,766	4,078,690	487,653	4,146,275	495,920	4,216,016	504,316	4,286,845	512,854	4,358,864
CVA Adjustment	0	0	739	0	0	0	0	0	0	0	0	0
Adjustment	0	0	3,148	67,585	8,267	69,741	8,396	70,829	8,538	72,019	8,684	73,229
Correction in Adjustment Calc	0	0	0	0	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0	0
Asset management	0	0	0	0	0	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>483,766</b>	<b>4,078,690</b>	<b>487,653</b>	<b>4,146,275</b>	<b>495,920</b>	<b>4,216,016</b>	<b>504,316</b>	<b>4,286,845</b>	<b>512,854</b>	<b>4,358,864</b>	<b>521,538</b>	<b>4,432,093</b>

Special Operating Levy	2022 Approved		2023 Proposed		2024 Proposed		2025 Proposed		2026 Proposed		2027 Proposed	
	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
	15,863	497,930	15,871	507,880	16,189	518,038	16,512	528,399	16,843	538,967	17,179	549,746
Ed Centre	5,617	0	5,615	0	6,025	0	6,147	0	6,272	0	6,398	0
CVA Adjustment	-44	0	291	0	0	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>21,436</b>	<b>497,930</b>	<b>21,777</b>	<b>507,880</b>	<b>22,214</b>	<b>518,038</b>	<b>22,659</b>	<b>528,399</b>	<b>23,115</b>	<b>538,967</b>	<b>23,577</b>	<b>549,746</b>

One-Time Requests	2022 Approved		2023 Proposed		2024 Proposed		2025 Proposed		2026 Proposed		2027 Proposed	
	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost

SPECIAL BENEFITTING LEVY		2022 Approved Budget		2023 Purposed		2024 Forecast		2025 Forecast		2026 Forecast		2027 Forecast	
		Request to Region	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
WATERSHED STUDIES AND STRATEGIES	Sustainable Development	24,877	279,324	24,882	279,414	25,301	284,114	25,726	288,887	26,158	293,740	26,597	298,675
	Climate Change	21,974	196,371	28,180	196,420	28,654	199,723	29,136	203,079	29,625	206,491	30,123	209,960
	Watershed Subwatershed Planning	63,402	419,496	57,202	419,560	58,164	426,617	59,142	433,784	60,135	441,071	61,146	448,481
	<b>Total Watershed Studies and Strategies</b>	<b>110,253</b>	<b>895,191</b>	<b>110,265</b>	<b>895,393</b>	<b>112,119</b>	<b>910,454</b>	<b>114,003</b>	<b>925,749</b>	<b>115,918</b>	<b>941,302</b>	<b>117,866</b>	<b>957,116</b>
WATER RISK MANAGEMENT	Flood Management and Warning												
	Natural Hazard Mapping	18,701	111,253	18,701	111,267	19,016	113,138	19,335	115,039	19,660	116,972	19,991	118,937
	Forecasting and Warning	7,787	188,579	7,792	188,656	7,923	191,829	8,056	195,052	8,191	198,329	8,329	201,661
	Water Management/Restoration Assistance Program	51,912	314,404	51,915	314,460	52,789	319,749	53,675	325,121	54,577	330,583	55,494	336,137
	Water Science and Monitoring												
	Groundwater	6,454	110,202	6,456	110,244	6,565	112,098	6,675	113,981	6,787	115,896	6,901	117,843
	Riverflow	7,947	135,706	7,950	135,757	8,083	138,040	8,219	140,359	8,357	142,717	8,497	145,115
	Stormwater Performance	2,390	40,826	2,391	40,841	2,431	41,528	2,472	42,226	2,514	42,935	2,556	43,657
<b>Total Water Risk Management</b>	<b>95,190</b>	<b>900,969</b>	<b>95,205</b>	<b>901,225</b>	<b>96,806</b>	<b>916,384</b>	<b>98,433</b>	<b>931,779</b>	<b>100,086</b>	<b>947,433</b>	<b>101,768</b>	<b>963,350</b>	
ECOLOGICAL MANAGEMENT	Restoration and Regeneration Assistance Program	130,777	838,548	130,787	838,712	132,986	852,819	135,221	867,146	137,492	881,714	139,802	896,527
	Ecosystem Science and Monitoring												
	Lcse	9,397	160,478	9,401	160,538	9,559	163,239	9,720	165,981	9,883	168,770	10,049	171,605
	Tributary Biologic	6,060	118,522	6,062	118,569	6,164	120,563	6,268	122,588	6,373	124,648	6,480	126,742
	Tributary Water Quality	5,903	100,808	5,905	100,846	6,005	102,543	6,106	104,265	6,208	106,017	6,313	107,798
	Natural Heritage Mapping	11,122	189,937	11,126	190,009	11,313	193,205	11,503	196,451	11,696	199,751	11,893	203,107
	<b>Total Ecological Management</b>	<b>163,259</b>	<b>1,408,294</b>	<b>163,281</b>	<b>1,408,674</b>	<b>166,028</b>	<b>1,432,368</b>	<b>168,817</b>	<b>1,456,432</b>	<b>171,653</b>	<b>1,480,900</b>	<b>174,537</b>	<b>1,505,779</b>
MANAGEMENT	Maintenance and Development	71,390	300,603	71,387	300,565	72,588	305,621	73,807	310,755	75,047	315,976	76,308	321,284
	<b>Total Greenspace Services</b>	<b>71,390</b>	<b>300,603</b>	<b>71,387</b>	<b>300,565</b>	<b>72,588</b>	<b>305,621</b>	<b>73,807</b>	<b>310,755</b>	<b>75,047</b>	<b>315,976</b>	<b>76,308</b>	<b>321,284</b>
CORPORATE	Governance												
	Lcse Simcoe Protection Plan	15,627	266,862	15,633	266,962	15,896	271,453	16,163	276,013	16,435	280,650	16,711	285,365
	Conservation Authorities Moraine Coalition	5,000	10,000	5,000	10,000	5,084	10,168	5,170	10,339	5,256	10,513	5,345	10,689
	Information Management					0	0	0	0	0	0	0	0
	Program Information Management	15,993	239,886	15,998	239,972	16,267	244,008	16,540	248,107	16,818	252,276	17,101	256,514
	Facility Management					0	0	0	0	0	0	0	0
	Asset Management - Vehicles and Equipment M	5,810	35,206	5,811	35,217	5,909	35,809	6,008	36,411	6,109	37,023	6,212	37,645
<b>Total Corporate</b>	<b>42,430</b>	<b>551,953</b>	<b>42,443</b>	<b>552,151</b>	<b>43,157</b>	<b>561,438</b>	<b>43,882</b>	<b>570,871</b>	<b>44,619</b>	<b>580,461</b>	<b>45,368</b>	<b>590,213</b>	
<b>TOTAL CAPITAL</b>	<b>482,522</b>	<b>4,057,011</b>	<b>482,581</b>	<b>4,058,009</b>	<b>490,698</b>	<b>4,126,264</b>	<b>498,941</b>	<b>4,195,586</b>	<b>507,324</b>	<b>4,266,071</b>	<b>515,847</b>	<b>4,337,741</b>	
Asset Management	1,244	21,679	1,268	22,067	1,290	22,438	1,311	22,815	1,333	23,198	1,356	23,588	
Growth	0	0	3,804	66,200	3,868	67,314	3,933	68,445	3,999	69,595	4,066	70,764	
<b>TOTAL CAPITAL INCLUDING STRATEGIC INT</b>	<b>483,766</b>	<b>4,078,690</b>	<b>487,653</b>	<b>4,146,275</b>	<b>495,855</b>	<b>4,216,016</b>	<b>504,186</b>	<b>4,286,845</b>	<b>512,656</b>	<b>4,358,864</b>	<b>521,269</b>	<b>4,432,093</b>	
Durham Land Management Funding	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	
Regional Land Securement	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	



# 2023

## Draft Budget At-A-Glance



**Lake Simcoe Region**  
conservation authority



## At-A-Glance

Lake Simcoe Region Conservation Authority is a local watershed management organization incorporated under the Conservation Authorities Act (1946).

Since our formation in 1951, we have been dedicated to conserving, restoring and managing the Lake Simcoe watershed.

Our jurisdiction, which began in the East Holland River with five municipalities, has grown to include the entire Lake Simcoe watershed with the exception of the City of Orillia and the Upper Talbot River subwatershed.

The Authority is governed by an 18-member Board of Directors, appointed within a four-year cycle by its 9 member municipalities. Each year, the Board of Directors elects a Chair and Vice Chair from among its 18 members.

## Our Watershed

The Lake Simcoe watershed is a 3,400 square kilometre area of land that sweeps across 20 municipalities, from the Oak Ridges Moraine in the south to the Oro Moraine in the north, through York and Durham Regions, Simcoe County and the cities of Kawartha Lakes, Barrie and Orillia.

The watershed is delineated by 18 major river systems and many smaller ones that flow through the landscape to the heart of the watershed; Lake Simcoe.



## Board Approved Assumptions - June 24, 2022

1. Inflation: up to 4.00% used only for applicable expenditures (2022: 2.00%)
2. COLA: up to 2.00% (2022: 2.00%) plus applicable step increases
3. Infrastructure levy for Asset Management: up to 0.50% on capital funding (2022: 0.50%)
4. Investment in Strategic Priorities: 1.50% (2022: 0.00%)
5. No additional new FTEs in 2023, unless they are fully funded from grants and/or fees
6. General and Special Operating Levy: Up to 2.00%, (2022: 1.00%)
7. Special Capital Levy: Up to 1.68% (2022: 1.70%)

## LSRCA Total Levy Request for 2023

### Based on Board Approved Assumptions

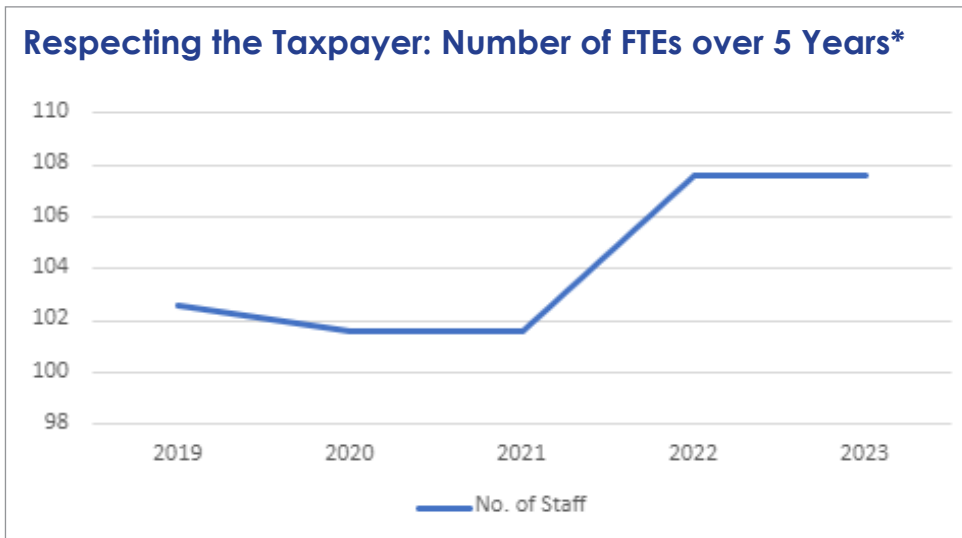
	2022 Levy in Millions	Increase in Millions	2023 Levy in Millions*	% Increase
General Levy	4.09	0.08	4.17	2.00%
Special Capital Levy	4.42	0.07	4.49	1.66%
Special Operating	0.50	0.01	0.51	2.00%
<b>Total</b>	<b>\$9.01</b>		<b>\$9.17</b>	

\*Not approved by municipalities or Board of Directors

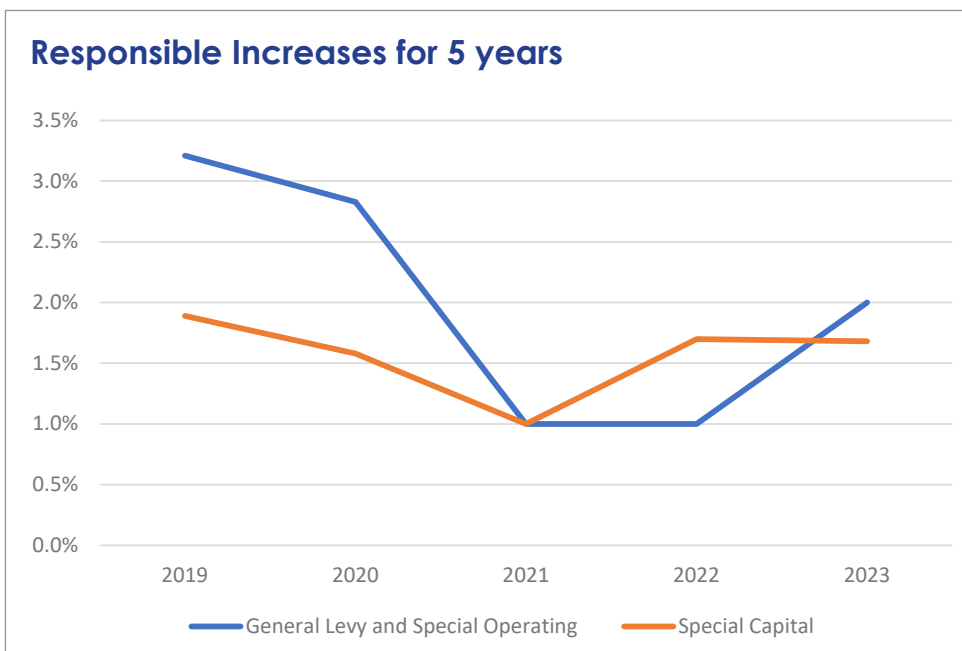
## 2023 Budget Highlights

- Respect the tax payer
- Renewed Vision for 2022-2024
- New Land Preserve

The Authority continues to demonstrate respect for the taxpayer by only requesting modest levy increases for 2023 and not adding any new levy funded FTEs. Our focus in 2023 will be implementation of our strategic plan and transitioning to changes from the review of the *Conservation Authorities Act*.



\*All additions funded by fees or grants.





# 2023 Draft\* Capital and Operating Budget

## For the period January - December 31, 2023

### Consolidated Summary

Approved  
Budget 2022  
(Millions)

Proposed  
Budget 2023  
(Millions)\*

**Revenue:**

General Levy	4.1	4.2
Special Capital Levy & Municipal Partners	8.6	8.7
Provincial and Federal Funding	2.3	2.4
Revenue Generated by Authority	8.2	7.5
Other Revenue	0.2	0.2
<b>Total Revenue</b>	<b>23.4</b>	<b>23.0</b>

**Expenditures:**

Corporate Services	3.3	3.4
Ecological Management	2.6	2.8
Education & Engagement	0.6	0.7
Greenspace Services	1.0	1.1
Planning & Development Services	5.6	5.7
Water Risk Management	2.1	2.2
Watershed Studies & Strategies	0.7	0.8
Operating Expenditures	15.9	16.7
Capital & Project Expenditures	7.6	6.2
<b>Total Expenditures</b>	<b>23.5</b>	<b>22.9</b>
<b>Required Draws to/(from) Reserve</b>	<b>(0.1)</b>	<b>0.1</b>
<b>Net Revenue (Expenditures)</b>	<b>0</b>	<b>0</b>

\* Draft budget only, has not been approved by our Board of Directors. Staff will continue to work with budget holders to finalize the 2023 budget.

# Regional Municipality of Durham



## Budget Submissions\*

	2022 Approved(000s)		2023 Proposed (000s)		2024 Outlook (000s)	
	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost
Corporate Services	43	607	43	607	43	618
Ecological Management	163	1,599	163	1,600	166	1,626
Greenspace Services	72	326	72	327	72	332
Planning & Development	0	25	0	25	0	25
Water Risk Management	95	946	95	946	97	962
Watershed Studies & Strategies	110	895	110	895	112	910
Asset Management/Growth	0	15	5	87	6	90
<b>Special Levy</b>	<b>483</b>	<b>4,413</b>	<b>488</b>	<b>4,487</b>	<b>496</b>	<b>4,563</b>
<b>Operating</b>	<b>235</b>	<b>4,089</b>	<b>240</b>	<b>4,171</b>	<b>244</b>	<b>4,254</b>
<b>Special Operating</b>	<b>21</b>	<b>498</b>	<b>21</b>	<b>508</b>	<b>22</b>	<b>518</b>
<b>Total</b>	<b>739</b>	<b>9,000</b>	<b>749</b>	<b>9,166</b>	<b>762</b>	<b>9,335</b>

\* Subject to Board of Directors approval, totals will not change but reallocations between programs may occur.



# Durham Budget

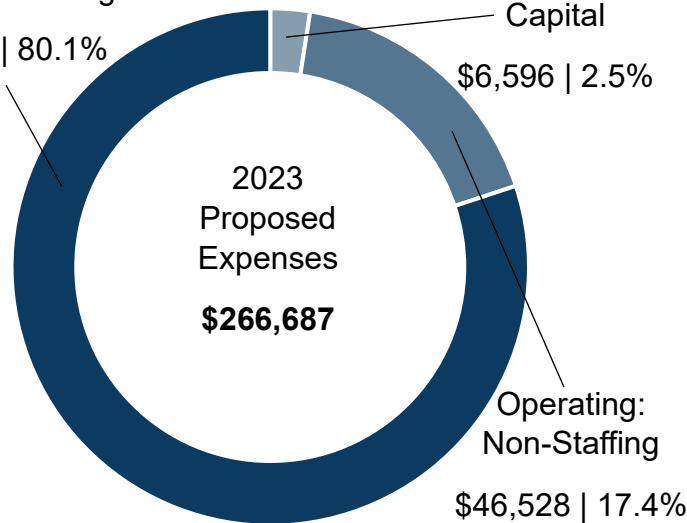
# 2023

# DURHAM REGIONAL POLICE SERVICE

Responsible for the delivery of policing services and community support programs to ensure the safety and security of all residents

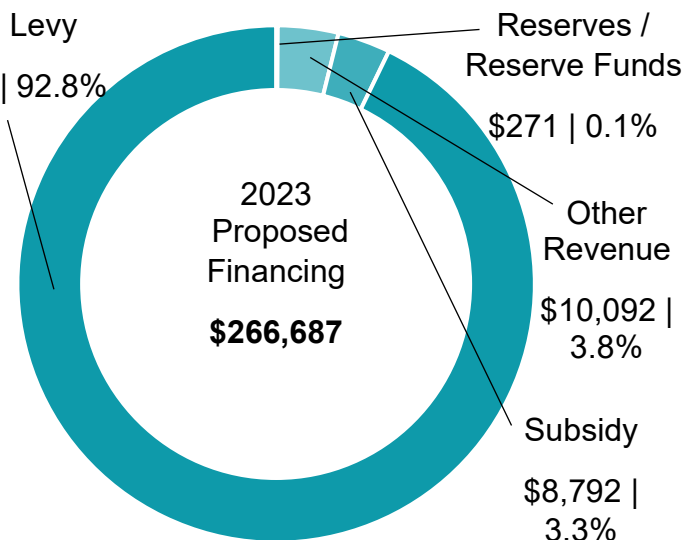
Operating: Staffing

\$213,563 | 80.1%

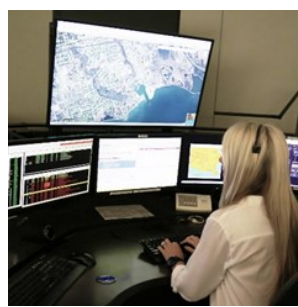


General Levy

\$247,532 | 92.8%



Amounts are in \$,000's



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Major Programs and Services

Strategic Priorities

Key Targets for 2023

Financial Details:     Summary by Account  
                              Summary by Program  
                              Summary of Capital

Details of Budget Changes

Staffing Details

Looking Forward

Appendix A:            2023 Durham Regional Police Service Capital Projects

Appendix B:            2023-2032 Durham Regional Police Service Capital  
Forecast

Appendix C:            Board Ends Policies (Jan. 1, 2011)

Appendix D:            NextGen Partner Revenue Summary



# Major Programs and Services

## **Patrol Operations**

### **Emergency Response**

Provide quick and effective response to emergency calls for service.

### **Community Safety**

Promote safe communities through partnerships with community organizations and programs to support those in crisis.

## **Serious and Organized Crime**

### **Crime Investigation**

Investigate and solve crimes through intelligence, partnerships and data analysis.

### **Crime Prevention**

Prevent crime and illegal activities through intelligence-led policing techniques and community education.

## **Patrol Support**

### **Emergency Response**

Support emergency response calls through the provision of response services for search and rescue (canine, air support, marine) and tactical supports.

### **Community Safety**

Promote safe roadways through enforcement, educational activities and partnership programs (Vision Zero).  
Provide support to victims of crime through strong community partnerships and collaborative strategies and programs.

## **Operational Support**

### **Court Security**

Provide security for the court staff and the public at court locations. Provide secure transport for prisoners required to appear in court.

### **Evidence**

Provide services that ensure seized evidence and property is properly recorded and maintained to support criminal court proceedings.

## Major Programs and Services Continued

### **911 Emergency Call Answering Centre**

Support emergency calls for service through the answering of regional 911 calls and routing the calls to either Police, Fire or Ambulance.

### **NextGen Common Communications Platform**

#### **Community Safety**

Single, unified regional radio communications system that supports critical communications between the police, municipal fire agencies, local municipal departments and Ontario Power Generation that supports emergency response for residents and businesses within the Region.

### **Administrative Support**

#### **Community Safety**

Attract and retain a skilled workforce that reflects the diversity of the communities served. Support the physical and mental health and well-being of members that ensures continued service delivery to the communities served. Development of strategic plans and measures that support community safety and well-being for all residents.

#### **Community Relations**

Support a culturally sensitive response to the diverse communities and populations through education, collaboration and community partnerships. Delivery of a comprehensive communications platform providing residents with information on police services and resources.

#### **Internal Processes**

Support policing services through the provision of innovative technology solutions. Continuous process review and improvement that increases accountability and supports operational excellence in the delivery of policing services to the community. Analysis of crime trends to support policing activities and education.

#### **Quality Assurance and Auditing**

Support the operation through the provision of tracking and evaluating the policing services and monitoring the adherence to the principles and requirements as prescribed by the overseeing bodies and, equally importantly, the expectations of Region of Durham residents.

# Major Programs and Services Continued

## **Business Services**

### **Facilities Management**

Provide overall lifecycle management of all Regional police facilities. Services include long term planning, acquisition and maintenance of appropriate locations to support policing and administrative services (8 owned facilities, 9 leased and shared use of Regional headquarters building).

### **Fleet and Quartermaster**

Provide services that ensure all police vehicles are well-maintained and available for use and that staff are equipped with proper protective equipment.

### **Financial Planning and Management**

Ensure financial and resource accountability.

### **Records Management**

Centralized records management system that supports residents and businesses through the provision of police record check services and ensures that information is handled in accordance with current legislative requirements.

## **Executive Branch**

### **Administration**

Develop and direct the implementation of strategies that drive effective and efficient use of resources and policing activities throughout the Region.

### **Office of Professional Responsibility**

Conduct reviews of internal discipline matters and public complaints to ensure that members are achieving excellence through pride, respect, understanding and ethical behaviour.

## **Police Services Board**

### **Governance**

Represent the public's interest by serving as the civilian governing body for the police service, to ensure community-based policing that is accountable, professional and sustainable. Comprised of seven civilian members, appointed by resolution of Council or appointed by Lieutenant Governor General in Council.

## Major Programs and Services Continued

### **Headquarters Shared Cost – Durham Regional Police Service Portion**

The allocated share of costs attributable to Durham Regional Police Service for the operation of the Regional Headquarters facility.

### **Contribution to the Helicopter Reserve**

Program to fund the proper maintenance and repair of the helicopter to ensure its continued availability for use in policing activities and support emergency response.

### **Debt Service**

To fund debt servicing costs for current and future capital building projects.

### **Major Capital Projects**

Consolidated capital program for the Durham Regional Police Service.

# Strategic Priorities

For 2023 some of the key priorities and planned actions – in alignment with both the Regional Strategic Plan and the Durham Regional Police Service Strategic Plan - focus on:

## Delivering services and programs that inspire the trust and confidence of all communities



Improve reported levels of satisfaction across the communities we serve



Increase community participation in crime prevention by providing relevant and timely crime and safety information



Identify, prioritize and strengthen partnerships to support vulnerable and marginalized members of the community



Attract a skilled workforce that reflects the diversity of the community



Enhance police visibility to instill community confidence and reduce fear of crime

## Strategic Priorities Continued

### Provide efficient and effective evidence-based policing services



Improve road safety by focusing enforcement on driving behaviours that cause the greatest harm



Prevent, investigate and solve criminal activity using intelligence, partnerships and data analysis



Prevent re-offending that causes the greatest harm



Maintain cost-effective service through innovation and continuous improvement

### Foster a positive organizational culture



Support the physical and mental health and well-being of our members

## Strategic Priorities Continued



Ensure a respectful, bias-free and inclusive workplace



Identify and resolve the barriers to effective internal communications



Improve the transparency and clarity of member evaluation and development processes

## Key Targets for 2023

- Achieve 80% community satisfaction rating - compared to 75% result in 2019 (no 2021 data available)
- Keep Emergency Response Time to 7.5 minutes (median) – overachieved with 7.35-minute result in 2021
- 2,300 hours for foot & bicycle patrols – overachieved with 3,890 hours completed in 2022 to date
- Maintain pedestrian & cyclist injury rate to 0.3 per 100,000 populations or lower – overachieved with 0.19 in 2021
- 35% applicants from under-represented groups – overachieved at 65% in 2021
- Refer 25 cases to Durham Connect – compared with 34 in 2019, 7 in 2020 and 18 in 2021
- Achieve 80% risk reduction for cases brought to Durham Connect – overachieved in 2020 and 2021 at 100%
- 66% gun-crime incidents cleared by charge - compared to 57% in 2020
- 80% conviction rate for impairment driving charges - compared to 75% in 2021
- Reduce injury/fatal collisions caused by impairment to 1% - compared to 1.2% in 2021
- Achieve a competitive cost of police services per capita - consistent with the 2021 result (2<sup>nd</sup> lowest among MBNCanada comparator group results)




## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	197,816	201,720	213,563		
Personnel Related	3,052	3,030	3,272		
Communications	1,585	1,801	1,817		
Supplies	2,788	2,462	2,599		
Food	15	28	28		
Utilities	1,543	1,492	1,641		
Computer Maintenance & Operations	4,331	4,233	4,491		
Materials & Services	154	212	213		
Buildings & Grounds Operations	2,647	2,717	2,931		
Equipment Maintenance & Repairs	1,067	1,501	979		
Vehicle Operations	4,586	4,502	5,408		
Debt Charges	10,300	10,300	10,300		
Professional Services	3,319	3,591	3,702		
Contracted Services	1,175	1,421	1,514		
Leased Facilities Expenses	1,564	1,823	1,914		
Financial Expenses	2,254	2,208	2,376		
Minor Assets & Equipment	5	-	-		
Contribution to Reserves / Reserve Funds	450	450	550		
Headquarters Shared Costs	1,787	1,787	1,865		
<b>Operating Expenses Subtotal</b>	<b>240,438</b>	<b>245,278</b>	<b>259,163</b>	<b>13,885</b>	<b>5.7%</b>
<b>Internal Transfers &amp; Recoveries</b>					
Legal Administrative Charge	505	505	500		
Police - Maple Grove SLA Charge	6	6	6		
Finance Charge	356	356	422		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>867</b>	<b>867</b>	<b>928</b>	<b>61</b>	<b>7.0%</b>
<b>Gross Operating Expenses</b>	<b>241,305</b>	<b>246,145</b>	<b>260,091</b>	<b>13,946</b>	<b>5.7%</b>
<b>Capital Expenses</b>					
New	807	583	655		
Replacement	11,148	5,664	5,941		
<b>Capital Expenses Subtotal</b>	<b>11,955</b>	<b>6,247</b>	<b>6,596</b>	<b>349</b>	<b>5.6%</b>
<b>Total Expenses</b>	<b>253,260</b>	<b>252,392</b>	<b>266,687</b>	<b>14,295</b>	<b>5.7%</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
					
<b>Revenues and Financing</b>					
<b>Operating Revenue</b>					
Provincial Subsidy	(9,481)	(8,198)	(8,792)		
Fees & Service Charges	(4,548)	(4,079)	(4,055)		
Rents	(123)	(166)	(161)		
Donations	(38)	-	-		
Sundry Revenue	(3)	-	-		
Auction Revenue	(210)	(248)	(310)		
Revenue from Municipalities	(1,900)	(786)	(834)		
Recoveries from Reserves and Reserve Funds	-	(826)	(271)		
Revenue from Related Entities	(4,367)	(4,367)	(4,712)		
<b>Operating Revenue Subtotal</b>	<b>(20,670)</b>	<b>(18,670)</b>	<b>(19,135)</b>	<b>(465)</b>	<b>(2.5%)</b>
<b>Capital Financing</b>					
Reserve Fund	-	(404)	-		
Federal Grant	-	-	(20)		
<b>Capital Financing Subtotal</b>	<b>-</b>	<b>(404)</b>	<b>(20)</b>	<b>384</b>	<b>95.0%</b>
<b>Total Revenues and Financing</b>	<b>(20,670)</b>	<b>(19,074)</b>	<b>(19,155)</b>	<b>(81)</b>	<b>(0.4%)</b>
<b>Property Tax Requirement</b>	<b>232,590</b>	<b>233,318</b>	<b>247,532</b>	<b>14,214</b>	<b>6.1%</b>
<b>Durham Regional Police Service</b>					


## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Durham Regional Police Service</b>														
1 Patrol Operations	70,621	84,362	376	(3,208)	(1,004)	80,526	88,547	531	(3,519)	(638)	84,921	4,395		
2 Serious & Organized Crime	40,823	42,421	341	(360)	-	42,402	44,645	316	(360)	-	44,601	2,199		
3 Patrol Support	22,198	21,182	542	(119)	(826)	20,779	22,662	455	(119)	(271)	22,727	1,948		
4 Operational Support	19,159	29,669	20	(4,201)	(4,279)	21,209	31,246	18	(4,484)	(4,613)	22,167	958		
5 NextGen Common Communication Platform	1,550	1,974	139	-	(959)	1,154	2,054	139	-	(999)	1,194	40		
6 Administrative Support	31,393	23,711	1,365	(310)	(28)	24,738	26,148	1,211	(310)	(20)	27,029	2,291		
7 Business Services	30,310	25,943	3,464	-	(3,780)	25,627	27,544	3,926	(20)	(3,802)	27,648	2,021		
8 Executive Branch	3,387	3,734	-	-	-	3,734	3,881	-	-	-	3,881	147		
9 Police Services Board	612	612	-	-	-	612	649	-	-	-	649	37		
10 Headquarters Shared Cost - Durham Regional Police Service Portion	1,787	1,787	-	-	-	1,787	1,865	-	-	-	1,865	78		
11 Contribution to the Helicopter Reserve	450	450	-	-	-	450	550	-	-	-	550	100		
12 Debt Service	10,300	10,300	-	-	-	10,300	10,300	-	-	-	10,300	-		
<b>Durham Regional Police Service Subtotal</b>	<b>232,590</b>	<b>246,145</b>	<b>6,247</b>	<b>(8,198)</b>	<b>(10,876)</b>	<b>233,318</b>	<b>260,091</b>	<b>6,596</b>	<b>(8,812)</b>	<b>(10,343)</b>	<b>247,532</b>	<b>14,214</b>	<b>6.1%</b>	
<b>Durham Regional Police Service</b>	<b>232,590</b>	<b>246,145</b>	<b>6,247</b>	<b>(8,198)</b>	<b>(10,876)</b>	<b>233,318</b>	<b>260,091</b>	<b>6,596</b>	<b>(8,812)</b>	<b>(10,343)</b>	<b>247,532</b>	<b>14,214</b>	<b>6.1%</b>	

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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Durham Regional Police Service</b>									
<b>Capital Expenditures</b>									
Building & Structures		1,000	1,140	6,556	17,080	41,941	10,633	141,405	217,615
Machinery & Equipment		1,011	990	816	870	1,152	816	4,469	8,123
Information Technology		1,491	1,310	1,395	1,421	2,014	1,189	8,455	14,474
Vehicles		2,592	3,017	2,604	2,850	2,932	3,333	18,125	29,844
Furniture & Fixtures		153	139	124	124	124	124	652	1,148
<b>Capital Expenditure Subtotal</b>		<b>6,247</b>	<b>6,596</b>	<b>11,495</b>	<b>22,345</b>	<b>48,163</b>	<b>16,095</b>	<b>173,106</b>	<b>271,204</b>
<b>Capital Financing</b>									
General Levy		5,843	6,576	6,578	9,306	11,463	10,816	64,478	102,641
Residential Development Charges		-	-	1,313	2,100	11,880	2,069	18,478	35,840
Reserve Fund		404	-	-	-	-	-	-	-
Contribution from Seaton Landowners		-	-	2,618	-	13,382	-	-	16,000
Capital Project Reserve		-	-	986	10,939	-	-	1,075	13,000
Federal Grant		-	20	-	-	-	-	-	-
Debentures		-	-	-	-	11,438	3,210	89,075	103,723
<b>Capital Financing Subtotal</b>		<b>6,247</b>	<b>6,596</b>	<b>11,495</b>	<b>22,345</b>	<b>48,163</b>	<b>16,095</b>	<b>173,106</b>	<b>271,204</b>
<b>Total Capital</b>									
<b>Durham Regional Police Service</b>		<b>6,247</b>	<b>6,596</b>	<b>11,495</b>	<b>22,345</b>	<b>48,163</b>	<b>16,095</b>	<b>173,106</b>	<b>271,204</b>

## Details of Budget Changes

Strategic Investments: Durham Regional Police Service	2023 Impact (\$ 000's)
20 additional Frontline Officers (\$1,201k) and other support costs (\$244k operating, \$531k capital) to respond to growth in the Region, increases in frontline workload, and changes in call response models and processes. 2024 incremental impact of \$670k.	1,976
5 additional Investigative Officers (\$408k) and other support costs (\$47k operating, \$15k capital) to support the increased demand on the Forensic Investigative Unit. 2024 incremental impact of \$393k.	470
2 Investigative Officers (\$162k) and other support costs (\$17k operating) to support the continued work of the Internet Child Exploitation (ICE) Unit that lost federal funding in 2022. 2024 incremental impact of \$162k.	179
2 additional Surveillance Officers (\$176k) and other support costs (\$37k operating, \$13k capital) to meet the minimum standard of required officers in the Intelligence Unit. 2024 incremental impact of \$163k.	226
Creation of an Older Adult Investigative & Support (OAIS) Unit including 2 additional Officers (\$170k) and other costs (\$18k operating) to ensure older adults who are the victims of abuse are appropriately and adequately supported by Durham Regional Police Service and community partners. 2024 incremental impact of \$170k.	188
Body Worn Camera Program – Year three of the three-year implementation including 2 additional Video Management Technicians and other support costs (\$353k operating, \$18k capital) to support the program rollout to all divisions. Full implementation cost of \$2.9 million (\$1.9 million staffing and \$1.0 million operating).	371

## Details of Budget Changes Continued

2 additional support staff members, (\$123k) and other support costs (\$9k operating, \$6k capital) in the People, Development & Learning Unit to support Command's focus on improving services and programs offered to Durham Regional Police Service members. 2024 incremental impact of \$117k.	138
2 additional support staff members (\$154k) and other support costs (\$5k operating, \$6k capital) in the Information Technology Unit to cover potential risk areas such as systems and cyber security and to maintain an established level of service at all times. 2024 incremental impact of \$148k.	165
1 additional support staff member (\$68k) and other support costs (\$4k operating, \$1k capital) to support the increased demand on the Fleet Unit. 2024 incremental impact of \$66k.	73
2 additional support staff members (\$126k) and other support costs (\$8k operating, \$65k capital) in the Facilities Unit to provide services to all DRPS owned and leased locations, including the new Clarington location. 2024 incremental impact of \$61k.	199
1 additional support staff member (\$49k) and other support costs (\$3k operating) in the Legal Unit to provide administrative support to counsel. 2024 incremental impact of \$49k.	52
Increased contribution to Air One Reserve to support forecasted maintenance and repairs in alignment with legislative requirements.	100
Net increase in Capital Investment – See detailed project listing in Appendix A	75
<b>Strategic Investments: Durham Regional Police Service Subtotal</b>	<b>4,212</b>

## Details of Budget Changes Continued

<b>Base Adjustments:</b> Durham Regional Police Service	<b>2023 Impact</b> (\$ 000's)
Economic Increases – this includes negotiated salary (\$2,735k), benefits (\$1,857k), a new premium pay for frontline response positions to be phased in equally over 2023 and 2024 (\$835k) and other miscellaneous adjustment (\$31k)	5,458
Annualization of 37 new full-time positions approved in the 2022 budget	2,382
Increase in contribution for WSI costs (\$500k) and post-employment costs (\$164k)	664
Inflationary adjustments including \$1,060k for gasoline	2,090
Increase in fees, charges and recoveries	(75)
Subsidy changes	(594)
Line-by-line savings	(30)
Realignment to Actual	293
Removal of one-time items	(264)
Increase in Durham Regional Police Service's share of costs for the operation and maintenance of Regional Headquarters	78
<b>Base Adjustments:</b> Durham Regional Police Service Subtotal	<b>10,002</b>
<b>Net Changes:</b> Durham Regional Police Service	<b>14,214</b>

# Staffing Details

## Durham Regional Police Service

**Full Time Equivalents  
(FTE's)**

**2022 Approved Complement (Restated)\***

**1,272.0**

### Proposed New Positions

20 Frontline Officers	20.0
5 Investigative Officers to support increased demands on the Forensic Investigative Unit	5.0
2 Investigative Officers to support the continued work of the Internet Child Exploitation (ICE) Unit	2.0
2 Surveillance Officers to support increased demands on the Intelligence Unit	2.0
2 Officers to support the new Older Adult Investigative & Support (OAIS) Unit	2.0
2 Video Management Technicians to support the Body Worn Camera Program	2.0
2 Support staff members in the People, Development & Learning Unit to improve programs and services for members	2.0
2 Support staff members in the Information Technology Unit to support information systems and security	2.0
1 Support staff member to support the increased demand on the Fleet Unit	1.0
2 Support staff members in the Facilities Unit to provide services to all police facilities including the new Clarington facility	2.0
1 Support staff member in the Legal Unit to provide administrative support to counsel	1.0



## Staffing Details Continued

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<b>Total Proposed New Positions</b>	<b><u>41.0</u></b>
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<b>Durham Regional Police Service Subtotal</b>	<b>1,313.0</b>
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<b>Total Complement: Durham Regional Police Service</b>	<b>1,313.0</b>
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\* Excludes 35 full-time positions cross charged to 9-1-1 Emergency Service System including 32 Communicators and 3 Communication Supervisors.

## Looking Forward

The Durham Region Police Service supports the community by providing services to ensure the safety and security of residents, to support victims and vulnerable persons, and through pro-active crime prevention programs.

The Region continues to grow and evolve, and as a result, so too do the demands upon the Service. The Service plans to continue investing in programs and initiatives that support its three strategic priorities: delivering services and programs that inspire the trust and confidence of all communities, providing efficient and effective evidence-based policing services and fostering a positive organizational culture.

2023 includes a focus on:

- The final year of the Body Worn Camera roll-out,
- Additional frontline and investigative support officers to address and meet the changes and growth in the Region, changes in workload, and changes in call response models and processes,
- Continued coverage for the Internet Child Exploitation (ICE) unit, despite a loss of federal funding,
- The creation of the Older Adult Investigative & Support (OAIS) unit,
- Proactive recruitment activities to ensure a skilled and diverse workforce, including support staff to support the Service's operations,
- Changes introduced in the Community Safety and Policing Act (2019),
- Continued identification and lobbying efforts for federal and provincial funding to support community policing initiatives, and
- The continued modernization of operations, seeking process efficiencies and enhanced customer services.

The Service will continue to face challenges and uncertainties relating to government funding for programs, but it is progressive in its approach to find opportunities to address areas of concern and community safety.

## Appendix A: 2023 Durham Regional Police Service Capital Projects (\$,000's)

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Proposed 2024-2032	Total Proposed	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Durham Regional Police Service</b>																
<b>Building and Structures</b>																
4	EV Charging Stations	2	Replacement	-	-	-	-	-	-	20	-	20	40	-	-	40
10	Facility Repairs and Renovations		Replacement	-	-	-	-	-	-	-	-	1,100	1,100	-	-	1,100
<b>Building and Structures Subtotal</b>				-	-	-	-	-	-	<b>20</b>	-	<b>1,120</b>	<b>1,140</b>	-	-	<b>1,140</b>
<b>Machinery and Equipment</b>																
11	Audio Visual Equipment	1	Replacement	-	-	-	-	-	-	-	-	10	10	-	-	10
12	CISO Radios	2	New	-	-	-	-	-	-	-	-	3	3	-	-	3
13	Conducted Energy Weapons	20	New	-	-	-	-	-	-	-	-	40	40	-	-	40
13	Conducted Energy Weapons	155	Replacement	-	-	-	-	-	-	-	-	310	310	-	-	310
14	Covert Audio Interception Kits	5	Replacement	-	-	-	-	-	-	-	-	90	90	-	-	90
15	Covert Video Kits	5	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4
16	Forensic Cameras	4	New	-	-	-	-	-	-	-	-	18	18	-	-	18
16	Forensic Cameras	14	Replacement	-	-	-	-	-	-	-	-	28	28	-	-	28
18	Pistols	20	New	-	-	-	-	-	-	-	-	14	14	-	-	14
18	Pistols	55	Replacement	-	-	-	-	-	-	-	-	39	39	-	-	39
19	Pistol Sights	50	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
20	Portable Radios (Non-Shared)	20	New	-	-	-	-	-	-	-	-	114	114	-	-	114
20	Portable Radios (Non-Shared)	22	Replacement	-	-	-	-	-	-	-	-	121	121	-	-	121
21	RADAR/LIDAR (Speed Measuring Devices)	16	Replacement	-	-	-	-	-	-	-	-	56	56	-	-	56
22	Remote Audio Recording Kits	2	Replacement	-	-	-	-	-	-	-	-	9	9	-	-	9
23	Rifles	25	Replacement	-	-	-	-	-	-	-	-	45	45	-	-	45
24	UPS Site and Battery Replacement (Shared with NextGen)	1	Replacement	-	-	-	-	-	-	-	-	18	18	-	-	18
25	Vehicle Tracking Kits	5	Replacement	-	-	-	-	-	-	-	-	31	31	-	-	31
26	Video Camera Kits	10	Replacement	-	-	-	-	-	-	-	-	35	35	-	-	35
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>990</b>	<b>990</b>	-	-	<b>990</b>

## Appendix A: 2023 Durham Regional Police Service Capital Projects (\$,000's)

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Proposed 2024-2032	Total Proposed		
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy	
<b>Information Technology</b>																	
27	CCTV Cameras	50	Replacement	-	-	-	-	-	-	-	-	80	80	-	-	80	
28	Computer Parts	1	Replacement	-	-	-	-	-	-	-	-	50	50	-	-	50	
29	Desktop Computers with Monitors	7	New	-	-	-	-	-	-	-	-	9	9	-	-	9	
29	Desktop Computers with Monitors	196	Replacement	-	-	-	-	-	-	-	-	234	234	-	-	234	
30	Desktop Telephones	2	New	-	-	-	-	-	-	-	-	1	1	-	-	1	
30	Desktop Telephones	80	Replacement	-	-	-	-	-	-	-	-	40	40	-	-	40	
33	Forensic Computer Monitors	15	Replacement	-	-	-	-	-	-	-	-	8	8	-	-	8	
34	Forensic Desktop Computers	9	Replacement	-	-	-	-	-	-	-	-	28	28	-	-	28	
35	Forensic Laptop Computers	6	New	-	-	-	-	-	-	-	-	7	7	-	-	7	
35	Forensic Laptop Computers	8	Replacement	-	-	-	-	-	-	-	-	23	23	-	-	23	
36	Imaging Device	1	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4	
37	Laptop Computers	4	New	-	-	-	-	-	-	-	-	8	8	-	-	8	
37	Laptop Computers	56	Replacement	-	-	-	-	-	-	-	-	99	99	-	-	99	
38	Laptop Computers with Monitors	2	New	-	-	-	-	-	-	-	-	6	6	-	-	6	
39	Modems (in Car) MDT	30	Replacement	-	-	-	-	-	-	-	-	27	27	-	-	27	
40	Network Switches	25	Replacement	-	-	-	-	-	-	-	-	113	113	-	-	113	
42	Servers / SANS	7	Replacement	-	-	-	-	-	-	-	-	426	426	-	-	426	
44	Toughbooks (Patrol Cars)	40	Replacement	-	-	-	-	-	-	-	-	140	140	-	-	140	
45	Video Editing Kit	1	Replacement	-	-	-	-	-	-	-	-	7	7	-	-	7	
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>1,310</b>	<b>1,310</b>	-	-	<b>1,310</b>	
<b>Vehicles</b>																	
46	Cargo Van (Electric)	1	New	-	-	-	-	-	-	-	-	59	59	-	-	59	
47	Marked Patrol Vehicles	4	New	-	-	-	-	-	-	-	-	363	363	-	-	363	
47	Marked Patrol Vehicles	37	Replacement	-	-	-	-	-	-	-	-	1,797	1,797	-	-	1,797	
48	Marked Vans / Trucks	3	Replacement	-	-	-	-	-	-	-	-	160	160	-	-	160	
49	Other Vehicles	3	Replacement	-	-	-	-	-	-	-	-	51	51	-	-	51	
50	Unmarked Vehicles	12	Replacement	-	-	-	-	-	-	-	-	587	587	-	-	587	
<b>Vehicles Subtotal</b>				-	-	-	-	-	-	-	-	<b>3,017</b>	<b>3,017</b>	-	-	<b>3,017</b>	
<b>Furniture and Fixtures</b>																	
51	Chair Replacement Program	1	Replacement	-	-	-	-	-	-	-	-	35	35	-	-	35	
52	Fitness Equipment Replacement	1	Replacement	-	-	-	-	-	-	-	-	26	26	-	-	26	
53	Furniture	1	New	-	-	-	-	-	-	-	-	15	15	-	-	15	
54	Furniture for Unplanned Breakage and Replacement	1	Replacement	-	-	-	-	-	-	-	-	63	63	-	-	63	
<b>Furniture and Fixtures Subtotal</b>				-	-	-	-	-	-	-	-	<b>139</b>	<b>139</b>	-	-	<b>139</b>	
<b>Total Capital Durham Regional Police Service</b>				-	-	-	-	-	-	-	20	-	<b>6,576</b>	<b>6,596</b>	-	-	<b>6,596</b>


## Appendix B: 2023-2032 Durham Regional Police Service Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023.

Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Durham Regional Police Service</b>							
<b>Buildings and Structures</b>							
1 Central East Division	-	-	-	472	-	78,923	79,395
2 Central West Div. Fuel Station	-	168	1,593	-	-	-	1,761
3 Central West Parking Garage	-	-	-	-	1,200	11,700	12,900
4 EV Charging Stations	40	241	1,841	1,761	2,001	-	5,844
5 Diesel Generator Upgrades	-	-	-	1,700	1,700	-	3,400
6 North Division Expansion	-	100	3,000	-	510	4,989	8,599
7 Operations Training Centre - Phase 2	-	-	-	-	3,722	36,293	40,015
8 Regional Reporting Center Relocation	-	986	9,346	-	-	-	10,332
9 West Division	-	3,861	-	36,608	-	-	40,469
10 Facility Repairs and Renovations	1,100	1,200	1,300	1,400	1,500	9,500	14,900
<b>Buildings and Structures Subtotal</b>	<b>1,140</b>	<b>6,556</b>	<b>17,080</b>	<b>41,941</b>	<b>10,633</b>	<b>141,405</b>	<b>217,615</b>
<b>Machinery &amp; Equipment</b>							
11 Audio Visual Equipment	10	10	10	10	10	50	90
12 CISO Radios	3	-	-	-	-	-	-
13 Conducted Energy Weapons	350	310	310	392	310	1,632	2,954
14 Covert Audio Interception Kits	90	90	90	90	90	450	810
15 Covert Video Kits	4	4	4	4	4	18	34
16 Forensic Cameras	46	43	42	43	43	212	383
17 Night Vision Equipment	-	-	55	-	-	55	110
18 Pistols	53	39	39	67	39	221	405

## Appendix B: 2023-2032 Durham Regional Police Service Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023.

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
19	Pistol Sights	5	5	5	5	5	25	45	
20	Portable Radios (Non-Shared)	235	121	121	347	121	831	1,541	
21	RADAR/LIDAR (Speed Measuring Devices)	56	56	56	56	56	282	506	
22	Remote Audio Recording Kits	9	9	9	9	9	45	81	
23	Rifles	45	45	45	45	45	225	405	
24	UPS Site and Battery Replacement (Shared with NextGen)	18	18	18	18	18	92	164	
25	Vehicle Tracking Kits	31	31	31	31	31	156	280	
26	Video Camera Kits	35	35	35	35	35	175	315	
<b>Machinery and Equipment Subtotal</b>		<b>990</b>	<b>816</b>	<b>870</b>	<b>1,152</b>	<b>816</b>	<b>4,469</b>	<b>8,123</b>	
<b>Information Technology</b>									
27	CCTV Cameras	80	81	82	83	83	424	753	
28	Computer Parts	50	54	54	54	54	266	482	
29	Desktop Computers with Monitors	243	236	238	243	248	1,216	2,181	
30	Desktop Telephones	41	41	41	41	41	214	378	
31	Fingerprint Equipment	-	-	-	-	-	67	67	
32	Firewall	-	-	-	-	105	108	213	
33	Forensic Computer Monitors	8	8	8	8	8	41	73	
34	Forensic Desktop Computers	28	28	28	28	28	138	250	
35	Forensic Laptop Computers	30	23	23	30	23	130	229	
36	Imaging Devices	4	4	4	4	4	21	37	
37	Laptop Computers	107	86	87	115	88	499	875	
38	Laptop Computers with Monitors	6	-	-	6	-	12	18	

## Appendix B: 2023-2032 Durham Regional Police Service Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023.

Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
39 Modems (in Car) MDT	27	27	27	28	28	142	252
40 Network Switches	113	113	114	115	116	593	1,051
41 Private Branch Exchange (PBX)	-	-	-	-	-	620	620
42 Servers / SANS	426	546	566	1,007	212	3,085	5,416
43 Telephone Voicemail System	-	-	-	102	-	106	208
44 Toughbooks (Patrol Cars)	140	141	142	143	144	738	1,308
45 Video Editing Kits	7	7	7	7	7	35	63
<b>Information Technology Subtotal</b>	<b>1,310</b>	<b>1,395</b>	<b>1,421</b>	<b>2,014</b>	<b>1,189</b>	<b>8,455</b>	<b>14,474</b>
<b>Vehicles</b>							
46 Cargo Van (Electric)	59	-	-	-	-	59	59
47 Marked Patrol Vehicles	2,160	1,806	2,193	2,625	2,357	13,568	22,549
48 Marked Vans / Trucks	160	160	171	60	189	336	916
49 Other Vehicles	51	51	57	30	16	62	216
50 Unmarked Vehicles	587	587	429	217	771	4,100	6,104
<b>Vehicles Subtotal</b>	<b>3,017</b>	<b>2,604</b>	<b>2,850</b>	<b>2,932</b>	<b>3,333</b>	<b>18,125</b>	<b>29,844</b>

## Appendix B: 2023-2032 Durham Regional Police Service Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023.

Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Furniture and Fixtures</b>							
51 Chair Replacement Program	35	35	35	35	35	175	315
52 Fitness Equipment Replacement	26	26	26	26	26	132	236
53 Furniture	15	-	-	-	-	30	30
54 Furniture for Unplanned Breakage and Replacement	63	63	63	63	63	315	567
<b>Furniture and Fixtures Subtotal</b>	<b>139</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>652</b>	<b>1,148</b>
<b>Total Capital Durham Regional Police Service</b>	<b>6,596</b>	<b>11,495</b>	<b>22,345</b>	<b>48,163</b>	<b>16,095</b>	<b>173,106</b>	<b>271,204</b>

\* Appendix B includes financing of the following development charge shortfall as follows:

	2029	2030	Grand Total
<b>DC Shortfall</b>			
Residential DC Shortfall	7,256	9,922	17,178
<b>Total DC Shortfall</b>	<b>7,256</b>	<b>9,922</b>	<b>17,178</b>
<b>Shortfall Financing Source</b>			
General Tax Levy	7,256	9,922	17,178
<b>Total Funding</b>	<b>7,256</b>	<b>9,922</b>	<b>17,178</b>



## Appendix C: Board Ends Policies (January 1, 2011)

The Durham Regional Police Services Board will direct, control and inspire the organization through the careful establishment of broad written policies, reflecting the values and perspectives of the citizens of Durham Region. The development of Ends policies will also include consultation with the Chief of Police. The Board's major policy focus will be on the intended long-term impacts on the citizens of Durham Region, not on the administrative or programmatic means of attaining those results.

The five Board Ends policies are outlined below.

### 1. Community Safety

#### *Policy Statement*

The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

## Appendix C: Board Ends Policies (January 1, 2011) *Continued*

### *Reporting*

The following measures will be considered in an assessment of community safety:

- Overall crime rate
- Violent crime rate
- Property crime rate
- Crime severity index
- Clearance rate
- Weighted clearance rate
- Response time to emergency calls
- Motor vehicle collision injury and fatality rates

The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.

An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.

The Chief shall report annually on outcomes resulting from this policy.

## **2. Community Policing**

### *Policy Statement*

The mission, philosophy and values of the Durham Regional Police Service emphasize the importance of working in partnership with citizen's communities. Working in collaboration with community partner's fosters trust and confidence in the police.

It is the policy of the Durham Regional Police Services Board that police services in Durham Region shall be delivered in partnership with communities and citizens to proactively address and resolve community problems.

## Appendix C: Board Ends Policies (January 1, 2011) *Continued*

These partnerships will focus on the root causes of crime, aim to reduce fear of crime, and maintain and enhance high levels of community safety.

### *Reporting*

An assessment of community policing in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

### **3. Assistance to Victims of Crime**

#### *Policy Statement*

The police are often the first point of contact within the criminal justice system for victims of crime, who have a wide range of needs based on their own unique circumstances. Having experienced the trauma of being victimized, all victims deserve special care and attention.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service will extend victims of crime an abundance of respect and understanding and appropriate levels of support and services.

#### *Reporting*

An assessment of assistance to victims of crime in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

## Appendix C: Board Ends Policies (January 1, 2011) *Continued*

### 4. Community Diversity

#### *Policy Statement*

An effective and responsive police service must reflect the composition of the communities it serves. The police service must further demonstrate respect and sensitivity to the pluralistic, multiracial and multicultural character of its communities in the delivery of its programs and services.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall embrace diversity internally as an employer and externally through the services provided by the DRPS. The values of inclusiveness, tolerance, and respect will be promoted and maintained throughout the organization and the communities served by the DRPS.

#### *Reporting*

An assessment of the level of diversity embraced by the DRPS shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

### 5. Cost of Policing Services

#### *Policy Statement*

Policing is a critical public service, and an expensive one for the taxpayer. Financial resources must be treated with great respect and diligence, and the potential for efficiencies examined continually.

## Appendix C: Board Ends Policies (January 1, 2011) *Continued*

It is the policy of the Durham Regional Police Services Board that policing shall be provided at a competitive cost, relative to the following similar communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

### *Reporting*

The following measures will be considered in an assessment of policing costs:

- Cost per police officer
- Cost per police member (officers and civilians)
- Cost per capita

The Chief shall report annually on this policy.

## Appendix D: NextGen Partner Revenue Summary (\$,000's)

	2022		2023		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Ajax Fire	(55.2)	(55.2)	(56.7)	-	(56.7)
Town of Whitby	(97.3)	(97.3)	(100.0)	-	(100.0)
Whitby Fire	(46.2)	(46.2)	(49.7)	-	(49.7)
City of Oshawa Works	(126.3)	(126.3)	(129.9)	-	(129.9)
City of Oshawa Municipal Law Enforcement	(19.9)	(19.9)	(20.5)	-	(20.5)
Oshawa Fire	(67.8)	(67.8)	(69.6)	-	(69.6)
Municipality of Clarington	(63.7)	(63.7)	(65.5)	-	(65.5)
Clarington Fire	(73.5)	(73.5)	(79.0)	-	(79.0)
City of Pickering	(47.8)	(47.8)	(49.1)	-	(49.1)
Pickering Fire	(56.3)	(56.3)	(61.4)	-	(61.4)
Scugog Fire	(43.8)	(43.8)	(45.0)	-	(45.0)
Brock Fire	(39.8)	(39.8)	(41.0)	-	(41.0)
Uxbridge Fire	(26.8)	(26.8)	(27.5)	-	(27.5)
Durham College/Ontario Tech University	(19.4)	(19.4)	(20.5)	-	(20.5)
Pickering Auxiliary Rescue Association	(2.3)	(2.3)	(2.3)	-	(2.3)
Ontario Power Generation	(53.7)	(53.7)	(56.1)	-	(56.1)
Durham Works	(66.6)	(66.6)	(70.8)	-	(70.8)
Scugog Works	(13.7)	(13.7)	(14.1)	-	(14.1)
Uxbridge Works	(1.7)	(1.7)	(1.8)	-	(1.8)
Durham Health	(6.8)	(6.8)	(7.0)	-	(7.0)
Durham Social Services	(5.7)	(5.7)	(5.9)	-	(5.9)
Durham Emergency Management Office	(5.7)	(5.7)	(5.9)	-	(5.9)
Region of Durham Paramedic Services	(6.3)	(6.3)	(6.4)	-	(6.4)
Durham Region Transit	(2.3)	(2.3)	(2.3)	-	(2.3)
<b>Revenue and Recovery Subtotal</b>	<b>(948.6)</b>	<b>(948.6)</b>	<b>(988.0)</b>	<b>-</b>	<b>(988.0)</b>
<b>Revenue and Recovery Total</b>	<b>(948.6)</b>	<b>(948.6)</b>	<b>(988.0)</b>	<b>-</b>	<b>(988.0)</b>

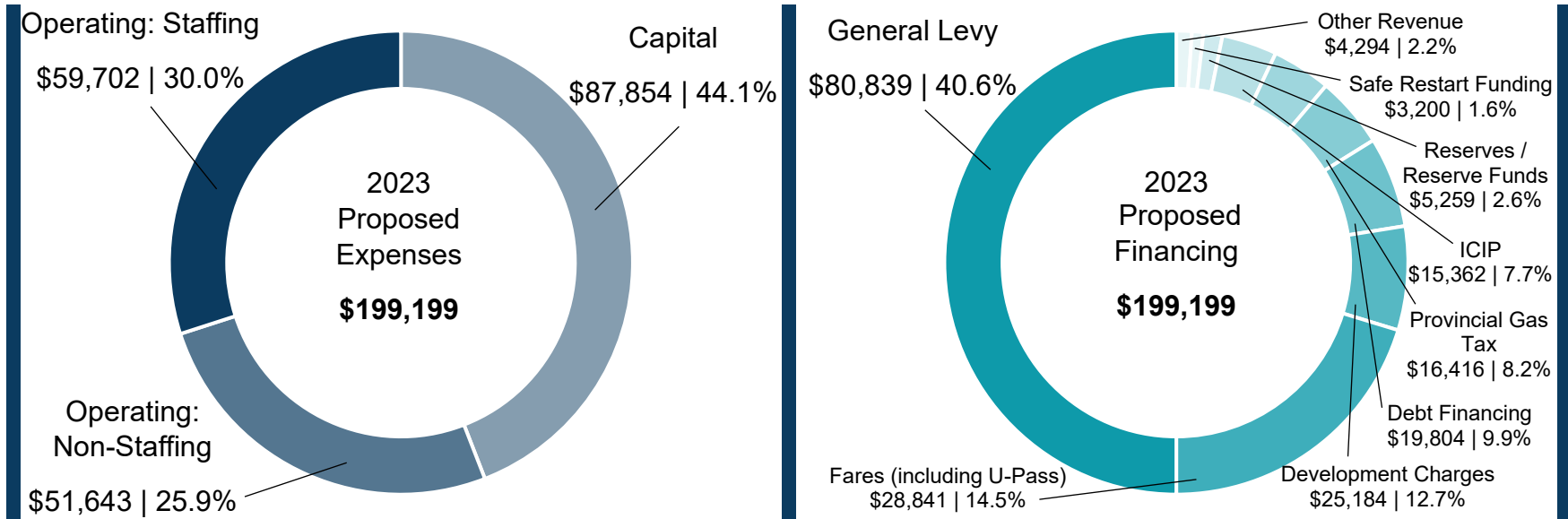


# Durham Budget

# 2023

# DURHAM REGION TRANSIT

As one of Ontario's largest regional transit systems, serving 8 unique area municipalities over 2,500 square kilometres, DRT delivers an integrated transit network through innovative, connected, and competitive mobility services so Durham residents and visitors can use public transit to conveniently get to where they need to go and to encourage more livable and healthy communities



Amounts are in \$,000's



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# Major Programs and Services

## **Durham Region Transit**

### **Administration**

Support the Regional service delivery and provincial reporting requirements of the Commission, plan and schedule fixed routes and demand-responsive services, provide clerical and technical support to the various internal groups at DRT and interface with other Region of Durham Departments for corporate support services.

### **Operations**

Manage and deliver safe, reliable, and fully accessible conventional transit fixed-route service, as well as demand-responsive transportation services where fixed-route service is unavailable.

### **Maintenance - Equipment**

Manage and maintain DRT's vehicle fleet, equipment, tools, and maintenance contracts, so that DRT's capital assets remain in a state of good repair, provide safe and ready transportation for customers and employees, and are maintained, replaced and/or expanded as needed.

### **Specialized Services**

Provide demand-responsive, origin-to-destination transportation services, including eligible persons with disabilities using the full range of available public transportation services.

### **Northern Service**

Manage and administer conventional and demand-responsive services in the North Durham communities of Scugog, Uxbridge, and Brock Townships.

### **Facilities Management**

Provide overall lifecycle management of all Regional transit facilities and infrastructure. Services include facility maintenance and servicing of DRT facilities and infrastructure to ensure they remain safe and in a state of good repair.

### **Debt Service**

To fund debt servicing costs for current and future major capital projects.

### **Headquarters Shared Cost – Durham Region Transit Portion**

The allocated share of costs attributable to Durham Region Transit for the operation of Regional Headquarters facility.

### **Major Capital**

Consolidated capital program for Durham Region Transit.

# Strategic Priorities

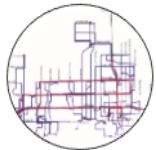
For 2023 some of the key priorities and planned actions focus on:

## Environmental Sustainability



Continued investment towards innovative and alternative fuel vehicles offering zero or near-zero emissions, such as electric vehicles

## Community Vitality



Implement the Transit Service and Financing Strategy (2023-2032) to improve access to a frequent and reliable transit network across the Region



Continue the eligibility review process to ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA), supporting fairness and equity for all customers eligible for specialized services

## Economic Prosperity



Continue to investigate, test, and deploy new mobility models and systems to showcase Durham as an innovative and forward-looking jurisdiction

# Strategic Priorities Continued

## Service Excellence



Continue recovery of ridership while continuing to maintain customer confidence in DRT as a healthy, safe and competitive travel option



Service enhancements to promote healthy transportation choices through optimizing a robust transit network leveraging fixed route service and demand responsive service



Asset replacement principles that are based on financial sustainability and optimizing the life span of major assets



Continue enhancement of the new demand response service amalgamating On Demand and Specialized Services ensuring customer equity in access to services, technology, and information

# Key Targets for 2023

## Durham Region Transit

- Exceed 10 million revenue rides in 2023 - approximately 90 per cent of pre-COVID 19 ridership level, compared to 7.4 million revenue rides in 2022, or 68 per cent of pre-COVID 19 ridership level
- Deliver a total of 525,470 conventional service hours and 65,178 On Demand service hours in 2023, an increase of 27,178 over last year's budget
- Achieve a minimum of 80 per cent on-time departure from all stops - compared to 72 per cent overall actual result in 2022
- Exceed 99.5 per cent of scheduled service delivered - compared to 97.3 per cent overall actual result in 2022
- Reduce DRT preventable collision rate by 10 per cent annually. In 2022, DRT achieved a 7 per cent reduction compared to 2021
- Maintain percentage of ridership paying fares with PRESTO above 80 per cent


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	55,614	57,695	59,702		
Personnel Related	548	727	720		
Communications	302	418	418		
Supplies	972	1,365	830		
Utilities	600	714	761		
Computer Maintenance & Operations	1,538	1,539	1,151		
Materials & Services	3,997	4,164	4,524		
Buildings & Grounds Operations	787	662	611		
Equipment Maintenance & Repairs	637	599	534		
Vehicle Operations	10,340	7,931	14,077		
Debt Charges	1,030	1,030	1,030		
Professional Services	1,287	834	1,001		
Contracted Services	14,368	14,343	16,413		
Leased Facilities Expenses	380	380	261		
Bad Debt Expenses	44	44	44		
Financial Expenses	3,367	3,367	4,229		
Property Taxes	393	393	402		
Minor Assets & Equipment	37	39	46		
Major Repairs & Renovations	1,340	1,536	1,095		
Headquarters Shared Costs	76	76	86		
<b>Operating Expenses Subtotal</b>	<b>97,657</b>	<b>97,856</b>	<b>107,935</b>	<b>10,079</b>	<b>10.3%</b>


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Internal Transfers &amp; Recoveries</b>					
NextGen Charge	2	2	2		
Communications Charge	344	344	348		
Corporate IT Charge	263	263	324		
Legislative Services Charge	51	51	51		
Legal Services Charge	85	85	85		
Corporate HR Charge	413	413	422		
Planning Charge	283	283	284		
Family Services Charge	20	20	20		
Finance Charge	1,858	1,858	1,874		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>3,319</b>	<b>3,319</b>	<b>3,410</b>	<b>91</b>	<b>2.7%</b>
<b>Gross Operating Expenses</b>	<b>100,976</b>	<b>101,175</b>	<b>111,345</b>	<b>10,170</b>	<b>10.1%</b>
<b>Capital Expenses</b>					
New	197	197	158		
Replacement	214	214	181		
Major Capital	15,689	15,689	87,515		
<b>Capital Expenses Subtotal</b>	<b>16,100</b>	<b>16,100</b>	<b>87,854</b>	<b>71,754</b>	<b>445.7%</b>
<b>Total Expenses</b>	<b>117,076</b>	<b>117,275</b>	<b>199,199</b>	<b>81,924</b>	<b>69.9%</b>
<b>Revenues and Financing</b>					
<b>Operating Revenue</b>					
Safe Restart Funding <sup>1</sup>	(6,178)	(8,019)	(3,075)		
Fares	(15,909)	(14,052)	(21,946)		
U-Pass	(6,801)	(6,255)	(6,895)		
Advertising	(1,099)	(807)	(807)		
Revenues from program fees	(29)	(32)	(36)		
Recovery from ODSP Discount Pass	(350)	(350)	(350)		
Recovery from Reserves/Reserve Funds	(420)	(420)	(420)		
Provincial Gas Tax	(3,644)	(3,644)	(2,111)		
<b>Operating Revenue Subtotal</b>	<b>(34,430)</b>	<b>(33,579)</b>	<b>(35,640)</b>	<b>(2,061)</b>	<b>(6.1%)</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Capital Financing</b>					
Federal Grant - Capital	(160)	(160)	-		
ICIP Grant <sup>2</sup>	(3,970)	(3,970)	(15,362)		
Transit - Residential DC	(1,342)	(1,342)	(23,362)		
Transit - Non-Residential DC	(603)	(603)	(1,822)		
Canada Community-Building Fund (Federal Gas Tax)	(2,100)	(2,100)	-		
Provincial Gas Tax	(5,880)	(5,880)	(14,305)		
Safe Restart Agreement Funding <sup>1</sup>	-	-	(125)		
Zero Emission Transit Fund <sup>3</sup>	-	-	(3,101)		
Capital Project Reserve	-	-	(2,500)		
Capital Impact Stabilization Reserve Fund	-	-	(2,339)		
CIB Debenture <sup>4</sup>	-	-	(12,804)		
Region of Durham Debenture	-	-	(7,000)		
Other <sup>5</sup>	(450)	(450)	-		
<b>Capital Financing Subtotal</b>	<b>(14,505)</b>	<b>(14,505)</b>	<b>(82,720)</b>	<b>(68,215)</b>	<b>470.3%</b>
<b>Total Revenues and Financing</b>	<b>(48,935)</b>	<b>(48,084)</b>	<b>(118,360)</b>	<b>(70,276)</b>	<b>146.2%</b>
<b>Property Tax Requirement Durham Region Transit</b>	<b>68,141</b>	<b>69,191</b>	<b>80,839</b>	<b>11,648</b>	<b>16.8%</b>

### Notes

<sup>1</sup> Financing from the Safe Restart Agreement Fund is subject to provincial government approval

<sup>2</sup> Investment in Canada Infrastructure Fund (ICIP) financing is subject to federal and provincial approval of ICIP Project Modification Requests

<sup>3</sup> Financing from the Zero Emission Transit Fund is subject to the approval of the federal government and the execution of a transfer payment agreement

<sup>4</sup> CIB Debenture financing is subject to the execution of a credit agreement and Council approval of the authorizing by-laws

<sup>5</sup> Other financing in 2022 is a contribution from eCamion

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Durham Region Transit</b>														
1 Administration	13,028	18,598	102	(1,587)	(5,234)	11,879	19,595	128	(648)	(3,701)	15,374	3,495		
2 Operations	17,619	45,603	-	(5,616)	(20,148)	19,839	48,830	-	(2,405)	(28,662)	17,763	(2,076)		
3 Maintenance - Equipment	24,536	24,403	309	(755)	(13)	23,944	30,200	211	-	(13)	30,398	6,454		
4 Specialized Service	6,852	6,759	-	-	(93)	6,666	6,839	-	-	(93)	6,746	80		
5 Northern Service	1,118	2,021	-	(61)	(72)	1,888	2,021	-	(22)	(96)	1,903	15		
6 Facilities Management	2,698	2,685	-	-	-	2,685	2,744	-	-	-	2,744	59		
7 Debt Service	1,030	1,030	-	-	-	1,030	1,030	-	-	-	1,030	-		
8 Headquarters Shared Cost - Durham Region Transit Portion	76	76	-	-	-	76	86	-	-	-	86	10		
9 Major Capital	1,184	-	15,689	(4,131)	(10,374)	1,184	-	87,515	(18,588)	(64,132)	4,795	3,611		
<b>Durham Region Transit Subtotal</b>	<b>68,141</b>	<b>101,175</b>	<b>16,100</b>	<b>(12,150)</b>	<b>(35,934)</b>	<b>69,191</b>	<b>111,345</b>	<b>87,854</b>	<b>(21,663)</b>	<b>(96,697)</b>	<b>80,839</b>	<b>11,648</b>	<b>16.8%</b>	
<b>Durham Region Transit</b>	<b>68,141</b>	<b>101,175</b>	<b>16,100</b>	<b>(12,150)</b>	<b>(35,934)</b>	<b>69,191</b>	<b>111,345</b>	<b>87,854</b>	<b>(21,663)</b>	<b>(96,697)</b>	<b>80,839</b>	<b>11,648</b>	<b>16.8%</b>	



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

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

Durham Region Transit	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Expenditures</b>								
Building & Structures	6,980	31,174	214,929	21,320	38,570	13,320	137,255	425,394
Machinery & Equipment	4,323	6,556	7,848	1,674	2,073	4,334	16,748	32,677
Information Technology	1,585	2,274	1,988	350	350	350	1,750	4,788
Vehicles	3,208	47,805	59,819	82,073	63,143	77,182	223,352	505,569
Furniture and Fixtures	4	45	91	45	45	45	224	450
<b>Capital Expenditure Subtotal</b>	<b>16,100</b>	<b>87,854</b>	<b>284,675</b>	<b>105,462</b>	<b>104,181</b>	<b>95,231</b>	<b>379,329</b>	<b>968,878</b>
<b>Capital Financing</b>								
General Levy	1,595	5,134	3,266	26,827	43,264	63,537	166,280	303,174
Provincial Gas Tax	5,880	14,305	7,259	7,258	7,259	7,259	36,293	65,328
Non-Residential DC	603	1,822	631	3,189	6,118	2,328	10,689	22,955
Residential DC	1,342	23,362	5,706	10,579	8,440	8,657	44,327	77,709
Investing in Canada Infrastructure Program (ICIP) Grant <sup>1</sup>	3,970	15,362	-	-	-	-	-	-
Federal Grant	160	-	-	-	-	-	-	-
Zero Emission Transit Fund <sup>2</sup>	-	3,101	127,768	9,525	-	-	-	137,293
CIB Debenture <sup>3</sup>	-	12,804	22,348	31,159	-	-	-	53,507
Region of Durham Debenture	-	7,000	18,375	11,925	19,100	13,450	64,240	127,090
Canada Community-Building Fund (Federal Gas Tax)	2,100	-	-	-	-	-	-	-
Capital Project Reserve	-	2,500	1,500	-	-	-	-	1,500
Capital Impact Reserve Fund	-	2,339	5,230	5,000	-	-	-	10,230
Infrastructure Renewal Reserve	-	-	78,948	-	20,000	-	-	98,948
Transit Capital Reserve Fund	-	-	13,644	-	-	-	48,500	62,144
Safe Restart Agreement Fund <sup>4</sup>	-	125	-	-	-	-	-	-
Other Financing <sup>5</sup>	450	-	-	-	-	-	9,000	9,000
<b>Capital Financing Subtotal</b>	<b>16,100</b>	<b>87,854</b>	<b>284,675</b>	<b>105,462</b>	<b>104,181</b>	<b>95,231</b>	<b>379,329</b>	<b>968,878</b>
<b>Total Capital Durham Region Transit</b>	<b>16,100</b>	<b>87,854</b>	<b>284,675</b>	<b>105,462</b>	<b>104,181</b>	<b>95,231</b>	<b>379,329</b>	<b>968,878</b>

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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	

<sup>1</sup> Investment in Canada Infrastructure Fund (ICIP) financing is subject to federal and provincial approval of ICIP Project Modification Requests.

<sup>2</sup> Financing from the Zero Emission Transit Fund is subject to the approval of the federal government and the execution of a transfer payment agreement.

<sup>3</sup> CIB Debenture financing is subject to the execution of a credit agreement and Council approval of the authorizing by-law.

<sup>4</sup> Financing from the Safe Restart Agreement Fund is subject to provincial government approval.

<sup>5</sup> Other financing in 2022 is a contribution from eCamion and in 2031 the other financing is developers contributions.

## Details of Budget Changes

Regional Council, on March 1, 2023, approved the Transit Service and Financing Strategy (2023 – 2032) (Report# 2023-F-6). The proposed budget includes the following 2023 strategic investments included in the plan to grow and enhance service, electrify the fleet, implement new infrastructure and passenger amenities and fare modernization.

<b>Strategic Investments: Durham Region Transit</b>	<b>2023 Impact</b> (\$ 000's)
Service Plan adjustments including increased frequency on 905 to every 15 minutes between Whitby Station and Simcoe/Britannia (\$522k); Replacement of On Demand late night service in West Whitby when demand warrants (\$1,163k); Extension of 302 service to North Campus Terminal (\$362k); Increase On Demand hours to meet new growth and demand in rural areas (\$353k); Increase span of weekend service on 423 in Oshawa (\$150k); The total annual cost of the service enhancements (net of \$400k in projected fare revenue) is \$2,550k and includes 9.0 FTEs to deliver the service	2,550
Conversion of Conventional Operators (4.0 FTEs) to Instructors (3.0 FTEs, \$85k) and a Technical Instructor (1.0 FTE, \$41k)	126
Additional permanent service positions (7.0 FTEs) to address increasing capacity and enhanced vehicle servicing (\$481k). Partially offset by a conversion of 3 part-time positions (-\$215k). Annualized impact of \$673k	266
Apprentice Mechanics (3.0 FTEs) to mitigate attrition impacts and recruitment challenges in the current labour market for skilled trades persons. Annualized impact of \$289k	144
Operations Supervisors (2.0 FTEs) to support service growth. Annualized impact of \$290k	145
Maintenance Supervisors (2.0 FTEs) to increase capacity. Annualized impact of \$317k	159
Maintenance Technical Specialist (1.0 FTE) to meet increasing technical requirements required for the transition to zero emission vehicles as well as new technologies as they are developed. Annualized impact of \$145k	73

## Details of Budget Changes Continued

Store Person (1.0 FTE) to support on-going deployment of Enterprise Maintenance Management System. Annualized impact \$104k	52
Project Manager (1.0 FTE) of technical specifications and support required for significant procurement and project management requirements to ensure contract performance and accountability. Annualized impact \$158k	79
Project Manager (1.0 FTE) of contracted service delivery to lead the management of third-party contractors operating transit services on behalf of DRT and to advance DRT's emergency management processes in collaboration with Durham Emergency Management division. Annualized impact of \$158k	79
COVID-19 related impacts:	
Reduced revenue from ridership	2,427
Reduced advertising revenue	484
Portable washroom rental	164
Portable washroom capital purchase (50 per cent eligible)	125
Safe Restart funding – subject to provincial government approval	(3,200)
U-Pass rate increase to \$150.00 from \$147.25 effective September 1, 2023. Annualized impact of (\$130k)	(60)
Base adult fare increase of \$0.10 effective July 1, 2023 with proportional adjustment to other fare concessions per the established discount rates. Annualized impact of (\$900k)	(500)
Net increase in capital investment – see Appendix A for detailed project listing	3,539
<b>Strategic Investments: Durham Region Transit Subtotal</b>	<b>6,652</b>

## Details of Budget Changes Continued

<b>Base Adjustments:</b> Durham Region Transit	<b>2023 Impact</b> (\$ 000's)
Economic increases	990
Annualization of 5.0 FTEs approved in the 2022 budget	299
Fuel inflationary increase	5,670
Line-by-line savings	(1,973)
Increase in Transit's share of costs for the operation and maintenance of Regional Headquarters	10
<b>Base Adjustments:</b> Durham Region Transit Subtotal	<b>4,996</b>
<b>Net Changes:</b> Durham Region Transit	<b>11,648</b>

## Staffing Details

Durham Region Transit	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>443.0</u>
<b>Positions Approved In-Year</b>	
Conversion of part-time operators to full-time permanent operator positions (as per Section 8.1 of the Budget Management Policy)	7.0
<b>Total Positions Approved In-Year</b>	<u>7.0</u>
<b>Proposed New Positions</b>	
Project Manager, Contracted Service Delivery to lead the management of third-party contractors operating transit services, develop and coordinate the Emergency Management plans and requirements, and analyze the performance of all transit service delivery and identify and deploy strategies for their improvement.	1.0
Program Manager, Specifications and Support to provide expertise in project management, procurement and technical specification development that is enabling improved output and contract performance management.	1.0
Operations Supervisor to meet service requirements identified in the Service Plan	2.0
Conventional Operators to meet service requirements identified in the Service Plan	9.0
Supervisor, Maintenance to expand capacity and reduce overtime	2.0
Maintenance Technical Specialist to meet increasing technical vehicle requirements and systems, priority includes providing support during fleet transition to zero emission vehicles	1.0
Apprentice Mechanics to hire in advance of attrition	3.0

## Staffing Details Continued

Service Persons to address increasing capacity and enhanced vehicle servicing	7.0
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Storeperson to support ongoing deployment of the Maintenance Management System	1.0
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<b>Total Proposed New Positions</b>	<b><u>27.0</u></b>
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<b>Durham Region Transit Subtotal</b>	<b>477.0</b>
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<b>Total Complement: Durham Region Transit</b>	<b>477.0</b>
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## Looking Forward

As Durham Region emerges from the COVID-19 pandemic, public transit will play a vital role in enhancing its economic competitiveness by connecting people to employment and educational opportunities, supporting travel to shopping, dining and tourism destinations, and ensuring that Durham's at-risk residents have equitable access to the essential mobility services and supports they require. DRT's Transit Service and Financing Strategy (2023-2032) provides a comprehensive plan for investment over the next 10 years encompassing transit service enhancement and growth, fleet electrification, new infrastructure and passenger amenities, and fare modernization. The Strategy aligns with the Council-approved Strategic Plan, Transportation Master Plan and Climate Change Action Plan, among others.

For Durham Region, service enhancement will be integral to economic development and competitiveness by enabling seamless and timely travel to employment opportunities within the Region. Through the investments detailed in the Transit Service and Financing Strategy, total transit service revenue hours will be nearly 1.2 million by 2032, more than double current service hours. With this investment DRT will be positioned to deliver a robust and integrated transit network offering more service at much higher levels of frequency, and increasing system capacity to support ridership growth. DRT's On Demand service will continue to support customer travel needs in rural areas and lower demand urban areas of the Region, ensuring all Durham residents have access to transit regardless of where they live or work, with the flexibility to travel when they need to, and all at the same fare as conventional bus service.

In addition, DRT is committed to transitioning its transit fleet to zero and lower greenhouse gas emission alternatives over the next fifteen years in support of climate change objectives while leveraging grant funding and partnership opportunities. DRT is expecting the arrival of its first battery electric buses in 2024, with a goal of fully transitioning its fleet to zero emission technologies by 2037.

DRT will continue to collaborate with Durham Region and partners across the Greater Toronto and Hamilton Area (GTHA) to maximize investments in rapid transit infrastructure and service integration to the benefit of transit customers, including:

- Further advancing infrastructure and service innovation initiatives while leveraging investments from federal and provincial governments to stimulate the economy and ensure DRT is well positioned to meet ridership demands. This includes advancing the Highway 2 Bus Rapid Transit (BRT) infrastructure, implementing new BRT corridors by 2025 to align with the Durham Official Plan and Region's Transportation Master Plan, preparing for the Lakeshore East GO train extension, supporting the Simcoe Street corridor transit visioning study, and advancing development of a new zero-emission bus garage in north Oshawa;



## Looking Forward Continued

- Collaborating with other 905 transit agencies to advance and improve the adoption and expansion of contactless electronic fare payment options through PRESTO that support DRT's adoption rate, while leveraging new PRESTO functionality to better meet customer needs; and
- Working in partnership with transit agencies across the Greater Toronto and Hamilton Area (GTHA) to realize effective service and fare integration solutions to enhance cross-boundary transit trips that deliver a seamless customer experience.

Achieving Durham's transit vision will require significant investment and funding from the Region and other orders of government. This includes annual property tax funding increases over the long term starting at approximately two per cent per year on the overall Regional tax levy in addition to advocacy to other orders of government for sustainable funding to ensure full realization of the Transit Service and Financing Strategy. The Strategy is a starting point that will be subject to annual investment approvals through the Region's business planning and budget process, and will be reviewed every four years, or earlier as necessary, as additional information and funding are made available.

**Appendix A: 2023 Durham Region Transit Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Provincial Gas Tax	Zero Emission Transit Fund <sup>1</sup>	Reserve / Reserve Fund	Residential DC's	Non-Residential DC's	Subsidy / Grant <sup>2</sup>	Debentures <sup>3</sup>	Other <sup>4</sup>					General Levy
<b>Durham Region Transit</b>																
<b>Building and Structures</b>																
2	710 Raleigh Facilities EV Charging Infrastructure	-	New	368	369	-	-	-	-	-	-	-	737	-	7,370	8,107
6	Bus Stop Infrastructure (ICIP)	-	New	780	-	-	-	-	2,143	-	-	-	2,923	-	-	2,923
7	Bus Stop Infrastructure (Non-ICIP)	-	New	252	-	-	781	261	-	-	-	-	1,294	-	6,654	7,948
11	Fall Arrest System	-	New	140	-	-	-	-	-	-	-	-	140	-	-	140
12	Frame and Doors Replacement - Main Entrance	-	Replacement	65	-	-	-	-	-	-	-	-	65	-	-	65
13	Harmony Terminal New Location <sup>5</sup>	-	New	-	-	-	-	-	-	5,000	-	-	5,000	-	10,000	15,000
16	Integrated Service Transfer Bus Stop Infrastructure	-	New	78	-	-	241	81	-	-	-	-	400	-	4,000	4,400
17	New Indoor Bus Storage/Service Facility	-	New	388	-	-	1,207	405	-	-	-	-	2,000	8,500	222,485	232,985
20	Raleigh Office Area Demolition and Rebuild	-	New	6,505	-	-	-	-	5,086	-	-	-	11,591	-	-	11,591
21	Raleigh/Farewell Rehab Projects	-	New	385	-	-	-	-	-	-	-	-	385	205	-	590
22	Replacement of AC Units and Exhaust Fans Top Up	-	Replacement	25	-	-	-	-	-	-	-	-	25	110	-	135
26	Windfield Farms Terminal <sup>5</sup>	-	New	-	-	-	-	-	-	2,000	-	-	2,000	-	-	2,000
91	Provision for future transit facility	-	New	-	-	-	-	-	-	-	-	4,614	4,614	-	-	4,614
<b>Building and Structures Total</b>				<b>8,986</b>	<b>369</b>	<b>-</b>	<b>2,229</b>	<b>747</b>	<b>7,229</b>	<b>7,000</b>	<b>-</b>	<b>4,614</b>	<b>31,174</b>	<b>8,815</b>	<b>250,509</b>	<b>290,498</b>
<b>Machinery and Equipment</b>																
27	Air Conditioning Machine	2	Replacement	-	-	-	-	-	-	-	-	24	24	-	-	24
29	Braille signage at bus stops	-	New	50	-	-	-	-	-	-	-	-	50	-	-	50
30	Brake Mate	1	New	-	-	-	-	-	-	-	-	24	24	-	-	24
31	Brake Pro to Remove Rotors and Hubs	1	New	-	-	-	-	-	-	-	-	27	27	-	-	27
32	Bus Wash (additional financing)	-	New	65	-	-	-	-	-	-	-	-	65	830	-	895
33	DriveOn Ministry Program Various Tools	1	New	-	-	-	-	-	-	-	-	12	12	-	-	12
34	EV Charging Equipment (Heavy)	-	New	-	2,500	2,500	-	-	-	-	-	-	5,000	-	14,800	19,800
36	Fuel Tank (additional financing)	-	New	240	-	-	-	-	-	-	-	-	240	765	-	1,005
38	Heavy Vehicle Wheel Lift	1	Replacement	-	-	-	-	-	-	-	-	13	13	-	-	13
40	Mid Size Parts Washer	1	Replacement	-	-	-	-	-	-	-	-	25	25	-	-	25
41	Motor Vehicle Inspection Stations	1	New	-	-	-	-	-	-	-	-	12	12	-	-	12
42	On-board Camera Server & Firewall Replacement	-	Replacement	32	-	-	-	-	-	-	-	-	32	-	-	32
44	Portable Washroom Facilities	1	New	125	-	-	-	-	-	-	125	-	250	-	-	250
45	Power Lift Tailgate	1	New	-	-	-	-	-	-	-	-	11	11	-	-	11
46	Repair and Replace Selected Monitoring Well	-	New	45	-	-	-	-	-	-	-	-	45	-	25	70
47	Replacement Vehicle Tail Pipe Exhaust System	-	Replacement	195	-	-	-	-	-	-	-	-	195	-	-	195
48	Small Tire Machine for Admin Vehicles	1	New	-	-	-	-	-	-	-	-	10	10	-	-	10

**Appendix A: 2023 Durham Region Transit Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Provincial Gas Tax	Zero Emission Transit Fund <sup>1</sup>	Reserve / Reserve Fund	Residential DC's	Non-Residential DC's	Subsidy / Grant <sup>2</sup>	Debentures <sup>3</sup>	Other <sup>4</sup>					General Levy
49	Software, Equipment, Tools, PPE, Consulting (EV)	-	New	233	232	-	-	-	-	-	-	465	-	800	1,265	
50	Tire Balancer	1	Replacement	-	-	-	-	-	-	-	35	35	-	-	35	
56	Integrated Control Technology - Security Project	-	New	21	-	-	-	-	-	-	-	21	-	-	21	
<b>Machinery and Equipment Total</b>				<b>1,006</b>	<b>2,732</b>	<b>2,500</b>	-	-	-	-	<b>125</b>	<b>193</b>	<b>6,556</b>	<b>1,595</b>	<b>15,625</b>	<b>23,776</b>
<b>Information Technology Infrastructure</b>																
51	Advanced Fuel & Fluid Management System	-	New	333	-	-	-	-	917	-	-	1,250	-	-	1,250	
53	Computers for Westney Second Control Room	1	New	-	-	-	-	-	-	-	7	7	-	-	7	
54	Desktop Computers	22	Replacement	-	-	-	-	-	-	-	24	24	2	-	26	
55	Farewell Network Switch Replacement	-	Replacement	80	-	-	-	-	-	-	-	80	-	-	80	
57	Laptop Computers	4	New	-	-	-	-	-	-	-	8	8	-	-	8	
57	Laptop Computers	17	Replacement	-	-	-	-	-	-	-	32	32	21	-	53	
58	Lightweight Laptops	2	Replacement	-	-	-	-	-	-	-	6	6	9	-	15	
60	Power Laptops	7	Replacement	-	-	-	-	-	-	-	22	22	22	-	44	
61	Raleigh Hotelling Space Docking Stations	4	New	-	-	-	-	-	-	-	1	1	-	-	1	
62	Real-time Customer Information at Transit Stop	-	New	250	-	-	-	-	-	-	-	250	-	-	250	
63	Scheduling, Workforce Management Software	-	New	412	-	-	-	-	-	-	182	594	-	500	1,094	
<b>Information Technology Total</b>				<b>1,075</b>	-	-	-	-	<b>917</b>	-	-	<b>282</b>	<b>2,274</b>	<b>54</b>	<b>500</b>	<b>2,828</b>
<b>Vehicles</b>																
65	40' Conv. Buses (Electric) Growth	14	New	-	-	-	12,852	-	-	8,148	-	21,000	-	123,000	144,000	
67	40' Pulse Buses (Diesel) (ICIP) Replacement	12	Replacement	2,624	-	-	-	-	7,216	-	-	9,840	-	-	9,840	
68	40' Pulse Buses (Diesel) (Non-ICIP) Replacement	3	Replacement	-	-	2,223	-	-	-	-	-	2,223	-	-	2,223	
69	40' Pulse Buses (Electric) Growth	8	New	-	-	-	7,373	771	-	4,656	-	12,800	-	65,600	78,400	
73	Additional Fareboxes/Radios For Growth Buses	22	New	102	-	-	270	90	-	-	-	462	-	3,129	3,591	
74	Additional INIT for 40' Conv Buses Growth	14	New	79	-	-	209	70	-	-	-	358	-	2,098	2,456	
75	Additional INIT for 40' Pulse Buses Growth	8	New	65	-	-	172	58	-	-	-	295	-	1,511	1,806	
77	Additional PRESTO for Growth Buses	22	New	97	-	-	257	86	-	-	-	440	-	2,980	3,420	
78	Additional spare PRESTO/INIT/Fareboxes for EV	-	New	246	-	-	-	-	-	-	-	246	-	-	246	
80	EV Presto Prototype	-	New	25	-	-	-	-	-	-	-	25	-	-	25	
83	PRESTO/INIT MACD-Decommn/install (Pulse Diesel Replacement) (Non-ICIP)	3	Replacement	-	-	116	-	-	-	-	-	116	-	-	116	
<b>Vehicles Total</b>				<b>3,238</b>	-	<b>2,339</b>	<b>21,133</b>	<b>1,075</b>	<b>7,216</b>	<b>12,804</b>	-	<b>47,805</b>	-	<b>198,318</b>	<b>246,123</b>	

## Appendix A: 2023 Durham Region Transit Capital Projects (\$,000's)

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

Durham Region Budget 2023	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Provincial Gas Tax	Zero Emission Transit Fund <sup>1</sup>	Reserve / Reserve Fund	Residential DC's	Non-Residential DC's	Subsidy / Grant <sup>2</sup>	Debentures <sup>3</sup>	Other <sup>4</sup>	General Levy					
<b>Furniture and Fixtures</b>																
86 Raleigh Hotelling Space Chairs	6	New	-	-	-	-	-	-	-	-	-	3	3	-	-	3
87 Raleigh Hotelling Space Workstation	1	New	-	-	-	-	-	-	-	-	-	4	4	-	-	4
89 Sit Stand Desks at Westney Second Control Room	3	New	-	-	-	-	-	-	-	-	-	21	21	-	-	21
90 Sit Stand Desks for Westney Admin	5	New	-	-	-	-	-	-	-	-	-	17	17	-	-	17
<b>Furniture and Fixtures Total</b>			-	-	-	-	-	-	-	-	-	<b>45</b>	<b>45</b>	-	-	<b>45</b>
<b>Total Capital Durham Region Transit</b>			<b>14,305</b>	<b>3,101</b>	<b>4,839</b>	<b>23,362</b>	<b>1,822</b>	<b>15,362</b>	<b>19,804</b>	<b>125</b>	<b>5,134</b>	<b>87,854</b>	<b>10,464</b>	<b>464,952</b>	<b>563,270</b>	

<sup>1</sup> Financing from the Zero Emission Transit Fund is subject to the approval of the federal government and the execution of a transfer payment agreement.

<sup>2</sup> The Subsidy / Grant financing is the Investing in Canada Infrastructure Program (ICIP) Grant and is subject to federal and provincial approval of ICIP Project Modification Requests.

<sup>3</sup> The Debenture financing includes \$7.0 million in Region of Durham Debenture financing and \$12.804 million in Canada Infrastructure Bank (CIB) Debenture financing. The CIB Debenture financing is subject to the execution of a credit agreement and Council approval of the authorizing by-law.

<sup>4</sup> Other financing represents the Safe Restart Agreement Fund and is subject to provincial government approval.

<sup>5</sup> Approval of Projects 13 Harmony Terminal New Location and Project 26 Windfield Farms Terminal and associated financing are subject to a further TEC and F&A report.

## Appendix B: 2023 - 2032 Durham Region Transit Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Durham Region Transit</b>									
<b>Building and Structures</b>									
1	110 Westney Facilities EV Charging Infrastructure		-	630	6,300	-	-	-	6,930
2	710 Raleigh Facilities EV Charging Infrastructure	737	7,370	-	-	-	-	-	7,370
3	Bowmanville Terminal	-	2,500	2,400	-	-	-	-	4,900
4	Brooklin North Terminal	-	-	-	-	-	-	6,100	6,100
5	Bus Bulb	-	1,000	-	-	-	-	-	1,000
6	Bus Stop Infrastructure (ICIP)	2,923	-	-	-	-	-	-	-
7	Bus Stop Infrastructure (Non-ICIP)	1,294	1,294	670	670	670	670	3,350	6,654
8	Concrete Floor Repair and Epoxy Paint	-	150	-	-	-	-	-	150
9	EV On-Route Charging Infrastructure	-	-	10,800	-	-	3,600	-	14,400
10	EV Utility and Other Facilities Upgrade	-	750	750	-	-	-	740	2,240
11	Fall Arrest System	140	-	-	-	-	-	-	-
12	Frame and Doors Replacement - Main Entrance	65	-	-	-	-	-	-	-
13	Harmony Terminal New Location <sup>1</sup>	5,000	10,000	-	-	-	-	-	10,000
14	Installation of Degreasing Bay Rapid Door	-	165	-	-	-	-	-	165
15	Installation of Security Gates	-	1,090	-	-	-	-	-	1,090
16	Integrated Service Transfer Bus Stop Infrastructure	400	400	400	400	800	2,000	-	4,000
17	New Indoor Bus Storage/Service Facility	2,000	185,185	-	37,300	-	-	-	222,485
18	New West Durham Bus Storage/Service Facility	-	-	-	-	-	-	125,000	125,000
19	Pickering Parkway Terminal Upgrade	-	-	-	200	8,250	-	-	8,450
20	Raleigh Office Area Demolition and Rebuild	11,591	-	-	-	-	-	-	-
21	Raleigh/Farewell Rehab Projects	385	-	-	-	-	-	-	-
22	Replacement of AC Units and Exhaust Fans Top Up	25	-	-	-	-	-	-	-
23	Replacement of Eaton UPS Unit	-	-	-	-	-	-	65	65
24	Uxbridge Transfer Facility	-	2,000	-	-	-	-	-	2,000
25	Westney Admin Area Carpeting/Painting	-	395	-	-	-	-	-	395
26	Windfield Farms Terminal <sup>1</sup>	2,000	2,000	-	-	-	-	-	2,000
91	Provision for future transit facility	4,614	-	-	-	-	-	-	-
<b>Building and Structures Subtotal</b>			<b>31,174</b>	<b>214,929</b>	<b>21,320</b>	<b>38,570</b>	<b>13,320</b>	<b>137,255</b>	<b>425,394</b>

## Appendix B: 2023 - 2032 Durham Region Transit Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Machinery and Equipment</b>									
27	Air Conditioning Machine		24	-	-	-	-	-	-
28	Bike Share Project		-	1,000	-	-	-	-	1,000
29	Braille signage at bus stops		50	-	-	-	-	-	-
30	Brake Mate		24	-	-	-	-	-	-
31	Brake Pro to Remove Rotors and Hubs		27	-	-	-	-	-	-
32	Bus Wash (additional financing)		65	-	-	-	-	-	-
33	DriveOn Ministry Program Various Tools		12	-	-	-	-	-	-
34	EV Charging Equipment (Heavy)		5,000	3,000	1,200	1,600	1,600	7,400	14,800
35	EV Charging Equipment (Light/Medium)		-	2,080	280	280	200	1,760	4,600
36	Fuel Tank (additional financing)		240	-	-	-	-	-	-
37	Garage Equipment		-	193	194	193	194	673	1,447
38	Heavy Vehicle Wheel Lift		13	-	-	-	-	-	-
39	Hoist Replacements		-	-	-	-	2,340	6,915	9,255
40	Mid Size Parts Washer		25	-	-	-	-	-	-
41	Motor Vehicle Inspection Stations		12	-	-	-	-	-	-
42	On-board Camera Server & Firewall Replacement		32	-	-	-	-	-	-
43	On-board Destination Signs		-	750	-	-	-	-	750
44	Portable Washroom Facilities		250	-	-	-	-	-	-
45	Power Lift Tailgate		11	-	-	-	-	-	-
46	Repair and Replace Selected Monitoring Well		45	25	-	-	-	-	25
47	Replacement Vehicle Tail Pipe Exhaust System		195	-	-	-	-	-	-
48	Small Tire Machine for Admin Vehicles		10	-	-	-	-	-	-
49	Software, Equipment, Tools, PPE, Consulting (EV)		465	800	-	-	-	-	800
50	Tire Balancer		35	-	-	-	-	-	-
56	Integrated Control Technology - Security Project		21	-	-	-	-	-	-
<b>Machinery and Equipment Subtotal</b>			<b>6,556</b>	<b>7,848</b>	<b>1,674</b>	<b>2,073</b>	<b>4,334</b>	<b>16,748</b>	<b>32,677</b>

## Appendix B: 2023 - 2032 Durham Region Transit Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Information Technology</b>									
51	Advanced Fuel & Fluid Management System		1,250	-	-	-	-	-	-
52	Computers (2024-32)		-	100	100	100	100	500	900
53	Computers for Westney Second Control Room		7	-	-	-	-	-	-
54	Desktop Computers		24	-	-	-	-	-	-
55	Farewell Network Switch Replacement		80	-	-	-	-	-	-
57	Laptop Computers		40	-	-	-	-	-	-
58	Lightweight Laptops		6	-	-	-	-	-	-
59	Modems for Destination Sign Project		-	1,138	-	-	-	-	1,138
60	Power Laptops		22	-	-	-	-	-	-
61	Raleigh Hotelling Space Docking Stations		1	-	-	-	-	-	-
62	Real-time Customer Information at Transit Stop		250	-	-	-	-	-	-
63	Scheduling, Workforce Management Software		594	500	-	-	-	-	500
64	Smart Technology		-	250	250	250	250	1,250	2,250
<b>Information Technology Subtotal</b>			<b>2,274</b>	<b>1,988</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>1,750</b>	<b>4,788</b>
<b>Vehicles</b>									
65	40' Conv. Buses (Electric) Growth	Quantity	14	11	18	12	16	25	82
		Total	21,000	16,500	27,000	18,000	24,000	37,500	123,000
66	40' Conv. Buses (Electric) Replacement	Quantity	-	11	11	11	11	55	99
		Total	-	16,500	16,500	16,500	16,500	82,500	148,500
67	40' Pulse Buses (Diesel) (ICIP) Replacement	Quantity	12	-	-	-	-	-	-
		Total	9,840	-	-	-	-	-	-
68	40' Pulse Buses (Diesel) (Non-ICIP) Replacement	Quantity	3	-	-	-	-	-	-
		Total	2,223	-	-	-	-	-	-
69	40' Pulse Buses (Electric) Growth	Quantity	8	5	9	6	8	13	41
		Total	12,800	8,000	14,400	9,600	12,800	20,800	65,600

## Appendix B: 2023 - 2032 Durham Region Transit Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
70	40' Pulse Buses (Electric) Replacement	Quantity	-	5	5	5	5	25	45
		Total	-	8,000	8,000	8,000	8,000	40,000	72,000
71	60' Pulse Buses (Electric) Growth	Quantity	-	4	6	4	6	6	26
		Total	-	8,800	13,200	8,800	13,200	13,200	57,200
72	60' Pulse Buses (Electric) Replacement	Quantity	-	-	-	-	-	10	10
		Total	-	-	-	-	-	22,000	22,000
73	Additional Fareboxes/Radios For Growth Buses	Quantity	22	20	33	22	30	44	149
		Total	462	420	693	462	630	924	3,129
74	Additional INIT for 40' Conv Buses Growth	Quantity	14	11	18	12	16	25	82
		Total	358	282	460	307	409	640	2,098
75	Additional INIT for 40' Pulse Buses Growth	Quantity	8	5	9	6	8	13	41
		Total	295	184	332	221	295	479	1,511
76	Additional INIT for 60' Pulse Buses Growth	Quantity	-	4	6	4	6	6	26
		Total	-	191	286	191	286	286	1,240
77	Additional PRESTO for Growth Buses	Quantity	22	20	33	22	30	44	149
		Total	440	400	660	440	600	880	2,980
78	Additional spare PRESTO/INIT/Fareboxes for EV	Quantity	6	-	-	-	-	-	-
		Total	246	-	-	-	-	-	-
79	Electric Bus Refurbishment	Quantity	-	-	-	-	-	8	8
		Total	-	-	-	-	-	1,200	1,200
80	EV Presto Prototype	Quantity	1	-	-	-	-	-	-
		Total	25	-	-	-	-	-	-
81	Non-Revenue Service Vehicle Replacement	Quantity	-	2	2	4	-	2	10
		Total	-	80	80	160	-	240	560
82	PRESTO/INIT MACD-Decommn/install (Conv Replacement)	Quantity	-	11	11	11	11	55	99
		Total	-	266	266	266	266	1,331	2,395
83	PRESTO/INIT MACD-Decommn/install (Pulse Diesel Replacement) (Non-ICIP)	Quantity	3	-	-	-	-	-	-
		Total	116	-	-	-	-	-	-
84	PRESTO/INIT MACD-Decommn/install (Pulse Replacement)	Quantity	-	5	5	5	5	35	55
		Total	-	196	196	196	196	1,372	2,156
<b>Vehicles Subtotal</b>			<b>47,805</b>	<b>59,819</b>	<b>82,073</b>	<b>63,143</b>	<b>77,182</b>	<b>223,352</b>	<b>505,569</b>



**Appendix B: 2023 - 2032 Durham Region Transit Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Furniture and Fixtures</b>									
85	Furniture		-	45	45	45	45	224	404
86	Raleigh Hotelling Space Chairs		3	-	-	-	-	-	-
87	Raleigh Hotelling Space Workstation		4	-	-	-	-	-	-
88	Replacement of Exterior Halogen Fixtures with LED		-	46	-	-	-	-	46
89	Sit Stand Desks at Westney Second Control Room		21	-	-	-	-	-	-
90	Sit Stand Desks for Westney Admin		17	-	-	-	-	-	-
<b>Furniture and Fixtures Subtotal</b>			<b>45</b>	<b>91</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>224</b>	<b>450</b>
<b>Total Capital Durham Region Transit</b>			<b>87,854</b>	<b>284,675</b>	<b>105,462</b>	<b>104,181</b>	<b>95,231</b>	<b>379,329</b>	<b>968,878</b>

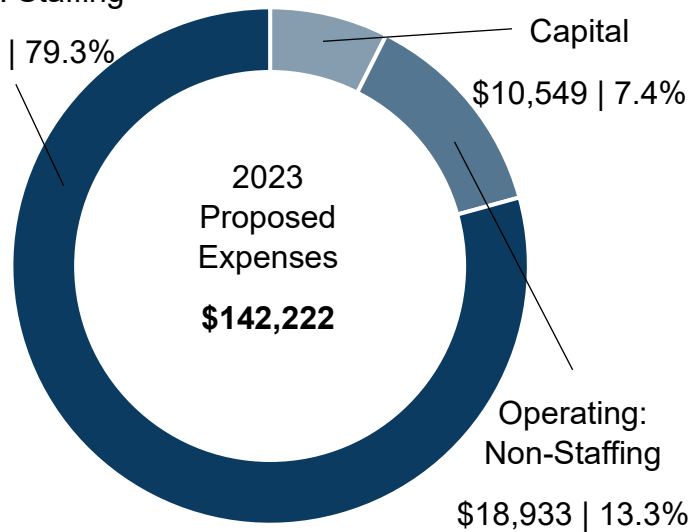
<sup>1</sup> Approval of Projects 13 Harmony Terminal New Location and Project 26 Windfield Farms Terminal and associated financing are subject to a further TEC and F&A report.



Protects and promotes the health of Durham Region residents through the delivery of public health and paramedic programs and services

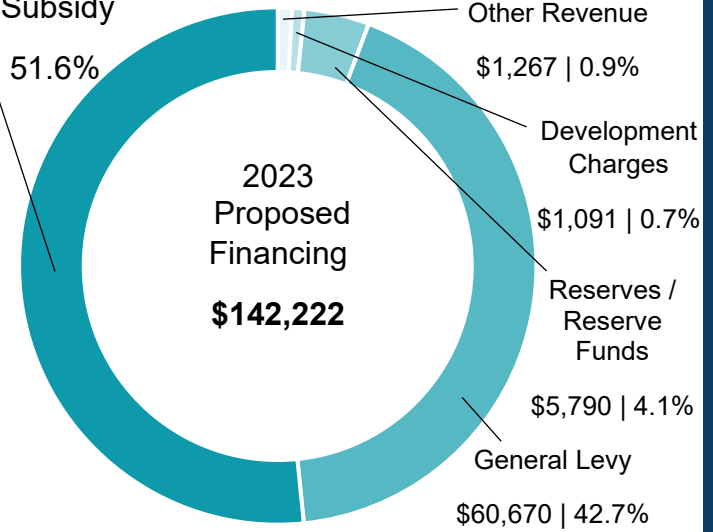
### Operating: Staffing

\$112,740 | 79.3%

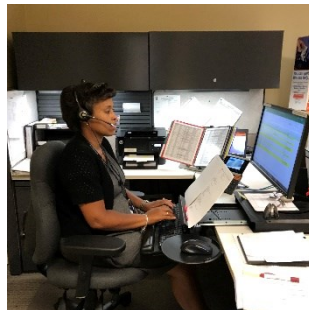


### Provincial Subsidy

\$73,404 | 51.6%



Amounts are in \$,000's



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Capital Forecast

# Major Programs and Services

## Public Health

### Healthy Living

Programs include chronic disease prevention, injury prevention, substance use, oral health, tobacco use prevention and enforcement of the *Smoke-Free Ontario Act, 2017* (SFOA) and the Region's Smoking and Vaping By-law. Working in collaboration with community partners, the Healthy Living program addresses the health needs of the public and priority populations. Programs and activities address topics such as healthy eating, physical activity, healthy sexuality, cancer prevention, oral health promotion, mental health promotion, alcohol and substance use, harm reduction, concussions, and injury prevention, falls prevention, and road and off-road safety. The oral health programs include dental screening and oral health education for children in schools, screening, and enhanced access to dental care for adults enrolled with Ontario Works as well as provision of dental treatment for those eligible for the Healthy Smiles Ontario and the Ontario Seniors Dental Care Programs. SFOA enforcement and tobacco and cannabis control activities include education, inspections of places regulated under the SFOA (e.g., tobacco vendors, schools, bars, and restaurants), issuance of warnings and charges, response to complaints, and implementation of children and youth prevention programs.

### Healthy Families

Programs enable individuals and families to achieve optimal preconception, prenatal, maternal, newborn, child, youth, and family health. Programs include: Durham Health Connection Line which provides assessment, health information counselling and referral services to Durham Region residents; Healthy Families which establishes evidence-informed programs, based on local needs, to support preconception and prenatal health, preparation for parenting, infant feeding, positive parenting, and family dynamics; and Infant and Child Development which provides assistance to infants and young children (birth to school entry) and their families to address issues of child development by providing home visits, service coordination and resources to families of children with special needs.

### Infectious Diseases

Programs prevent or reduce the burden of infectious and communicable diseases of public health importance, including sexually transmitted infections (STIs) and blood-borne infections, tuberculosis, COVID-19, vector-borne diseases as well as vaccine preventable diseases. Immunization activities include enforcement of the *Immunization of School Pupils Act* (ISPA) and the *Child Care and Early Years Act, 2014* (CCEYA), monitoring of vaccine preventable diseases, vaccine administration, education about immunization and vaccine safety, as well as vaccine management. Infectious diseases prevention and control activities are required to prevent and control infectious and communicable diseases, in various local settings. Program activities include ongoing monitoring of infectious and communicable disease rates, investigations of

## Major Programs and Services Continued

outbreaks, investigations, and public health management of cases of diseases of public health significance and follow-up of contacts, sexual health clinical services for diagnosis, treatment, and management of STIs, routine inspections of childcare centres and personal services settings, and response to complaints in all settings, including health care facilities.

### **Health Protection**

Programs prevent or reduce the burden of food-borne and water-borne illnesses, injuries related to recreational water use, reduce exposure to health hazards, and promote the development of healthy natural and built environments. These programs also enable consistent and effective preparedness for, response to, and recovery from public health emergencies. Health Protection programs include Food Safety, Healthy Environments, Safe Water and Sewage Systems.

### **Commissioner & MOH Office & Administration**

Health analytics, research, policy, and health equity support enables the Health Department programs to respond effectively to current and evolving conditions, emerging evidence, determinants of health and health inequities. Administrative, community and resource development, and privacy and security support enable the Health Department divisions to effectively communicate with the public and community partners, meet mandated privacy and security requirements and provide effective and efficient programs and services.

### **Facilities Management**

Provide appropriate office and clinic locations to allow broad community access to Health Department programs and services. Includes the Region-owned facility located at 101 Consumers Drive Whitby and five leased facilities located at 1615 Dundas Street East Whitby, 181 Perry Street Port Perry, Oshawa Centre, Pickering Town Centre, and 200 John Street Oshawa.

### **Headquarters Shared Cost - Public Health Portion**

The allocated share of cost attributable to Public Health for the operation of the Regional Headquarters facility.

### **Contribution from the Province - Mandatory Programs**

Provincial funding through the Ministries of Health and Children, Community and Social Services for Mandatory Programs, in accordance with the Ontario Public Health Standards: *Requirements for Programs, Services and Accountability* (OPHS).

# Major Programs and Services Continued

## Region of Durham Paramedic Services

### **Administration**

Provide direction and management of staff, vehicles, and facilities for the Paramedic Services Division of the Health Department. Departmental managers work with community partners to review services, determine priorities, and identify best practices for operational effectiveness and efficiency.

### **Operations**

Provide land ambulance and paramedic services to the residents of Durham Region; delivering services out of 11 Paramedic Response Stations throughout the Region.

### **Quality Development**

Ensure that high quality land ambulance and paramedic services are delivered to the residents of Durham Region, by conducting peer reviews of paramedic records and providing mandatory medical training to paramedics.

### **Planning and Logistics**

Ensure all vehicles are well-maintained and available for deployment, and medical supplies/equipment are available in all Paramedic Response Stations. Medical supplies and equipment are delivered to all stations daily and equipment is repaired as necessary. Program staff is also responsible for logistical coordination of paramedic equipment and supplies. In the event of major incidents, such as industrial accidents or crash sites, staff ensures that enough resources are available.

### **Facilities Management**

Provide appropriate administrative space and paramedic stations to deliver timely paramedic response.

### **Hospital Contract - Offload Delay**

Reduce ambulance offload delays at hospital emergency rooms by assigning Designated Offload Nurse (DON) personnel to receive ambulance patients, which allows paramedics to be available to respond to calls for emergency service.

### **Primary Care Outreach Program**

Provide basic social navigation and medical assistance to priority populations primarily in the Oshawa area. An Advanced Care Paramedic and Social Worker travel to priority neighborhoods and provide assistance to the homeless population.

### **Community Paramedicine Program**

Provide assistance to individuals with high care needs at home or in a community setting.

## Major Programs and Services Continued

### **Tangible Capital Assets**

Consolidated capital program for paramedic services.

### **Contribution from the Province**

Provincial funding through the Ministry of Health and Ministry of Long Term Care for a portion of the net cost of operations of the Paramedic Services Division.

# Strategic Priorities

For 2023 some of the key priorities and planned actions focus on:

## Environmental Sustainability



Demonstrate leadership in sustainability and addressing climate change by completing health vulnerability assessments

## Community Vitality



Prevent and reduce the burden of infectious and communicable diseases of public health importance including COVID-19



Engage key stakeholders to implement the Durham Region Opioid Response Plan



Establish a new paramedic response station in Seaton and enhance service in South Oshawa and South Whitby to improve response times



## Strategic Priorities Continued

### Social Investment



Support schools to develop comprehensive school health plans and implement measures on priority health issues to ensure health of staff and students. Support also focuses on communication and engagement with parents and local communities as well as the broader health care sector



Improve access to oral health services for eligible low-income adults and seniors through the Ontario Seniors Dental Care Program



Orient public health programs and services to address the needs of priority populations

### Service Excellence



Deliver public health services to clients in innovative ways that improve client access to public health services, minimize risks and support health and safety of clients and Health Department staff



Ensure transparency, increase access to information and improve public awareness about the health status of Durham Region residents through population health assessments and surveillance activities such as Health Neighbourhoods resources

## Strategic Priorities Continued



Achieve Canadian Triage and Acuity Scale (CTAS) target response times for paramedic services to Durham Region residents



Enhance routine public health inspections and ensure premises inspected by the Health Department are following public health advice including COVID-19 related requirements



Implement public health requirements identified by the Province to address the ongoing COVID-19 pandemic, including delivery of booster doses of COVID-19 vaccine

# Key Targets for 2023

## Public Health

- Manage 100% of outbreaks, including COVID-19 outbreaks, in long-term care homes, retirement homes, hospitals, childcare centres, congregate living settings and other community settings
- Complete 8,000 compliance inspections including inspections related to COVID-19, food safety, childcare centres, infectious diseases prevention and control, safe water, recreational water, migrant farm worker housing and private sewage systems
- Complete 2,500 oral health client visits for low-income seniors
- Complete 25,000 phone interactions with residents and community partners through Durham Health Connection Line
- Manage 4,800 cases and 370 contacts of diseases of public health significance by public health nurses
- Administer 100% of COVID-19 vaccines to eligible Durham Region residents in collaboration with pharmacies, primary care providers and community partners in accordance with provincial directives
- Administer 40,000 doses of publicly funded vaccines in community immunization clinics and school-based clinics
- Screen 50,000 immunization records for elementary and secondary students
- Distribute 3,000 Naloxone kits/refills to eligible organizations for distribution to their clients to help prevent opioid related overdose deaths
- Complete 2,200 school visits to implement comprehensive strategies to promote health within school communities
- Provide support to 950 children through the Infant and Child Development program
- Complete 6,400 home visits to clients in the Healthy Babies, Healthy Children program

## Key Targets for 2023 Continued

### Region of Durham Paramedic Services

- Respond to over 93,000 calls for emergency paramedic services
- Improve emergency coverage with the addition of the Seaton Paramedic Response Station
- Achieve all CTAS target response times


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	115,074	122,049	112,740		
Personnel Related	1,448	1,914	1,945		
Communications	876	1,072	1,287		
Supplies	1,881	1,426	1,362		
Utilities	419	262	338		
Medical Care	1,683	1,742	1,748		
Chemicals	38	60	60		
Computer Maintenance & Operations	869	642	995		
Materials & Services	908	800	788		
Buildings & Grounds Operations	641	584	633		
Equipment Maintenance & Repairs	364	389	399		
Vehicle Operations	2,939	1,877	2,462		
Professional Services	834	742	838		
Contracted Services	2,621	930	1,005		
Leased Facilities Expenses	2,221	516	615		
Financial Expenses	338	352	388		
Minor Assets & Equipment	20	17	-		
Major Repairs & Renovations	155	132	-		
Contribution to Reserves / Reserve Funds	843	843	843		
Headquarters Shared Costs	2,198	2,198	2,491		
<b>Operating Expenses Subtotal</b>	<b>136,370</b>	<b>138,547</b>	<b>130,937</b>	<b>(7,610)</b>	<b>(5.5%)</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Internal Transfers &amp; Recoveries</b>					
NextGen Fees	13	13	14		
Corporate IT Charge	340	340	340		
Corporate HR Charge	368	368	432		
Family Services Charge	189	189	289		
Finance Charge	12	12	12		
Recovery - Children's Services	(254)	(254)	(258)		
Recovery - Social Assistance	(93)	(93)	(93)		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>575</b>	<b>575</b>	<b>736</b>	<b>161</b>	<b>28.0%</b>
<b>Gross Operating Expenses</b>	<b>136,945</b>	<b>139,122</b>	<b>131,673</b>	<b>(7,449)</b>	<b>(5.4%)</b>
<b>Capital Expenses</b>					
New	1,450	1,450	2,036		
Replacement	2,858	2,858	8,513		
<b>Capital Expenses Subtotal</b>	<b>4,308</b>	<b>4,308</b>	<b>10,549</b>	<b>6,241</b>	<b>144.9%</b>
<b>Total Expenses</b>	<b>141,253</b>	<b>143,430</b>	<b>142,222</b>	<b>(1,208)</b>	<b>(0.9%)</b>
<b>Operating Revenue</b>					
Provincial Subsidy General	(83,401)	(84,432)	(73,019)		
Fees & Service Charges	(1,204)	(1,202)	(1,202)		
Sale of Publications	(7)	(40)	(40)		
Sundry Revenue	(16)	(26)	(25)		
<b>Operating Revenue Subtotal</b>	<b>(84,628)</b>	<b>(85,700)</b>	<b>(74,286)</b>	<b>11,414</b>	<b>13.3%</b>
<b>Capital Financing</b>					
Provincial Subsidy - Capital	(1,011)	(1,011)	(385)		
Development Charges - Residential	(212)	(212)	(1,091)		
Recovery from Reserve Funds - Capital	(172)	(172)	(5,790)		
<b>Capital Financing Subtotal</b>	<b>(1,395)</b>	<b>(1,395)</b>	<b>(7,266)</b>	<b>(5,871)</b>	<b>(420.9%)</b>
<b>Total Revenues and Financing</b>	<b>(86,023)</b>	<b>(87,095)</b>	<b>(81,552)</b>	<b>5,543</b>	<b>(6.5%)</b>
<b>Property Tax Requirement Health Department</b>	<b>55,230</b>	<b>56,335</b>	<b>60,670</b>	<b>4,335</b>	<b>7.7%</b>


## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Public Health</b>													
1 Healthy Living	10,523	17,102	24	(3,667)	(11)	13,448	17,576	16	(3,821)	(11)	13,760	312	
2 Healthy Families	7,418	12,161	18	(3,839)	-	8,340	12,265	-	(3,839)	-	8,426	86	
3 Infectious Diseases	21,612	30,190	3	(14,256)	(240)	15,697	17,310	54	(612)	(240)	16,512	815	
4 Health Protection	6,041	8,712	10	(1,010)	(729)	6,983	8,244	5	(390)	(728)	7,131	148	
5 Commissioner & MOH Office & Administration	5,585	7,638	371	(925)	(15)	7,069	7,333	372	(380)	(15)	7,310	241	
6 Facilities Management	789	767	-	(93)	-	674	873	3,565	(76)	(3,550)	812	138	
7 Headquarters Shared Cost - Public Health Portion	2,198	2,198	-	-	-	2,198	2,491	-	-	-	2,491	293	
8 Contribution from Province - Mandatory Programs	(31,138)	-	-	(30,313)	-	(30,313)	-	-	(31,029)	-	(31,029)	(716)	
<b>Public Health Subtotal</b>	<b>23,028</b>	<b>78,768</b>	<b>426</b>	<b>(54,103)</b>	<b>(995)</b>	<b>24,096</b>	<b>66,092</b>	<b>4,012</b>	<b>(40,147)</b>	<b>(4,544)</b>	<b>25,413</b>	<b>1,317</b>	<b>5.5%</b>
<b>Region of Durham Paramedic Services</b>													
1 Administration	4,567	4,315	-	-	(18)	4,297	4,594	-	-	(18)	4,576	279	
2 Operations	44,937	44,596	-	-	(255)	44,341	48,181	-	-	(255)	47,926	3,585	
3 Quality Development	786	961	-	-	-	961	1,050	-	-	-	1,050	89	
4 Planning and Logistics	6,152	4,946	-	-	-	4,946	5,671	-	-	-	5,671	725	
5 Facilities Management	1,436	1,523	-	-	-	1,523	1,507	87	-	-	1,594	71	
6 Hospital Contract - Offload Delay	-	475	-	(475)	-	-	548	-	(548)	-	-	-	
7 Primary Care Outreach Program	330	539	90	-	-	629	755	-	-	-	755	126	
8 Community Paramedicine Program	-	2,999	1,011	(4,010)	-	-	3,275	371	(3,646)	-	-	-	
9 Tangible Capital Assets	2,397	-	2,781	-	(384)	2,397	-	6,079	-	(3,331)	2,748	351	
10 Contribution from Province	(28,403)	-	-	(26,855)	-	(26,855)	-	-	(29,063)	-	(29,063)	(2,208)	
<b>Region of Durham Paramedic Services Subtotal</b>	<b>32,202</b>	<b>60,354</b>	<b>3,882</b>	<b>(31,340)</b>	<b>(657)</b>	<b>32,239</b>	<b>65,581</b>	<b>6,537</b>	<b>(33,257)</b>	<b>(3,604)</b>	<b>35,257</b>	<b>3,018</b>	<b>9.4%</b>
<b>Health Department</b>	<b>55,230</b>	<b>139,122</b>	<b>4,308</b>	<b>(85,443)</b>	<b>(1,652)</b>	<b>56,335</b>	<b>131,673</b>	<b>10,549</b>	<b>(73,404)</b>	<b>(8,148)</b>	<b>60,670</b>	<b>4,335</b>	<b>7.7%</b>

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Public Health</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	3,550	-	-	-	-	-	-
Information Technology	416	446	351	110	269	417	1,160	2,307
Machinery & Equipment	-	16	-	-	-	-	-	-
Furniture & Fixtures	10	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>	<b>426</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>
<b>Capital Financing</b>								
General Levy	426	448	351	110	269	417	1,160	2,307
Subsidy / Grant	-	14	-	-	-	-	-	-
Capital Impact Stabilization Reserve Fund	-	3,550	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>426</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>
<b>Total Capital Public Health</b>	<b>426</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>


## Region of Durham Paramedic Services

<b>Capital Expenditures</b>								
Building & Structures	-	43	-	-	-	-	-	-
Machinery & Equipment	544	2,706	2,503	86	257	171	4,749	7,766
Information Technology	337	407	213	201	225	213	969	1,821
Vehicles	2,929	3,361	3,210	2,550	3,720	3,540	16,320	29,340
Furniture & Fixtures	72	20	20	20	20	20	100	180
<b>Capital Expenditure Subtotal</b>	<b>3,882</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>



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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	2,487	2,835	2,908	2,584	3,404	3,258	16,904	29,058
Subsidy / Grant	1,011	371	-	-	-	-	-	-
Reserves / Reserve Funds	172	2,240	2,492	-	-	140	4,688	7,320
Development Charges - Residential	212	1,091	546	273	818	546	546	2,729
<b>Capital Financing Subtotal</b>	<b>3,882</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>
<b>Total Capital Region of Durham Paramedic Services</b>	<b>3,882</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>
<b>Total Capital Health Department</b>	<b>4,308</b>	<b>10,549</b>	<b>6,297</b>	<b>2,967</b>	<b>4,491</b>	<b>4,361</b>	<b>23,298</b>	<b>41,414</b>

## Details of Budget Changes

**2023 Impact**  
(\$ 000's)

### Strategic Investments: Public Health

Temporary staffing (\$612k) to address backlog of vaccinations. This work is contingent on receipt of one-time provincial funding	-
Addition of full-time Dental Assistants (2.0 FTEs), and Dental Hygienists (2.0 FTEs), a part-time Oral Surgeon, an Anesthetist and a Public Health Nurse to support the increased needs related to the Ontario Seniors Dental Care Program. These investments are contingent on receipt of additional provincial subsidy. Annualized impact \$546k which would also be offset by increased provincial funding	-
One-time COVID related costs (\$732k) including part-time public health inspectors (\$380k), booking software (\$276k) and storage space (\$76k). One-time provincial subsidy is anticipated to finance these costs	-
Relocation of the Breast Feeding Clinic and creation of dedicated vaccination clinic space (\$250k capital, \$43k operating). The capital costs are financed from a reserve fund	43
Part-time clerical support for the expected growth in clients served by the Healthy Smiles Ontario program. Annualized impact of \$43k	25
Senior Public Health Inspector (1.0 FTE) to support the work required to meet the Ontario Public Health Standards Food Premises Regulations, and to address increased growth of home based businesses and new food premises. Annualized impact of \$142k	75
Program support staff (2.0 FTEs) to manage information risks and data integrity for effective reporting and maintenance of health information systems. Annualized impact of \$227k	147
Administrative Support (1.0 FTE) and Public Health Inspectors (2.0 FTEs) to meet increased demands of the Infectious Diseases program. Annualized impact of \$337k	191
Part-time Pharmacy Technician to support optimal vaccine usage in the Immunization Program. Annualized impact of \$56k	28
<b>Strategic Investments: Public Health Subtotal</b>	<b>509</b>

## Details of Budget Changes Continued

<b>Base Adjustments: Public Health</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	649
Annualization of 7.0 FTEs approved in the 2022 budget	430
Inflation	203
Increase in Provincial Subsidy	(716)
Line-by-line savings	(50)
Increase in Public Health's share of costs for the operation and maintenance of Regional Headquarters	292
<b>Base Adjustments: Public Health Subtotal</b>	<b>808</b>
<b>Net Changes: Public Health</b>	<b>1,317</b>

## Details of Budget Changes Continued

### Strategic Investments: Region of Durham Paramedic Services

**2023 Impact**  
(\$ 000's)

Regional Council, on March 1, 2023, approved the 2023-2032 Region of Durham Paramedic Services Service and Financing Strategy (Report# 2023-COW-7). The proposed budget includes the following 2023 strategic investments to support the growing community and improve current paramedic response times:

- |   |       |
|---|-------|
| • Additional PCPs (12.0 FTEs), and ACPs (12.0 FTEs) (\$1,865k) and associated operating costs (\$314k). Annualized impact of \$3,796k | 2,179 |
| • Advanced Care Paramedic training program  | 440   |
| • Disability Management Specialist. Annualized impact of \$115k   | 55    |
| • Supervisory and support staff (6.0 FTEs) \$711k   | 342   |

Incremental operating costs related to the new Seaton Paramedic Station	72
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Net Increase in capital investment – see detailed project listing in Appendix D	348
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<b>Strategic Investments: Region of Durham Paramedic Services Subtotal</b>	<b>3,436</b>
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### Base Adjustments: Region of Durham Paramedic Services

**2023 Impact**  
(\$ 000's)

Economic increases	263
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Annualization of 15.0 FTEs approved in the 2022 budget	1,021
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Inflation including gasoline (\$431k)	730
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Increase in Provincial Subsidy	(2,208)
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## Details of Budget Changes Continued

Line-by-line savings	(224)
<b>Base Adjustments: Region of Durham Paramedic Services Subtotal</b>	<b>(418)</b>
<b>Net Changes: Region of Durham Paramedic Services</b>	<b>3,018</b>
<b>Net Changes: Health Department</b>	<b>4,335</b>

## Staffing Details

Public Health	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>404.8</u>
<b>Proposed New Positions</b>	
Clerk 2, Administration to provide administrative support for the Infectious Diseases Program	1.0
Dental Assistants to support increased needs related to the Ontario Seniors Dental Care Program. These two positions are dependent on receiving 100% provincial funding	2.0
Dental Hygenists to support increased needs related to the Ontario Seniors Dental Care Program. These two positions are dependent on receiving 100% provincial funding	2.0
Public Health Inspectors to meet response times for the highest priority activities in the Health Department's Continuity of Operations Plan	2.0
Data Analyst to support data base reporting and configurations for expanding and changing department program needs	1.0
Program Assistant to provide administrative support for data base reporting to meet expanding and changing department program needs	1.0
Senior Public Health Inspector to support work required to meet the Ontario Public Health Standards Food Premises Regulations, and to address new home based businesses and new food premises	1.0
<b>Total Proposed New Positions</b>	<u>10.0</u>
<b>Public Health Subtotal</b>	<b>414.8</b>

## Staffing Details Continued

Region of Durham Paramedic Services	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>320.0</u>
<b>Proposed New Positions</b>	
12 Advanced Care Paramedics and 12 Primary Care Paramedics to staff four additional 12 hour ambulances daily	24.0
Superintendents to provide additional support for front-line staff	2.0
Professional Standards Investigator to ensure sufficient support for the projected growth in the paramedic service	1.0
Logistic Technicians to ensure sufficient support for the projected growth in the paramedic service	1.0
Scheduling Clerk to ensure sufficient support for the projected growth in the paramedic services	1.0
<b>Total Proposed New Positions</b>	<u>29.0</u>
<b>Region of Durham Paramedic Services Subtotal</b>	<b>349.0</b>
<b>Total Complement: Health Department</b>	<b>763.8</b>

## Looking Forward

As one of the Health Department's critical public health functions under the OPHS, it is required to prepare for emergencies to ensure 24/7 timely, integrated, safe, and effective response to, and recovery from emergencies with public health impacts. From 2020 to 2022, the Health Department's main priority was responding to COVID-19. Throughout the pandemic, staff were redeployed to COVID-19 response activities as needed and regular programs and services were put on hold to manage resource pressures. In 2023, the Health Department must focus on resuming regular programs and services as well as recovering from the impacts of the pandemic. Additionally, the Health Department must continue to respond to COVID-19 as required by the Ministry of Health. The Health Department continues to be involved in vaccinating residents against COVID-19 and is anticipating a busy respiratory illness season. The priorities in 2023 will be to focus on urgent recovery efforts including: catching up on childhood immunizations in accordance with ISPA and CCEYA; proceeding with oral health screening for children under the Healthy Smiles Ontario program; and focusing on addressing mental health needs for residents and those living with addictions.

The Health Department must continue to provide support to local businesses, congregate living settings, workplaces, and community settings where previously public health guidance or interventions were not required. Partnerships have grown, levels of engagement have increased, population needs have changed and new partnerships have developed requiring greater engagement and capacity to provide support. This increased support to residents and local stakeholders will continue in 2023.

The Health Department will focus on building capacity to respond to outbreaks of infectious and communicable diseases, support a growing list of stakeholders and ensure ongoing delivery of priority programs and services. The pandemic has resulted in several changes required to programs and services such as implementation of new technology to improve online booking systems and virtual client support. The Health Department will focus on improving the client experience and identifying new ways to reach clients in the community while continuing to minimize risks.

Paramedic Services will provide ongoing emergency response and will focus on service improvements addressing population growth and the needs of vulnerable populations. Additionally, staff will continue to work with local partners to identify strategies to reduce offload delays and ensure that ambulances are on the road responding to calls for emergency services. Community paramedicine services will continue to address the needs of clients that require support in the community.



## Appendix A: 2023 Public Health Capital Projects (\$,000's)

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Public Health</b>																
<b>Building &amp; Structures</b>																
1	Renovations and Optimization - 101 Consumers (Public Health Portion)		Replacement	-	3,300	-	-	-	-	-	-	3,300	13,696	-	16,996	
2	Breast Feeding and Vaccination Clinic Leasehold Improvements		New	-	250	-	-	-	-	-	-	250	-	-	250	
<b>Building &amp; Structures Subtotal</b>				-	<b>3,550</b>	-	-	-	-	-	-	<b>3,550</b>	<b>13,696</b>	-	<b>17,246</b>	
<b>Information Technology</b>																
4	Mobile Laptops	7	Replacement	-	-	-	-	-	-	-	21	21	-	-	21	
5	Monitor (Toxicology Equipment)	1	Replacement	-	-	-	-	-	-	-	1	1	-	-	1	
6	Power Laptops and Monitors	3	New	-	-	-	-	-	-	-	10	10	-	-	10	
7	Standard Laptops and Monitors	19	New	-	-	-	-	-	8	-	30	38	-	-	38	
7	Standard Laptops and Monitors	3	Replacement	-	-	-	-	-	-	-	6	6	-	-	6	
8	Standard Laptops	200	Replacement	-	-	-	-	-	6	-	354	360	-	-	360	
10	Network Equipment Including Servers	1	Replacement	-	-	-	-	-	-	-	10	10	-	-	10	
<b>Information Technology Subtotal</b>				-	-	-	-	-	<b>14</b>	-	<b>432</b>	<b>446</b>	-	-	<b>446</b>	
<b>Machinery &amp; Equipment</b>																
9	Integrated Security Upgrades	5	New	-	-	-	-	-	-	-	16	16	-	-	16	
<b>Machinery &amp; Equipment Subtotal</b>				-	-	-	-	-	-	-	<b>16</b>	<b>16</b>	-	-	<b>16</b>	
<b>Total Capital Public Health</b>				-	<b>3,550</b>	-	-	-	-	<b>14</b>	-	<b>448</b>	<b>4,012</b>	<b>13,696</b>	-	<b>17,708</b>

Note: Project 1: Renovations and Optimization - 101 Consumers - The budget of \$3.300 million included in this schedule is the 2023 Public Health portion. The estimated total cost of this project is \$22.843 million. \$13.696 million has been approved in previous budgets and \$5.847 is proposed in the 2023 Works Regional Roads and Infrastructure Capital Budget.

Approval of \$8k of Project 7 and \$6k of Project 8 is contingent on receipt of 100 percent provincial funding under the Ontario Seniors Dental Care Program.

## Appendix B: 2023 - 2032 Public Health Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Public Health</b>							
<b>Buildings &amp; Structures</b>							
1 Renovations and Optimization - 101 Consumers (Public Health Portion)	3,300	-	-	-	-	-	-
2 Breast Feeding and Vaccination Clinic Leasehold Improvements	250	-	-	-	-	-	-
<b>Buildings &amp; Structures Subtotal</b>	<b>3,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Information Technology</b>							
3 Ipads	-	20	20	20	20	80	160
4 Mobile Laptops	21	-	-	-	-	-	-
5 Monitor (Toxicology Equipment)	1	-	-	-	-	-	-
6 Network Equipment Including Servers	10	10	10	10	10	40	80
7 Power Laptops and Monitors	10	-	7	-	3	-	10
7 Standard Laptops and Monitors	44	5	5	5	4	20	39
8 Standard Laptops	360	316	68	234	380	1,020	2,018
<b>Information Technology Subtotal</b>	<b>446</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>
<b>Machinery &amp; Equipment</b>							
9 Integrated Security Upgrades	16	-	-	-	-	-	-
<b>Machinery &amp; Equipment Subtotal</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Public Health</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>

**Appendix C: 2023 Region of Durham Paramedic Services Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix D for the comprehensive capital 2023 budget and 2024-2032 forecast

	Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Region of Durham Paramedic Services</b>															
<b>Buildings and Structures</b>															
21 Access Ladders	-	Replacement	-	-	-	-	-	-	-	-	43	43	-	-	43
<b>Buildings and Structures Subtotal</b>			-	-	-	-	-	-	-	-	<b>43</b>	<b>43</b>	-	-	<b>43</b>
<b>Machinery and Equipment</b>															
1 Defibrillators	4	New	-	-	-	-	-	123	-	-	17	140	-	-	140
1 Defibrillators	128	Replacement	-	2,240	-	-	-	-	-	-	-	2,240	-	-	2,240
2 Power Cots	4	New	-	-	-	-	-	88	-	-	12	100	-	-	100
3 Scoop Stretchers	4	New	-	-	-	-	-	-	-	-	8	8	-	-	8
4 Stairchairs	4	New	-	-	-	-	-	-	-	-	14	14	-	-	14
5 Stryker Power Loads	4	New	-	-	-	-	-	70	-	-	10	80	-	-	80
6 Zoll Cardiac Monitor	1	New	-	-	-	-	-	-	80	-	-	80	-	-	80
10 Integrated Security Upgrades		New	-	-	-	-	-	-	-	-	44	44	-	-	44
<b>Machinery and Equipment Subtotal</b>			-	<b>2,240</b>	-	-	-	<b>281</b>	<b>80</b>	-	<b>105</b>	<b>2,706</b>	-	-	<b>2,706</b>
<b>Information Technology</b>															
15 Remote Monitoring Software		New	-	-	-	-	-	-	170	-	-	170	-	-	170
16 Station/HQ Computers	25	Replacement	-	-	-	-	-	-	-	-	45	45	-	-	45
17 Toughbooks for Ambulances	4	New	-	-	-	-	-	-	-	-	48	48	-	-	48
17 Toughbooks for Ambulances	12	Replacement	-	-	-	-	-	-	-	-	144	144	-	-	144
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	<b>170</b>	-	<b>237</b>	<b>407</b>	-	-	<b>407</b>
<b>Vehicles</b>															
12 Ambulances	4	New	-	-	-	-	-	810	-	-	110	920	-	-	920
12 Ambulances	6	Replacement	-	-	-	-	-	-	-	-	1,380	1,380	-	-	1,380
13 Ambulance Remounts	5	Replacement	-	-	-	-	-	-	-	-	850	850	-	-	850
14 Command Vehicle	1	Replacement	-	-	-	-	-	-	-	-	90	90	-	-	90
18 Community Paramedicine Car	1	New	-	-	-	-	-	-	45	-	-	45	-	-	45
19 Community Paramedicine SUV	1	New	-	-	-	-	-	-	76	-	-	76	-	-	76
<b>Vehicles Subtotal</b>			-	-	-	-	-	<b>810</b>	<b>121</b>	-	<b>2,430</b>	<b>3,361</b>	-	-	<b>3,361</b>
<b>Furniture and Fixtures</b>															
20 Station Furniture	-	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
<b>Furniture and Fixtures Subtotal</b>			-	-	-	-	-	-	-	-	<b>20</b>	<b>20</b>	-	-	<b>20</b>
<b>Total Capital Region of Durham Paramedic Services</b>			-	<b>2,240</b>	-	-	-	<b>1,091</b>	<b>371</b>	-	<b>2,835</b>	<b>6,537</b>	-	-	<b>6,537</b>

## Appendix D: 2023 - 2032 Region of Durham Paramedic Services Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Region of Durham Paramedic Services</b>							
<b>Building and Structures</b>							
21 Access Ladders	43	-	-	-	-	-	-
<b>Machinery and Equipment Subtotal</b>	<b>43</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Machinery and Equipment</b>							
1 Defibrillators	2,380	70	35	105	70	2,310	2,590
2 Power Cots	100	1,070	25	75	50	1,070	2,290
3 Scoop Stretchers	8	4	2	6	4	6	22
4 Stairchairs	14	7	4	11	7	11	40
5 Stryker Power Loads	80	1,352	20	60	40	1,352	2,824
6 Zoll Cardiac Monitor	80	-	-	-	-	-	-
10 Integrated Security Upgrades	44	-	-	-	-	-	-
<b>Machinery and Equipment Subtotal</b>	<b>2,706</b>	<b>2,503</b>	<b>86</b>	<b>257</b>	<b>171</b>	<b>4,749</b>	<b>7,766</b>
<b>Information Technology</b>							
7 Remote Monitoring Software	170	-	-	-	-	-	-
8 Station/HQ Computers	45	45	45	45	45	225	405
9 Toughbooks for Ambulances	192	168	156	180	168	744	1,416
<b>Information Technology Subtotal</b>	<b>407</b>	<b>213</b>	<b>201</b>	<b>225</b>	<b>213</b>	<b>969</b>	<b>1,821</b>

### Appendix D: 2023 - 2032 Region of Durham Paramedic Services Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Vehicles</b>							
11 Admin Vehicles	-	-	-	-	80	50	130
12 Ambulances	2,300	1,840	1,610	3,450	3,220	14,950	25,070
13 Ambulance Remounts	850	850	850	-	-	-	1,700
14 Command Vehicles	90	180	90	90	180	720	1,260
15 Emergency Response Command Vehicles	-	180	-	180	-	540	900
16 Logistics Delivery Truck	-	100	-	-	-	-	100
17 PCOP Vehicles	-	60	-	-	60	60	180
18 Community Paramedicine Car	45	-	-	-	-	-	-
19 Community Paramedicine SUV	76	-	-	-	-	-	-
<b>Vehicles Subtotal</b>	<b>3,361</b>	<b>3,210</b>	<b>2,550</b>	<b>3,720</b>	<b>3,540</b>	<b>16,320</b>	<b>29,340</b>
<b>Furniture and Fixtures</b>							
20 Station Furniture	20	20	20	20	20	100	180
<b>Furniture and Fixtures Subtotal</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>	<b>180</b>
<b>Total Capital Region of Durham Paramedic Services</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>

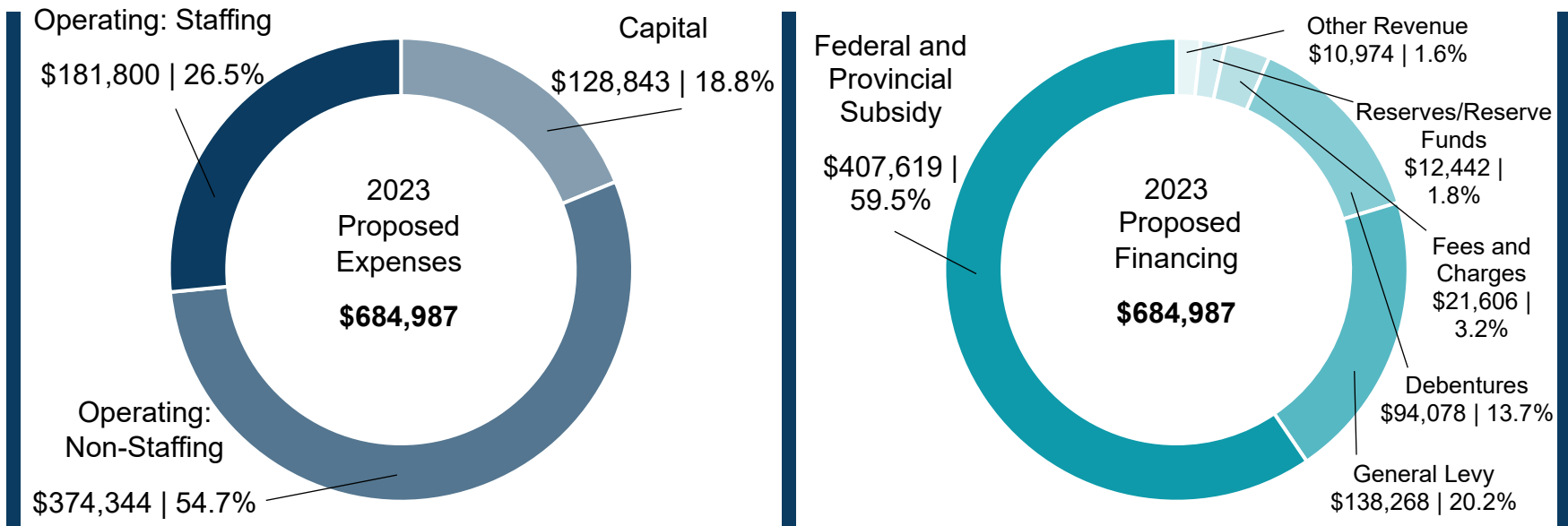


# Durham Budget

# 2023

# SOCIAL SERVICES

We take care of people by providing high-quality programs and human services that meet the needs of Durham residents at all stages of their lives



Amounts are in \$,000's



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# Major Programs and Services

## **Children's Services**

Plan, manage and fund Durham's early years and child care system and take a lead role in Durham's Best Start Network. Operate seven licensed early learning and child care centres and Children's Developmental and Behavioural Supports.

## **Purchased Fee Subsidy Spaces**

Provide eligible parents with subsidy for quality early learning and child care spaces in licensed Child Care Centres, licensed Home Child Care settings and approved recreation programs.

## **Directly Operated Spaces**

Provide quality licensed child care programs which support parents; including low-income earners and full fee parents who are working and/or upgrading their education.

## **Ontario Works Child Care**

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

## **Special Needs Resourcing**

Early learning inclusion services for children with special needs in licensed child care and licensed home child care programs.

## **Children's Developmental and Behavioural Supports**

Provide consultation to the licensed child care sector and parents and care givers of children with developmental disabilities when they are experiencing difficulty managing child behaviour.

## **General Operating Program Subsidy**

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

## **Core Administration**

As the Consolidated Service System Manager ensure system planning and leadership that ensures efficient use of resources to provide quality early years and childcare services in Durham.

## Major Programs and Services Continued

### **Special Purpose – Projects**

Projects including Non-Profit Pay Equity, Capacity Building, Provider Transformation, Small Water Works, Play-Based Materials and Equipment, and Repairs and Maintenance.

### **Wage Enhancement**

Flow Provincial funds to close the wage gap between Registered Early Child Care Educators (RECE's) working in School Boards and those in licensed child care.

### **Child and Family Supports**

EarlyON Child and Family Centres provide free programs for parents and children under 6 years of age.

### **Child Care Expansion Plan**

Support the provincial program to create and maintain 100,000 child care spaces for children over five years. The funding is to support children 0 - 3.8 years of age, with additional fee subsidies; and/or increased access to licensed child care.

### **Canada-Ontario Early Learning and Child Care**

Supports a shared commitment by the provincial and federal governments to provide investments in early learning and child care (ELCC).

### **Canada Wide Early Learning and Child Care**

Supports a shared commitment by the provincial and federal governments to provide lower fees for parents and provide more accessible and high-quality child care for families

### **Headquarters Shared Cost - Children's Services Portion**

The allocated share of cost attributable to Children's Services Division for the operation of Regional Headquarters facility.

### **Emergency Management and Program Support Services**

Continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs. Also provides emergency social services to residents as a result of natural or man-made emergencies and to maintain readiness in case of an emergency within Durham Region and the surrounding area.

### **Emergency Management**

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

## Major Programs and Services Continued

### **Program Support Services**

To assist the Department and the Commissioner's Office to continue to improve social services in Durham and to coordinate Departmental activities in sustaining its high level of quality response to community growth, cultural diversification and evolving resident needs.

### **Family Services**

Improve the quality of life for residents living and working in Durham Region by providing timely and accessible mental health counselling, education and other support services. Services are provided through various programs including Community Counselling, Employee and Family Assistance program, Partner Assault Response, Adult Community Support Services and outreach programs including the Mental Health Outreach Program (MHOP) and the Primary Care Outreach Program (PCOP) in partnership with Health Department Paramedic Services.

### **Core Community Services**

Provide professional individual, couple and family counselling to residents seeking assistance with personal or relationship distress, challenges, and transitions. Provide timely and accessible on-site and virtual counselling services improving mental health, employability and stability to Income and Employment Support Division clients in receipt of Ontario Works assistance. Partner with Health Department Paramedic Services to deliver PCOP providing outreach primary care and social work services to at-risk and hard to reach populations focused primarily on homeless or at risk of homelessness populations.

### **Employee Assistance Program (EAP)**

Increase organizational effectiveness and improve the health and well-being of employees through the provision of high-quality human and organizational development services.

### **Adult Community Support Services**

Provide services and supports that assist adults with developmental disabilities to live, work and participate in the community independently and safely with improved quality of life.

### **Partner Assault Response**

Provide education and counselling to individuals who are mandated by the court to participate in response to a criminal charge involving domestic violence against a current or former partner. Provide outreach, safety planning and support to partners of individuals attending the program.

## Major Programs and Services Continued

### **Facilities Management**

Provide a safe, comfortable work environment for Family Services staff and clients at various office locations.

### **Headquarters Shared Cost - Family Services Portion**

The allocated share of costs attributable to the Family Services Division for the operation of the Regional Headquarters facility.

### **Housing Services**

Plan, manage and fund the housing system in Durham. Support community housing providers, administer housing benefits to encourage the creation of affordable housing and manage properties directly owned by the Region.

### **Community Housing Administration**

Monitor the delivery of community housing programs to ensure compliance with provincial legislation and Regional policies.

### **Durham Access to Social Housing (DASH)**

Administer the centralized wait list for Rent-Geared-to-Income (RGI), modified housing and portable housing benefits.

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

Administer the Durham Housing Benefit, Rental and Homeownership Components of the Investment in Affordable Housing (IAH) program and liaise with the Ministry of Finance on the delivery of the Housing Allowance Component.

### **Durham Regional Local Housing Corporation (DRLHC) - Property Management**

Provide effective, direct property management services and tenant supports for Regionally owned DRLHC properties.

### **Community Housing Provider Payments**

Provide eligible Housing Providers, with subsidy in accordance with the legislated funding formula under the Housing Services Act (HSA) for the provision of rent-geared-to-income units to support the Region's legislated Service Level Standard (SLS) and to sustain the community housing stock.

## Major Programs and Services Continued

### **Commercial Rent Supplement**

Provide funding to private landlords to bridge the gap between the established market rent and the rents received on a RGI basis for households from the DASH waitlist and offered in accordance with legislated waitlist requirements.

### **Durham Region Rent Supplement**

Provide funding to private landlords to bridge the gap between the established market rent and the rents received on a RGI basis from households on or eligible to be on the DASH waitlist and offered based on local needs.

### **Strong Communities Rent Supplement**

Flow Provincial funding to private landlords to bridge the gap between the established market rent and the rents received on an RGI basis from targeted households that are homeless or at risk of becoming homeless.

### **Rent Supplement Direct Delivery**

Flow Investment in Affordable Housing (IAH) funds to private landlords to provide a household with a fixed time-limited housing benefit in accordance with Provincial program guidelines.

### **Rent Supplement and Housing Allowance Shared Delivery**

Flow IAH funds to third parties to provide a time-limited housing benefit to a household in accordance with Provincial program guidelines.

### **Home Ownership**

Flow Canada-Ontario Community Housing Initiative and Ontario Priorities Housing Initiative (COCHI/OPHI) funds to partner community organizations to provide down-payment assistance to qualifying homeowners in accordance with Provincial program guidelines.

### **Community Housing Repairs**

Flow Canada-Ontario Community Housing Initiative (COCHI) funds to partner housing providers to address urgent capital repairs to help sustain the community housing stock in accordance with provincial program guidelines.

### **OPHI Capital**

Flow Ontario Priorities Housing Initiative (OPHI) funding to address local priorities in the areas of housing supply and affordability, including new affordable rental construction, community housing repair, and affordable homeownership.

## Major Programs and Services Continued

### **Headquarters Shared Cost - Housing Services Portion**

The allocated share of costs attributable to the Housing Services Division for the operation of the Regional Headquarters facility.

### **Social Assistance**

Deliver the Ontario Works Program including funding programs to end homelessness. Ontario Works provides financial assistance, basic health benefits and case management services to residents in need. Through life stabilization supports and employment services, residents create action plans to achieve personal goals which support the movement towards employability and financial independence.

### **Regional Investment in Homelessness Supports**

Provide dedicated Regional funding for programs focused on assisting people experiencing homelessness, or at risk of becoming homeless.

### **Homelessness Prevention Program (HPP)**

Manage specific programs designed to assist people experiencing homelessness, or at risk of becoming homeless.

### **Reaching Home**

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

### **Ontario Works Program Delivery**

Deliver Ontario Works and related programs, in a fiscally efficient, effective and ethically responsible fashion, in accordance with the Ontario Works Act.

### **Ontario Works Client Benefits**

Provide basic financial assistance which includes basic needs, shelter allowance, mandatory/discretionary supports and employment benefits to eligible residents in Durham Region.

### **Funerals and Burials**

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

## Major Programs and Services Continued

### **Social Investment Fund**

Prevent and reduce the depth of child poverty, support attachment to the workforce, provide a means of social inclusion for families and individuals and provide targeted community initiatives to enhance social infrastructure.

### **Integrated Employment Services**

The Province of Ontario has selected the Durham Employment Services Consortium comprised of The Regional Municipality of Durham (as the lead agency), Durham Workforce Authority, and Durham College as the Employment Service System Manager (SSM) for Durham Region. The Region, as the lead agency, will now lead Durham's Employment System through a transformation process to ensure responsive and effective Employment Services are available in Durham.

### **Headquarters Shared Cost – Social Assistance Portion**

The allocated share of costs attributable to the Social Assistance Division for the operation of the Regional Headquarters facility.

### **Long-Term Care and Services for Seniors**

Provides programs and services in four Regionally owned and operated accredited long-term care homes. Also provides respite care, caregiver relief and Adult Day programs.

### **For the Fairview Lodge, Hillsdale Estates, Hillsdale Terraces and Lakeview Manor Long-Term Care Homes Nursing and Personal Care**

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

### **Resident Care Program Support (RCPS)**

Provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 849 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours.

### **Raw Food**

Expenditure and subsidy associated with the provision of nutrition and food services for residents.

## Major Programs and Services Continued

### **Other Accommodation**

Responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.

### **Long-Term Care Administration**

#### **Divisional Administration**

Provide strategic direction, develop and promote divisional initiatives and provide administrative support to the Region's four long-term care (LTC) homes.

#### **Homemakers Services**

Purchase homemaking services for low-income persons in need, as determined by, and in accordance with, the Homemakers and Nurses' Act, to facilitate the frail, elderly and ill/disabled persons remaining in their own homes.

#### **Adult Day Program**

Provide on-site and virtual day programs to meet the needs of frail, physically disabled and/or cognitively impaired adults living in the community and provide respite and assistance to the family caregiver.



# Strategic Priorities

For 2023 key priorities and planned actions focus on:

## Community Vitality



Expand the hours and locations of the EarlyON Child and Family Centres in Durham Region



Expand access to affordable quality mental health, counselling and other supports and services that improve the lives of people living or working in Durham Region



Enhance support to caregivers who have a loved one that has moved into a Regional Long-Term Care Home



Establish a Behavioural Support Ontario Virtual Mobile Team to support the Central East Health Region in partnership with the Province

## Social Investment



Continue to deliver Family Services 'Quick Access' Intake Counselling to all Ontario Works sites providing seamless, integrated and timely access to counselling and mental health supports and services

## Strategic Priorities Continued



Expansion of operations with the Primary Care Outreach Program (PCOP) to improve access to primary care and social work services to vulnerable populations including homeless, at-risk of homelessness populations and recently housed



Continue to utilize 'Built for Zero' scorecards for operationalization of the By-Name List, to monitor trends in homelessness, and Coordinated Access to facilitate the triaging of people experiencing chronic homelessness



Strengthen financial partnerships to provide and enhance affordable housing



Develop long-term innovative approaches to prevent homelessness



Use knowledge and data to inform and engage the community on issues related to poverty



Strengthen sectoral (mental health & additions, DRPS and health) partnerships to the needs of individuals within vulnerable sectors including youth, victims of Human Trafficking, and residents living with mental health and addictions

## Strategic Priorities Continued



Leverage technology to capture and assess the specific needs of clients in receipt of social assistance and effectively link to services and supports that improve employment and quality of life

## Key Targets for 2023

### Children's Services

- Support over 50 EarlyON Child and Family Centres in Durham Region - consistent with 2022 levels

### Emergency Management and Program Support Service

- Provide 24/7 support to municipal Community Emergency Management Coordinators in Durham Region - consistent with 2022 supports

### Family Services

- Provide 21,600 hours of direct counselling, education and case management services to clients - consistent with 2022 services

### Housing Services

- Maintain over 1,200 units for Rent-Geared-to-Income households - consistent with 2022 inventory

### Social Assistance

- Provide 1,200 participants with virtual life skills and employment workshops - consistent with 2022 levels

### Long-Term Care Homes

- Provide 4.2 hours of direct Nursing and Personal Care and 0.55 hours of Allied Health Care per resident per day in our Long-Term Care homes - an increase from the 2022 direct Nursing and Personal Care level of 3.8 hours
- Provide 5,000 hours of homemaking services for low-income persons in need - an increase from 2,500 hours in 2022

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	173,911	170,918	181,800		
Personnel Related	1,077	1,057	1,027		
Communications	932	1,105	1,011		
Supplies	2,045	2,141	1,888		
Food	4,998	5,187	5,287		
Utilities	2,927	2,871	3,190		
Medical Care	2,484	1,966	1,687		
Computer Maintenance & Operations	468	514	605		
Materials & Services	3,776	2,431	2,548		
Buildings & Grounds Operations	2,434	2,026	2,210		
Equipment Maintenance & Repairs	1,047	823	823		
Vehicle Operations	72	36	36		
Client Benefit Expenses	70,353	83,489	83,489		
Outside Agency Expenses	44,873	44,959	53,061		
Social Housing Provider Expenses	980	979	906		
Debt Charges	7,046	7,882	7,047		
Professional Services	1,384	1,301	1,473		
Contracted Services	117,552	82,342	206,555		
Leased Facilities Expenses	1,722	1,735	1,735		
Financial Expenses	262	234	249		
Property Taxes	14	78	78		
Minor Assets & Equipment	355	20	166		
Major Repairs & Renovations	525	394	167		
Headquarters Shared Costs	2,635	2,635	2,974		
<b>Operating Expenses Subtotal</b>	<b>443,872</b>	<b>417,123</b>	<b>560,012</b>	<b>142,889</b>	<b>34.3%</b>
<b>Internal Transfers &amp; Recoveries</b>					
NextGen Charges	6	6	6		
Health Charge	351	351	351		
Recovery - Durham Emergency Management	-	-	(71)		
Recovery - CUPE President	-	-	(110)		
Recovery - Corporate HR	(215)	(215)	(113)		

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

Durham Budget 2023	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
Recovery - PCOP	(189)	(189)	(220)		
DRLHC Payroll Charge	(3,113)	(3,113)	(3,366)		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>(3,160)</b>	<b>(3,160)</b>	<b>(3,523)</b>	<b>(363)</b>	<b>(11.5%)</b>
<b>Gross Operating Expenses</b>	<b>440,712</b>	<b>413,963</b>	<b>556,489</b>	<b>142,526</b>	<b>34.4%</b>
<b>Capital Expenses</b>					
New	256	232	126,364		
Replacement	2,423	2,423	2,134		
<b>Capital Expenses Subtotal</b>	<b>2,679</b>	<b>2,655</b>	<b>128,498</b>	<b>125,843</b>	<b>4,739.8%</b>
<b>Total Expenses</b>	<b>443,391</b>	<b>416,618</b>	<b>684,987</b>	<b>268,369</b>	<b>64.4%</b>
<b>Operating Revenue</b>					
Provincial Subsidy General	(281,384)	(249,714)	(383,262)		
Federal Subsidy	(13,796)	(10,756)	(13,832)		
Fees & Service Charges	(21,568)	(22,408)	(21,606)		
Rents	(30)	(64)	(112)		
Sundry Revenue	(665)	(662)	(662)		
Reserve Financing for Operations	-	-	(1,200)		
Recovery from Operating Impact	-	(700)	-		
Stabilization Reserve Fund	-	-	-		
Revenue from Related Entities	(20)	(20)	(20)		
<b>Operating Revenue Subtotal</b>	<b>(317,463)</b>	<b>(284,324)</b>	<b>(420,694)</b>	<b>(136,370)</b>	<b>(48.0%)</b>
<b>Capital Financing</b>					
Grant - Capital	-	-	(10,525)		
Residential DC - Long-Term Care Homes	-	-	(651)		
Recovery from Capital Project Reserve	-	-	(10,591)		
Other	(778)	(778)	(10,180)		
Debenture	-	-	(94,078)		
Recovery from Related Entities	-	(31)	-		
<b>Capital Financing Subtotal</b>	<b>(778)</b>	<b>(809)</b>	<b>(126,025)</b>	<b>(125,216)</b>	<b>(15,477.9%)</b>
<b>Total Revenues and Financing</b>	<b>(318,241)</b>	<b>(285,133)</b>	<b>(546,719)</b>	<b>(261,586)</b>	<b>(91.7%)</b>
<b>Property Tax Requirement Social Services</b>	<b>125,150</b>	<b>131,485</b>	<b>138,268</b>	<b>6,783</b>	<b>5.2%</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Children's Services</b>														
1 Purchased Fee Subsidy Spaces	1,582	21,056	-	(19,476)	-	1,580	21,055	-	(19,476)	-	1,579	-		
2 Directly Operated Spaces	3,707	9,250	-	(4,507)	(1,493)	3,250	7,007	35	(4,507)	(706)	1,829	(1,421)		
3 Ontario Works Child Care	298	1,500	-	(1,227)	-	273	1,500	-	(1,227)	-	273	-		
4 Special Needs Resourcing	712	3,486	-	(3,108)	-	378	3,486	-	(3,108)	-	378	-		
5 Children's Developmental and Behavioural Supports	300	2,674	-	(1,422)	(622)	630	2,767	-	(1,422)	(636)	709	79		
6 General Operating Program Subsidy	814	9,992	-	(9,025)	-	967	9,492	-	(8,525)	-	967	-		
7 Core Administration	4,017	4,905	-	(1,051)	-	3,854	4,652	-	(1,551)	-	3,101	(753)		
8 Special Purpose - Projects	-	1,061	-	(1,061)	-	-	1,061	-	(1,061)	-	-	-		
9 Wage Enhancement	206	11,797	-	(11,591)	-	206	11,797	-	(11,591)	-	206	-		
10 Child and Family Supports	-	5,086	-	(5,086)	-	-	5,395	-	(5,395)	-	-	-		
11 Child Care Expansion Plan	1,541	10,520	114	(8,534)	-	2,100	10,437	81	(8,534)	-	1,984	(116)		
12 Canada-Ontario Early Learning and Child Care	-	8,871	-	(8,871)	-	-	6,191	-	(6,191)	-	-	-		
13 Canada Wide Early Learning and Child Care	-	-	-	-	-	-	110,729	-	(110,729)	-	-	-		
14 Headquarters Shared Cost - Children's Services Portion	360	632	-	(272)	-	360	717	-	(272)	-	445	85		
<b>Children's Services Subtotal</b>	<b>13,537</b>	<b>90,830</b>	<b>114</b>	<b>(75,231)</b>	<b>(2,115)</b>	<b>13,598</b>	<b>196,286</b>	<b>116</b>	<b>(183,589)</b>	<b>(1,342)</b>	<b>11,471</b>	<b>(2,126)</b>	<b>(15.6%)</b>	
<b>Emergency Management and Program Support Services</b>														
1 Emergency Management	326	158	-	-	-	158	488	-	-	-	488	330		
2 Program Support Services	156	312	8	-	-	320	757	4	-	-	761	441		
<b>Emergency Management and Program Support Services Subtotal</b>	<b>482</b>	<b>470</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>478</b>	<b>1,245</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>1,249</b>	<b>771</b>	<b>161.3%</b>	

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Family Services</b>													
1 Core Community Services	4,886	5,220	55	-	(197)	5,078	5,413	4	-	(197)	5,220	142	
2 Employee Assistance Program (EAP)	-	178	-	-	(178)	-	178	-	-	(178)	-	-	
3 Adult Community Support Services	130	725	-	(599)	-	126	883	-	(771)	-	112	(14)	
4 Partner Assault Response	45	480	-	(428)	(52)	-	497	-	(445)	(52)	-	-	
5 Facilities Management	266	254	-	-	-	254	254	11	-	-	265	11	
6 Headquarters Shared Cost - Family Services Portion	369	369	-	-	-	369	418	-	-	-	418	49	
<b>Family Services Subtotal</b>	<b>5,696</b>	<b>7,226</b>	<b>55</b>	<b>(1,027)</b>	<b>(427)</b>	<b>5,827</b>	<b>7,643</b>	<b>15</b>	<b>(1,216)</b>	<b>(427)</b>	<b>6,015</b>	<b>188 3.2%</b>	
<b>Housing Services</b>													
1 Community Housing Administration	1,809	2,173	35	(43)	(64)	2,101	3,647	42	(44)	(113)	3,532	1,431	
2 Durham Access to Social Housing	109	118	-	-	-	118	98	-	-	-	98	(20)	
3 Investment in Affordable Housing (IAH)	-	247	-	(247)	-	-	248	-	(248)	-	-	-	
4 DRLHC - Property Management	-	-	31	-	(31)	-	-	-	-	-	-	-	
5 Community Housing Provider Payments	27,949	39,296	-	(8,578)	-	30,718	39,420	-	(8,734)	-	30,686	(32)	
6 Commercial Rent Supplement	3,273	3,273	-	-	-	3,273	3,333	-	-	-	3,333	60	
7 Durham Region Rent Supplement	511	511	-	-	-	511	1,549	-	-	-	1,549	1,038	
8 Strong Communities Rent Supplement	-	1,439	-	(1,439)	-	-	1,439	-	(1,439)	-	-	-	
9 Rent Supplement Direct Delivery	-	1,013	-	(1,013)	-	-	1,013	-	(1,013)	-	-	-	
10 Rent Supplement and Housing Allowance Shared Delivery	-	291	-	(291)	-	-	291	-	(291)	-	-	-	
11 Home Ownership	-	25	-	(25)	-	-	-	-	-	-	-	-	
12 Community Housing Repairs	-	288	-	(288)	-	-	3,687	-	(3,687)	-	-	-	
13 OPHI Capital	-	-	-	-	-	-	3,423	-	(3,423)	-	-	-	
14 Headquarters Shared Cost - Housing Services Portion	136	136	-	-	-	136	154	-	-	-	154	18	
<b>Housing Services Subtotal</b>	<b>33,787</b>	<b>48,810</b>	<b>66</b>	<b>(11,924)</b>	<b>(95)</b>	<b>36,857</b>	<b>58,302</b>	<b>42</b>	<b>(18,879)</b>	<b>(113)</b>	<b>39,352</b>	<b>2,495 6.8%</b>	

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Social Assistance</b>													
1 Regional Investment in Homelessness Supports	-	1,334	-	-	(700)	634	5,769	500	-	(1,200)	5,069	4,435	
2 Homelessness Prevention Program	-	9,067	-	(9,067)	-	-	10,097	-	(10,097)	-	-	-	
3 Reaching Home	(5)	2,054	-	(2,054)	-	-	4,974	-	(4,974)	-	-	-	
4 Ontario Works Program Delivery	15,264	36,595	485	(18,596)	(12)	18,472	34,701	141	(18,596)	(12)	16,234	(2,238)	
5 Ontario Works Client Benefits	-	81,732	-	(81,732)	-	-	81,732	-	(81,732)	-	-	-	
6 Funerals & Burials	176	275	-	-	(101)	174	275	-	-	(101)	174	-	
7 Social Investment Fund	893	833	-	-	-	833	833	-	-	-	833	-	
8 Integrated Employment Services	-	-	-	-	-	-	12,209	-	(12,209)	-	-	-	
9 Headquarters Shared Cost - Social Assistance Portion	735	1,370	-	(636)	-	734	1,553	-	(636)	-	917	183	
<b>Social Assistance Subtotal</b>	<b>17,063</b>	<b>133,260</b>	<b>485</b>	<b>(112,085)</b>	<b>(813)</b>	<b>20,847</b>	<b>152,143</b>	<b>641</b>	<b>(128,244)</b>	<b>(1,313)</b>	<b>23,227</b>	<b>2,380</b>	<b>11.4%</b>
<b>Fairview Lodge</b>													
1 Nursing and Personal Care	9,366	18,575	103	(11,805)	(56)	6,817	20,240	58	(13,207)	-	7,091	274	
2 Resident Care Program Support (RCPS)	681	2,011	-	(1,200)	(8)	803	2,200	-	(1,370)	(8)	822	19	
3 Raw Food	200	1,036	-	(721)	(80)	235	1,014	-	(824)	(29)	161	(74)	
4 Other Accommodation													
Administration	(7,015)	1,437	86	(1,908)	(4,483)	(4,868)	1,286	95	(1,694)	(4,509)	(4,822)	46	
Debt Charges	1,019	1,019	-	-	-	1,019	1,020	-	-	-	1,020	-	
Food Services	2,840	2,872	48	-	-	2,920	2,975	-	(63)	-	2,912	(8)	
Environmental Services	4,522	4,666	48	(60)	-	4,654	4,742	275	-	-	5,017	363	
Other Accommodation Subtotal	<b>1,366</b>	<b>9,994</b>	<b>182</b>	<b>(1,968)</b>	<b>(4,483)</b>	<b>3,725</b>	<b>10,023</b>	<b>370</b>	<b>(1,757)</b>	<b>(4,509)</b>	<b>4,127</b>		
<b>Fairview Lodge Subtotal</b>	<b>11,613</b>	<b>31,616</b>	<b>285</b>	<b>(15,694)</b>	<b>(4,627)</b>	<b>11,580</b>	<b>33,477</b>	<b>428</b>	<b>(17,158)</b>	<b>(4,546)</b>	<b>12,201</b>	<b>620</b>	<b>5.4%</b>
<b>Hillsdale Estates</b>													
1 Nursing and Personal Care	14,127	25,675	659	(15,255)	(566)	10,513	27,924	390	(17,198)	(6)	11,110	597	
2 Resident Care Program Support (RCPS)	654	2,270	-	(1,819)	(7)	444	2,631	-	(2,152)	(7)	472	28	
3 Raw Food	415	1,878	-	(1,092)	(84)	702	1,934	-	(1,250)	(84)	600	(102)	



## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>4 Other Accommodation</b>													
Administration	(9,907)	1,601	72	(1,955)	(7,598)	(7,880)	1,609	44	(1,017)	(7,389)	(6,753)	1,127	
Debt Charges	-	835	-	-	-	835	-	-	-	-	-	(835)	
Food Services	4,195	3,726	236	(30)	-	3,932	3,783	-	-	-	3,783	(149)	
Environmental Services	6,663	6,088	145	(30)	-	6,203	6,143	-	-	-	6,143	(60)	
Other Accommodation Subtotal	<b>951</b>	<b>12,250</b>	<b>453</b>	<b>(2,015)</b>	<b>(7,598)</b>	<b>3,090</b>	<b>11,535</b>	<b>44</b>	<b>(1,017)</b>	<b>(7,389)</b>	<b>3,173</b>		
<b>Hillsdale Estates Subtotal</b>	<b>16,147</b>	<b>42,073</b>	<b>1,112</b>	<b>(20,181)</b>	<b>(8,255)</b>	<b>14,749</b>	<b>44,024</b>	<b>434</b>	<b>(21,617)</b>	<b>(7,486)</b>	<b>15,355</b>	<b>606</b>	<b>4.1%</b>
<b>Hillsdale Terraces</b>													
1 Nursing and Personal Care	8,263	16,214	84	(10,009)	(81)	6,208	17,870	62	(11,372)	(4)	6,556	348	
2 Resident Care Program Support (RCPS)	601	1,829	-	(1,212)	(5)	612	2,067	-	(1,430)	(5)	632	20	
3 Raw Food	331	1,110	-	(728)	(41)	341	1,143	-	(833)	(41)	269	(72)	
<b>4 Other Accommodation</b>													
Administration	(6,590)	1,393	64	(1,618)	(4,494)	(4,655)	1,291	52	(1,243)	(4,697)	(4,597)	58	
Debt Charges	3,434	3,434	-	-	-	3,434	3,434	-	-	-	3,434	-	
Food Services	2,746	2,899	61	-	-	2,960	3,008	77	-	-	3,085	125	
Environmental Services	4,530	4,297	-	(60)	-	4,237	4,370	305	-	-	4,675	438	
Other Accommodation Subtotal	<b>4,120</b>	<b>12,023</b>	<b>125</b>	<b>(1,678)</b>	<b>(4,494)</b>	<b>5,976</b>	<b>12,103</b>	<b>434</b>	<b>(1,243)</b>	<b>(4,697)</b>	<b>6,597</b>		
<b>Hillsdale Terraces Subtotal</b>	<b>13,315</b>	<b>31,176</b>	<b>209</b>	<b>(13,627)</b>	<b>(4,621)</b>	<b>13,137</b>	<b>33,183</b>	<b>496</b>	<b>(14,878)</b>	<b>(4,747)</b>	<b>14,054</b>	<b>917</b>	<b>7.0%</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

		2022 Estimated Actuals		2022 Approved Budget (Restated)			2023 Proposed Budgets					Variance		
				Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$
<b>Lakeview Manor</b>														
1	Nursing and Personal Care	5,322	12,382	115	(7,244)	(85)	5,168	13,374	70	(8,051)	-	5,393	225	
2	Resident Care Program Support (RCPS)	860	1,738	-	(903)	(4)	831	1,998	-	(1,130)	(4)	864	33	
3	Raw Food	124	771	-	(542)	(26)	203	795	-	(621)	(25)	149	(54)	
4	Other Accommodation													
	Administration	(4,652)	1,112	80	(1,064)	(3,485)	(3,357)	932	38	(885)	(3,486)	(3,401)	(44)	
	Debt Charges	2,593	2,593	-	-	-	2,593	2,593	-	-	-	2,593	-	
	Food Services	2,105	1,882	98	-	-	1,980	1,922	5	-	-	1,927	(53)	
	Environmental Services	3,092	3,198	-	(20)	-	3,178	3,247	150	-	-	3,397	219	
	Other Accommodation Subtotal	<b>3,138</b>	<b>8,785</b>	<b>178</b>	<b>(1,084)</b>	<b>(3,485)</b>	<b>4,394</b>	<b>8,694</b>	<b>193</b>	<b>(885)</b>	<b>(3,486)</b>	<b>4,516</b>		
	<b>Lakeview Manor Subtotal</b>	<b>9,444</b>	<b>23,676</b>	<b>293</b>	<b>(9,773)</b>	<b>(3,600)</b>	<b>10,596</b>	<b>24,861</b>	<b>263</b>	<b>(10,687)</b>	<b>(3,515)</b>	<b>10,922</b>	<b>326</b>	<b>3.1%</b>
<b>LTC Administration</b>														
1	Divisional Administration	4,026	3,806	28	(178)	-	3,656	4,238	126,059	(10,525)	(115,500)	4,272	616	
2	Homemakers Services	18	32	-	(26)	-	6	100	-	(80)	-	20	14	
	<b>LTC Administration Subtotal</b>	<b>4,044</b>	<b>3,838</b>	<b>28</b>	<b>(204)</b>	<b>-</b>	<b>3,662</b>	<b>4,338</b>	<b>126,059</b>	<b>(10,605)</b>	<b>(115,500)</b>	<b>4,292</b>	<b>630</b>	<b>17.2%</b>
<b>Adult Day Program</b>														
1	Adult Day Program	22	989	-	(724)	(111)	154	989	-	(748)	(111)	130	(24)	
	<b>Adult Day Program Subtotal</b>	<b>22</b>	<b>989</b>	<b>-</b>	<b>(724)</b>	<b>(111)</b>	<b>154</b>	<b>989</b>	<b>-</b>	<b>(748)</b>	<b>(111)</b>	<b>130</b>	<b>(24)</b>	<b>(15.6%)</b>
<b>Social Services</b>		<b>125,150</b>	<b>413,964</b>	<b>2,655</b>	<b>(260,470)</b>	<b>(24,664)</b>	<b>131,485</b>	<b>556,491</b>	<b>128,498</b>	<b>(407,621)</b>	<b>(139,100)</b>	<b>138,268</b>	<b>6,783</b>	<b>5.2%</b>


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

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

Durham Budget	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Children's Services</b>									
<b>Capital Expenditures</b>									
Building & Structures		-	-	98	-	-	162	179	439
Machinery & Equipment		-	18	-	-	-	-	68	68
Information Technology		114	81	70	64	81	70	359	644
Furniture & Fixtures		-	17	35	17	17	18	87	174
<b>Capital Expenditure Subtotal</b>		<b>114</b>	<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>
<b>Capital Financing</b>									
General Levy		114	116	203	81	98	250	693	1,325
<b>Capital Financing Subtotal</b>		<b>114</b>	<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>
<b>Total Capital Children's Services</b>		<b>114</b>	<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>
<b>Emergency Management and Program Support Services</b>									
<b>Capital Expenditures</b>									
Information Technology		8	4	-	2	4	-	13	19
<b>Capital Expenditure Subtotal</b>		<b>8</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>
<b>Capital Financing</b>									
General Levy		8	4	-	2	4	-	13	19
<b>Capital Financing Subtotal</b>		<b>8</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>
<b>Total Capital Emergency Management and Program Support Services</b>		<b>8</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Family Services</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	-	-	1,900	-	-	-	1,900
Machinery & Equipment	-	11	-	-	-	-	-	-
Information Technology	55	4	69	25	4	99	158	355
<b>Capital Expenditure Subtotal</b>	<b>55</b>	<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>
<b>Capital Financing</b>								
General Levy	55	15	69	228	4	99	158	558
Seaton Capital Reserve Fund	-	-	-	1,150	-	-	-	1,150
Development Charges	-	-	-	547	-	-	-	547
<b>Capital Financing Subtotal</b>	<b>55</b>	<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>
<b>Total Capital Family Services</b>	<b>55</b>	<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>
<b>Housing Services</b>								
<b>Capital Expenditures</b>								
Information Technology	66	42	40	54	46	40	240	420
<b>Capital Expenditure Subtotal</b>	<b>66</b>	<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>
<b>Capital Financing</b>								
General Levy	35	42	38	38	42	38	197	353
Other Financing	31	-	2	16	4	2	43	67
<b>Capital Financing Subtotal</b>	<b>66</b>	<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>
<b>Total Capital Housing Services</b>	<b>66</b>	<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Social Assistance</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	500	242	6,400	-	-	20,000	26,642
Machinery & Equipment	57	14	50	-	-	-	10	60
Information Technology	428	127	221	221	188	301	1,053	1,984
<b>Capital Expenditure Subtotal</b>	<b>485</b>	<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>
<b>Capital Financing</b>								
General Levy	485	641	513	940	188	301	18,679	20,621
Seaton Capital Reserve Fund	-	-	-	3,850	-	-	-	3,850
Development Charges	-	-	-	1,831	-	-	2,384	4,215
<b>Capital Financing Subtotal</b>	<b>485</b>	<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>
<b>Total Capital Social Assistance</b>	<b>485</b>	<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Long-Term Care and Services for Seniors</b>								
<b>Fairview Lodge Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	265	-	-	-	-	-	
Machinery & Equipment	193	87	356	316	251	283	1,214	2,420
Information Technology	82	76	31	85	82	22	359	579
Furniture & Fixtures	10	-	59	13	14	25	27	138
<b>Capital Expenditure Subtotal</b>	<b>285</b>	<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Capital Financing</b>								
General Levy	229	422	446	414	347	330	1,600	3,137
Reserve/ Reserve Funds	56	-	-	-	-	-	-	-
Subsidy / Grant	-	6	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>285</b>	<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Total Capital Fairview Lodge Long-Term Care Home</b>	<b>285</b>	<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Hillsdale Estates Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Machinery & Equipment	1,058	389	1,931	291	215	2,264	970	5,671
Information Technology	54	30	61	69	46	20	260	456
Furniture & Fixtures	-	15	70	62	50	60	300	542
Building & Structures	-	-	171	1,741	-	-	1,470	3,382
<b>Capital Expenditure Subtotal</b>	<b>1,112</b>	<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>

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

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

Durham Budget 2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	553	434	2,233	2,163	311	2,344	3,000	10,051
Reserve/ Reserve Funds	559	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>1,112</b>	<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>
<b>Total Capital</b>	<b>1,112</b>	<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>
<b>Hillsdale Estates Long-Term Care Home</b>								

### Hillsdale Terraces Long-Term Care Home


<b>Capital Expenditures</b>								
Building & Structures	-	-	70	20	110	1,590	19,144	20,934
Machinery & Equipment	145	471	839	129	96	1,374	4,682	7,120
Information Technology	64	20	46	85	53	46	203	433
Furniture & Fixtures	-	5	5	5	5	5	25	45
<b>Capital Expenditure Subtotal</b>	<b>209</b>	<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Capital Financing</b>								
General Levy	132	496	960	239	264	3,015	24,054	28,532
Reserve/ Reserve Funds	77	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>209</b>	<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Total Capital</b>	<b>209</b>	<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Hillsdale Terraces Long-Term Care Home</b>								

### Lakeview Manor Long-Term Care Home

<b>Capital Expenditures</b>								
Building & Structures	-	-	-	-	60	640	-	700
Machinery & Equipment	231	224	426	308	163	570	1,272	2,739
Information Technology	62	39	10	17	51	8	141	227
Furniture & Fixtures	-	-	158	158	8	-	-	324
<b>Capital Expenditure Subtotal</b>	<b>293</b>	<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	208	263	594	483	282	1,218	1,413	3,990
Reserve/ Reserve Funds	85	-	-	-	-	-	-	-
Subsidy / Grant	-	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>293</b>	<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>
<b>Total Capital Lakeview Manor Long-Term Care Home</b>	<b>293</b>	<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>
<b>Long-Term Care Administration</b>								
<b>Capital Expenditures</b>								
Building and Structures	-	126,025	-	-	-	-	-	-
Information Technology	28	34	6	36	34	6	111	193
Furniture & Fixtures	-	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>	<b>28</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Capital Financing</b>								
General Levy	28	34	6	36	34	6	111	193
Capital Project Reserve	-	10,591	-	-	-	-	-	-
Residential DC	-	651	-	-	-	-	-	-
Subsidy / Grant	-	10,525	-	-	-	-	-	-
Other Financing	-	10,180	-	-	-	-	-	-
Debenture - Subsidy	-	60,800	-	-	-	-	-	-
Debenture - Region Funded	-	33,278	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>28</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Total Capital Long-Term Care Administration</b>	<b>28</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Total Capital Social Services</b>	<b>2,655</b>	<b>128,498</b>	<b>5,064</b>	<b>12,018</b>	<b>1,578</b>	<b>7,603</b>	<b>52,345</b>	<b>78,608</b>



## Details of Budget Changes

### Strategic Investments: Children's Services

**2023 Impact**  
(\$ 000's)

Canada-Wide Early Learning and Child Care (CWELCC) investments totals \$110.7 million including fee reduction (\$78,000k), fee subsidy (\$27,100k), workforce compensation (\$4,000k), minimum wage offset (\$200k) and administrative costs (\$1,400k). Costs include 6.0 FTEs approved in-year in 2022 (Report #2022-S-6) and three positions transferred from other areas of Children's Services.

-

- Increase in subsidy for the Region's Directly Operated Child Care Centres as a result of CWELCC funding (\$1,980k) which is partially offset by a reduction in parent fees (\$788k). (1,192)
- Increase in subsidy for the childcare administration costs as a result of CWELCC (466)

Additional Manager (1.0 FTE) to oversee the renewed Ontario Autism Program and support Children's Developmental and Behavioural Supports along with the planned expansion of the Region's directly operated childcare centres. Annualized impact of \$174k

87

The provincial government announced a one-time transitional grant of \$3,200k. The funding is allocated to fee subsidies (\$1,100k), funding for childcare providers (\$1,600k) and increased subsidy of administration costs (\$500k)

(500)

Provincial funding investment for a new Children's Mental Health Program which has been offset by program costs (\$88k).

-

Increased provincial funding for investment in the delivery of the Early Learning and Child Care Programs which has been offset by increased program costs (\$613k).

-

Increased provincial funding for investment in the delivery of EarlyON and Child Care Programs which has been offset by program costs (\$220k).

-

Decrease in provincial subsidy and associated costs (\$3,294k) for the Workforce Strategies Program as the program ends on March 31, 2023.

-

## Details of Budget Changes Continued

**Strategic Investments: Children's Services Subtotal** (2,071)

**Base Adjustments: Children's Services** **2023 Impact**  
(\$ 000's)

Economic increases 94

Inflationary increases 11

Line-by-line savings (245)

Increase in Children's Services share of the operations and maintenance cost for Regional Headquarters 85

**Base Adjustments: Children's Services Subtotal** (55)

**Net Changes – Children's Services** (2,126)

## Details of Budget Changes Continued

### Strategic Investments: Emergency Management and Program Support Service

**2023 Impact**  
(\$ 000's)

Temporary Emergency Management Coordinator (\$71k) to support work with Ontario Power Generation. Costs fully recovered from Ontario Power Generation

-

### Strategic Investments: Emergency Management and Program Support Service Subtotal

-

### Base Adjustments: Emergency Management and Program Support Service

**2023 Impact**  
(\$ 000's)

Economic increases

6

Transfer of 6.00 FTE to realign staff positions to Emergency Management and Program Support Service to better reflect the services provided

765

### Base Adjustments: Emergency Management and Program Support Service Subtotal

**771**

### Net Changes – Emergency Management and Program Support Service

**771**

## Details of Budget Changes Continued

### Strategic Investments: Family Services

**2023 Impact**  
(\$ 000's)

Increased provincial investment for Adult Community Support Services offset by a new Family Services Supervisor (1.0 FTE) and other program costs (\$172k).

-

### Strategic Investments: Family Services Subtotal

-

### Base Adjustments: Family Services

**2023 Impact**  
(\$ 000's)

Economic increases

20

Line-by-line savings

(35)

Transfer of 0.55 FTE to Emergency Management and Program Support Services

(87)

Transfer of 1.0 FTE from Long Term Care for Seniors Safety Program

133

Transfer of 0.85 FTE from Social Assistance

108

Increase in Family Services share of the operations and maintenance cost for Regional Headquarters

49

### Base Adjustments: Family Services Subtotal

**188**

### Net Changes – Family Services

**188**

## Details of Budget Changes Continued

<b>Strategic Investments: Housing Services</b>	<b>2023 Impact</b> (\$ 000's)
Increased Regional investment in rent supplement programs to assist additional residents seeking affordable housing	1,138
Operating costs for the Beaverton Supportive Housing to ensure service needs of clients are met	736
Operating costs for the Micro-home Pilot Project	41
Professional fees to provide an update to the At Home in Durham Housing Plan	100
Increased funding under the Canada-Ontario Community Housing Initiative of \$3,400k which has been offset by program costs.	-
Increased funding under the Ontario Priorities Housing Initiative of \$3,423k which has been offset by program costs.	-
<b>Strategic Investments: Housing Services Subtotal</b>	<b>2,015</b>
<b>Base Adjustments: Housing Services</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	74
Realign staff positions in Community Housing to better reflect the services provided	383
Increase in Housing's share of the operations and maintenance cost for Regional Headquarters	23
<b>Base Adjustments: Housing Services Subtotal</b>	<b>480</b>
<b>Net Changes - Housing Services</b>	<b>2,495</b>

## Details of Budget Changes Continued

### Strategic Investments: Social Assistance

**2023 Impact**  
(\$ 000's)

Incremental regional investment of \$4,435k to address the needs of people experiencing or at risk of homelessness brings the Region's total investment to \$6,269k. A portion of this incremental investment is funded from Regional reserves. This incremental funding is allocated for payments to service providers (\$3,935k) and for leasehold improvements at 312 Colborne Street in Whitby to create a family shelter expected to open in late 2023 (\$500k)	4,435
Adjusted the amount in provincial Homelessness Prevention Program (HPP) funding to \$1,030k to reflect the actual 2022 allocation received following the approval of the Region's budget. Total funding of \$10,097 is allocated to service providers (\$9,337k) and support costs (\$760k) including the redeployment of Social Assistance staff (3.1 FTEs) to homelessness initiatives (\$397k)	(397)
Adjusted the amount in federal Reaching Home program funding by \$2,920k to reflect the actual 2022 allocation received following the approval of the Region's budget. Total funding of \$4,974k is allocated to service providers (\$4,228k) and program administration currently provided by the Region (\$746k)	(746)
The Province of Ontario has selected the Durham Employment Services Consortium comprised of The Regional Municipality of Durham (as the lead agency), Durham Workforce Authority, and Durham College as the Employment Service System Manager (SSM) for Durham Region. The Region, as the lead agency will now lead Durham's Employment System through a transformation process to ensure responsive and effective Employment Services are available in Durham. Included in the budget is provincial investment of \$12,209k for Integrated Employment Services consisting of Planning Period costs (\$183k), and Transition Period costs (\$12,026k), with integrated service delivery planned for 2024	-

### Strategic Investments: Social Assistance Subtotal

**3,292**

## Details of Budget Changes Continued

<b>Base Adjustments: Social Assistance</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	237
Line-by-line savings	(546)
Transfer of 5.45 FTEs to Emergency Management and Program Support	(678)
Transfer of 1.0 FTE to Family Services	(108)
Increase in Social Assistance's share of the operations and maintenance cost for Regional Headquarters	183
<b>Base Adjustments: Social Assistance Subtotal</b>	<b>(912)</b>
<b>Net Changes - Social Assistance</b>	<b>2,380</b>

## Details of Budget Changes Continued

	<b>2023 Impact</b> (\$ 000's)
<b>Strategic Investments: Fairview Lodge Long-Term Care Home</b>	
New Positions – details of the 14.0 FTEs are provided in the Staffing Details Section. Annualized impact of \$1,292k	1,038
Increase in part-time hours to achieve increased hours of direct and allied care per resident	764
Net increase provincial funding to increase hours of direct and allied care per resident and additional Behavioural Supports Ontario Virtual services	(1,464)
Net investment in capital – for further details see Appendix C	199
<b>Strategic Investments: Fairview Lodge Long-Term Care Home Subtotal</b>	<b>537</b>
<b>Base Adjustments: Fairview Lodge Long-Term Care Home</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	128
Annualization of 1.0 FTE approved in the 2022 budget	39
Inflationary increases	122
Line-by-line savings	(133)
Transfer of 1.0 FTE to Hillsdale Terraces	(73)
<b>Base Adjustments: Fairview Lodge Long-Term Care Home Subtotal</b>	<b>83</b>
<b>Net Changes - Fairview Lodge Long-Term Care Home</b>	<b>620</b>



## Details of Budget Changes Continued

	<b>2023 Impact</b> (\$ 000's)
<b>Strategic Investments: Hillsdale Estates Long-Term Care Home</b>	
New Positions – details of the 19.0 FTEs are provided in the Staffing Details Section. Annualized impact of \$1,524k	1,143
Increase in part-time hours to achieve increased hours of direct and allied care per resident	1,359
Net increase provincial funding to increase hours of direct and allied care per resident	(1,437)
Increase in Major Renovations and Minor equipment requirements to ensure state of good repair of facility and equipment	79
Net reduction in capital – for further details see Appendix C	(118)
<b>Strategic Investments: Hillsdale Estates Long-Term Care Home Subtotal</b>	<b>1,026</b>
<b>Base Adjustments: Hillsdale Estates Long-Term Care Home</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	167
Annualization of 1.0 FTE approved in the 2022 Budget	19
Inflationary increases	239
Line-by-line savings (reduction in debt servicing costs \$835k)	(845)
<b>Base Adjustments: Hillsdale Estates Long-Term Care Home Subtotal</b>	<b>(420)</b>
<b>Net Changes – Hillsdale Estates Long-Term Care Home</b>	<b>606</b>

## Details of Budget Changes Continued

	<b>2023 Impact</b> (\$ 000's)
<b>Strategic Investments: Hillsdale Terraces Long-Term Care Home</b>	
New Positions – details of the 15.0 FTEs are provided in the Staffing Details Section. Annualized impact of \$1,203k	942
Increase in part-time hours to achieve increased hours of direct and allied care per resident	802
Net increase provincial funding to increase hours of direct and allied care per resident	(1,252)
Increase in Major Renovations and Minor equipment requirements to ensure state of good repair of facility and equipment	79
Net investment in capital – for further details see Appendix C	287
<b>Strategic Investments: Hillsdale Terraces Long-Term Care Home Subtotal</b>	<b>858</b>
<b>Base Adjustments: Hillsdale Terraces Long-Term Care Home</b>	
	<b>2023 Impact</b> (\$ 000's)
Economic increases	164
Annualization of 1.0 FTE approved in the 2022 budget	39
Inflationary increases	163
Line-by-line savings	(380)
Transfer of 1.0 FTE from Fairview Lodge	73
<b>Base Adjustments: Hillsdale Terraces Long-Term Care Home Subtotal</b>	<b>59</b>
<b>Net Changes – Hillsdale Terraces Long-Term Care Home</b>	<b>917</b>

## Details of Budget Changes Continued

	<b>2023 Impact</b> (\$ 000's)
<b>Strategic Investments:</b> Lakeview Manor Long-Term Care Home	
New Positions – details of the 11.0 FTEs are provided in the Staffing Details Section. Annualized impact of \$1,045k	782
Increase in part-time hours to achieve increased hours of direct and allied care per resident	352
Net increase provincial funding to increase hours of direct and allied care per resident	(913)
<b>Strategic Investments:</b> Lakeview Manor Long-Term Care Home Subtotal	<b>221</b>
	<b>2023 Impact</b> (\$ 000's)
<b>Base Adjustments:</b> Lakeview Manor Long-Term Care Home	
Economic increases	59
Inflationary increases	128
Line-by-line savings	(82)
<b>Base Adjustments:</b> Lakeview Manor Long-Term Care Home Subtotal	<b>105</b>
<b>Net Changes - Lakeview Manor Long-Term Care Home</b>	<b>326</b>

## Details of Budget Changes Continued

<b>Strategic Investments: Long-Term Care Administration</b>	<b>2023 Impact</b> (\$ 000's)
New Positions – details of the 4.0 FTEs are provided in the Staffing Details Section. Annualized impact of \$560k	280
Increased investment in Homemakers Services	14
Increased part time salaries	237
Net incremental investment in capital – for further details see Appendix C	40
<b>Strategic Investments: Long-Term Care Administration Subtotal</b>	<b>571</b>
<b>Base Adjustments: Long-Term Care Administration</b>	<b>2023 Impact</b> (\$ 000's)
Economic Increases	192
Transfer of 1.0 FTE to Family Services Division	(133)
<b>Base Adjustments: Long-Term Care Administration Subtotal</b>	<b>59</b>
<b>Net Changes - Long-Term Care Administration</b>	<b>630</b>

## Details of Budget Changes Continued

<b>Base Adjustments:</b> Adult Day Program	<b>2023 Impact</b> (\$ 000's)
Economic increases	10
Increase in charge to Long-Term Care Homes	(10)
Increase in provincial subsidy	(24)
<b>Base Adjustments:</b> Adult Day Program Subtotal	<b>(24)</b>
<b>Net Changes - Adult Day Program</b>	<b>(24)</b>
<b>Net Changes: Social Services</b>	<b>6,783</b>

## Staffing Details

Children's Services

**Full Time Equivalents  
(FTE's)**

### 2022 Approved Complement

134.24

### Positions Approved in Year

On June 29, 2022 Regional Council, through Report 2022-SS-6, approve six new full-time positions to implement the Canada-Wide Early Learning and Childcare System (CWELCC). All six positions are fully funded under the CWELCC program.

Quality Assurance Advisor	1.0
Financial Analyst 2	1.0
Program Manager – a Policy Advisor was subsequently converted to a second Program Manager to address the resource requirements	2.0
Program Assistant	1.0
Senior Accounting Clerk was subsequently converted to a Business Technology Coordinator Position to address the resource requirements	1.0

### Positions Approved in Year

6.0

### Proposed New Positions

Manager to support the renewal of the Ontario Autism Program and the Children's Developmental and Behavioural Supports, and the planned expansion of the Region's Directly Operated Childcare Centres	1.0
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### Total Proposed New Positions

1.0

### Children's Service's Subtotal

**141.24**

## Staffing Details Continued

Emergency Management and Program Support Services	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>2.0</u>
<b>Position Transfers</b>	
Program Assistants transferred from Social Assistance	3.0
Manager Strategic Partnerships transferred from Social Assistance	1.0
Emergency Management Coordinator transferred from Social Assistance	1.0
Advisor - Policy transferred from Family Services (0.55) and Social Assistance (0.45)	1.0
<b>Total Position Transfers</b>	<u>6.0</u>
<b>Emergency Management and Program Support Services Subtotal</b>	<b>8.0</b>

## Staffing Details Continued

Family Services	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement</b>	<b><u>59.56</u></b>
<b>Position Transfers</b>	
Family Counsellor 2 transferred from Social Assistance	0.85
Seniors' Safety Advisor transferred from Long Term Care	1.0
Policy Advisor transferred to Emergency Management and Program Support Services	(0.55)
<b>Total Position Transfers</b>	<b><u>1.3</u></b>
<b>Proposed New Positions</b>	
Supervisor to expand Adult Protection Services. This position is fully funded by provincial subsidy	1.0
<b>Total Proposed New Positions</b>	<b><u>1.0</u></b>
<b>Family Services Subtotal</b>	<b><u>61.86</u></b>



## Staffing Details Continued

Housing Services	Full Time Equivalents (FTE's) Restated
<b>2022 Approved Complement</b>	<b><u>48.06</u></b>
<b>Housing Services Subtotal</b>	<b><u>48.06</u></b>

## Staffing Details Continued

Social Assistance	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement</b>	<u>293.14</u>
<b>Position Transfers</b>	
Program Assistant transferred to Emergency Management and Program Support Services	(3.0)
Manager Strategic Partnerships transferred to Emergency Management and Program Support Services	(1.0)
Emergency Management Coordinator transferred to Emergency Management and Program Support Services	(1.0)
Policy Advisor transferred to Emergency Management and Program Support Services	(0.45)
Family Counsellor 2 transferred to Family Services	(0.85)
<b>Total Position Transfers</b>	<u>(6.3)</u>
<b>Proposed New Positions</b>	
Data Analysis Coordinator for the transformation of Employment Services system. This position is fully funded by the province	1.0
Program Assistant for the transformation of Employment Services system. This position is fully funded by the province	1.0
Area Manager for the transformation of Employment Services system. This position is fully funded by the province	1.0
<b>Total Proposed New Positions</b>	<u>3.0</u>
<b>Social Assistance Subtotal</b>	<b>289.84</b>

## Staffing Details Continued

Fairview Lodge Long-Term Care Home

**Full Time Equivalents  
(FTE's)**

**2022 Approved Complement**

176.0

**Positions Approved in Year**

On February 1, 2023 Regional Council, through Report 2023-SS-1, approved three new permanent full-time positions to implement the Behavioral Support Ontario Virtual Mobile Team. These positions are funded in part through provincial subsidy.

Registered Practical Nurse	1.0
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Occupational Therapist was subsequently converted to a Behaviour Consultant	1.0
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Social Worker	1.0
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**Total Positions Approved in Year**

3.0

**Position Transfers**

Food Service Aide transferred to Hillsdale Terraces and reclassified to a Personal Support Worker	(1.0)
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**Total Position Transfers**

(1.0)

## Staffing Details Continued

### Proposed New Positions

Personal Support Workers to increase direct hours of nursing care. These positions are funded by provincial subsidy 7.0

Registered Practical Nurses to increase direct hours of nursing care. These positions are funded by provincial subsidy 4.0

**Total Proposed New Positions** 11.0

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**Fairview Lodge Long-Term Care Home Subtotal** **189.0**

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## Staffing Details Continued

Hillsdale Estates Long-Term Care Home	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement</b>	<u>241.0</u>
<b>Proposed New Positions</b>	
Personal Support Workers. These positions are funded by provincial subsidy	18.0
Recreation Programmer. This position is funded by provincial subsidy	1.0
<b>Total Proposed New Positions</b>	<u>19.0</u>
<b>Hillsdale Estates Long-Term Care Home Subtotal</b>	<b>260.0</b>

## Staffing Details Continued

Hillsdale Terraces Long-Term Care Home	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>166.0</u>
<b>Position Transfers</b>	
Food Service Aide from Fairview Lodge was transferred and reclassified as a Personal Support Worker	1.0
<b>Total Position Transfers</b>	<u>1.0</u>
<b>Proposed New Positions</b>	
Personal Support Workers. These positions are funded by provincial subsidy	12.0
Adjuvant Position. This position is funded by provincial subsidy	1.0
Recreation Programmers. These positions are partially funded by a reduction in part time and provincial subsidy	2.0
<b>Total Proposed New Positions</b>	<u>15.0</u>
<b>Hillsdale Terraces Long-Term Care Home Subtotal</b>	<b>182.0</b>

## Staffing Details Continued

Lakeview Manor Long-Term Care Home	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement</b>	<u>124.0</u>
<b>Proposed New Positions</b>	
Registered Nurse. This position is funded by provincial subsidy	1.0
Personal Support Workers. These positions are funded by provincial subsidy	3.0
Registered Practical Nurses. These positions are funded by provincial subsidy	6.0
Adjuvant Position. This position is funded by provincial subsidy	1.0
<b>Total Proposed New Positions</b>	<u>11.0</u>
<b>Lakeview Manor Long-Term Care Home Subtotal</b>	<b>135.0</b>

## Staffing Details Continued

Long-Term Care Administration	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>23.0</u>
<b>Position Transfers</b>	
Seniors' Safety Advisor transferred to Family Services to assist with ongoing program needs	(1.0)
<b>Total Position Transfers</b>	<u>(1.0)</u>
<b>Proposed New Positions</b>	
Clinical Information Specialist to play a key role in management of electronic systems (electronic resident chart, POC, eConnect & others) by performing quality control functions and providing leadership for maintenance and data stewardship	1.0
Manager, Nursing Practice to monitor and improve the nursing clinical practice in the homes	1.0
Policy Analyst to support the development, review and revision of LTC policies	1.0
Quality Improvement Specialist to support the Homes with quality, risk and compliance programs	1.0
<b>Total Proposed New Positions</b>	<u>4.0</u>
<b>Long-Term Care Administration Subtotal</b>	<b>26.0</b>



## Staffing Details Continued

Adult Day Program	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>5.0</u>
<b>Adult Day Program Subtotal</b>	<b>5.0</b>
<b>Total Complement: Social Services</b>	<b>1,346</b>

## Looking Forward

Population growth, changing demographics, increased demand for services and increasingly complex needs of residents will continue to be key drivers for Social Services programs. Further, adjustments to provincial funding and a changing legislative and regulatory landscape will present additional challenges in the provision of vital programs and services.

The Region will continue to improve the ways it addresses the needs of the communities it serves through strategic investments aimed at providing quick and easy access to the services residents need, shortening response times and continuing to build partnerships and collaborations that efficiently leverage and allocate resources to high-demand programs. To support these commitments the Region continues to modernize operations through a variety of initiatives including:

- Expedite the development of innovative transitional and supportive housing options for vulnerable sectors to relieve pressure on our shelter systems.
- Continue to evaluate expansion need of PCOP and MHOP by examining outreach mobile models that address the social and healthcare needs of marginalized populations.
- Develop innovative collaborations for the delivery of in-person and virtual social and mental healthcare offerings.
- Establish outreach collaborations (virtual, online and in-person) serving working poor and marginalized populations (supporting families, parents, youth).
- Establish a Behavioural Support Ontario Virtual Mobile Team to support the Central East Health Region in partnership with the Province.
- Explore virtual care models within the Long-Term Care Homes in partnership with Lakeridge Health.
- Investigate flexible licensed child care options to support families working shifts or in rural industries.
- Continue implementation of the Canada Wide Early Learning and Child Care program, in partnership with the Federal and Provincial governments to provide lower fees for parents and provide more accessible and high-quality child care for families.

## Looking Forward Continued

- Develop and implement a system recovery plan that supports capacity building within early learning and child care related to human resources, financial stability and programs that promote learning environments that focus on the overall wellbeing of children and families.
- Explore the expansion of hours and locations of the EarlyON Child and Family Centres in Durham Region.
- Mitigate the risks of deep poverty by expediting efforts through tax filing, eviction prevention and credit counselling.
- Establish accessible and resourceful financial information for the public targeting the working poor, seniors and vulnerable sectors.
- Engage with the stakeholders, partners and the community to update At Home In Durham, the Durham Housing Plan 2014-2024.
- Implement a transparent and accountable Community Social Investment Program for funding allocations of local community priorities in supporting vulnerable populations and the local non-profit sector.
- In partnership with the Internal Audit Division of the Finance Department, continue a multi-year review of key processes, systems, data, budgets and best practices to integrate services for improved client outcomes and resource utilization and to construct a more client-focused organization.
- Advance, in partnership with the Works Department, the redevelopment of underutilized Regional sites to facilitate modern, safe mixed income communities while increasing the amount of affordable housing units. Engagement will commence in 2023 involving residents, the community, the City of Oshawa and all other interested parties to develop the vision and concepts for the redevelopment and revitalization work.

The Region will also continue to support our qualified and engaged long-term care workforce with effective and accountable leadership to provide residents with a safe and supportive living environment by increasing the hours of direct care for residents to an average of four hours per day over four years, increasing the hours of Allied Health Care to an average of 0.55 hours per day by 2022-23, and modernizing the workplace.


**Appendix A: 2023 Children's Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Childrens Services</b>																
<b>Machinery and Equipment</b>																
3	Integrated Control Technology Upgrades		New	-	-	-	-	-	-	-	-	18	18	-	-	18
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>18</b>	<b>18</b>	-	-	<b>18</b>
<b>Information Technology</b>																
5	iPads	10	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
7	Laptops with Monitor	36	Replacement	-	-	-	-	-	-	-	-	76	76	-	-	76
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>81</b>	<b>81</b>	-	-	<b>81</b>
<b>Furniture and Fixtures</b>																
8	Furniture	7	Replacement	-	-	-	-	-	-	-	-	17	17	-	-	17
<b>Furniture and Fixtures Subtotal</b>				-	-	-	-	-	-	-	-	<b>17</b>	<b>17</b>	-	-	<b>17</b>
<b>Childrens Services Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>116</b>	<b>116</b>	-	-	<b>116</b>
<b>Emergency Management and Program Support Services</b>																
<b>Information Technology</b>																
10	Laptops with Monitor	2	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>4</b>	<b>4</b>	-	-	<b>4</b>
<b>Emergency Management and Program Support Services Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>4</b>	<b>4</b>	-	-	<b>4</b>
<b>Family Services</b>																
<b>Machinery and Equipment</b>																
12	Integrated Control Technology Upgrades		New	-	-	-	-	-	-	-	-	11	11	-	-	11
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>11</b>	<b>11</b>	-	-	<b>11</b>
<b>Information Technology</b>																
13	Laptops with Monitor	2	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>4</b>	<b>4</b>	-	-	<b>4</b>
<b>Family Services Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>15</b>	<b>15</b>	-	-	<b>15</b>
<b>Housing Services</b>																
<b>Information Technology</b>																
14	Laptops with Monitor	20	Replacement	-	-	-	-	-	-	-	-	42	42	-	-	42
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>42</b>	<b>42</b>	-	-	<b>42</b>
<b>Housing Services Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>42</b>	<b>42</b>	-	-	<b>42</b>

**Appendix A: 2023 Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Social Assistance</b>																
<b>Building and Structures</b>																
16	Leasehold improvement - Family Shelter		Replacement	-	-	-	-	-	-	-	-	500	500	-	-	500
<b>Building and Structures Subtotal</b>				-	-	-	-	-	-	-	-	<b>500</b>	<b>500</b>	-	-	<b>500</b>
<b>Machinery and Equipment</b>																
21	Integrated Control Technology Upgrades		New	-	-	-	-	-	-	-	-	14	14	-	-	14
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>14</b>	<b>14</b>	-	-	<b>14</b>
<b>Information Technology</b>																
23	Desktops with Monitor	2	Replacement	-	-	-	-	-	-	-	-	3	3	-	-	3
24	Laptops with Monitor	59	Replacement	-	-	-	-	-	-	-	-	124	124	-	-	124
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>127</b>	<b>127</b>	-	-	<b>127</b>
<b>Social Assistance Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>641</b>	<b>641</b>	-	-	<b>641</b>
<b>Total Capital Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance</b>				-	-	-	-	-	-	-	-	<b>818</b>	<b>818</b>	-	-	<b>818</b>


**Appendix B: 2023 - 2032 Children's Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Childrens Services</b>								
<b>Buildings and Structures</b>								
1	Roof Replacement	-	-	-	-	162	179	341
2	Storm Sewer Catch Basin and Repaving	-	98	-	-	-	-	98
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>98</b>	<b>-</b>	<b>-</b>	<b>162</b>	<b>179</b>	<b>439</b>
<b>Machinery and Equipment</b>								
3	Integrated Control Technology - Security Project	18	-	-	-	-	-	-
4	Replacement of Furnace and Condensing Unit	-	-	-	-	-	68	68
<b>Machinery and Equipment Subtotal</b>		<b>18</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68</b>	<b>68</b>
<b>Information Technology</b>								
5	iPads	5	5	5	5	5	25	45
6	Laptops - North Durham Expansion	-	6	-	-	6	6	18
7	Laptops with Monitor	76	59	59	76	59	328	581
<b>Information Technology Subtotal</b>		<b>81</b>	<b>70</b>	<b>64</b>	<b>81</b>	<b>70</b>	<b>359</b>	<b>644</b>
<b>Furniture and Fixtures</b>								
8	Furniture	17	17	17	17	18	87	156
9	Furniture - North Durham Expansion	-	18	-	-	-	-	18
<b>Furniture and Fixtures Subtotal</b>		<b>17</b>	<b>35</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>87</b>	<b>174</b>
<b>Childrens Services Total Capital</b>		<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>

**Appendix B: 2023 - 2032 Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Forecast (\$,000’s)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Emergency Management and Program Support Services</b>								
<b>Information Technology</b>								
10	Laptops with Monitor	4	-	2	4	-	13	19
<b>Information Technology Subtotal</b>		<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>
<b>Emergency Management and Program Support Services Total Capital</b>		<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>
<b>Family Services</b>								
<b>Buildings and Structures</b>								
11	New Seaton Facility	-	-	1,900	-	-	-	1,900
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>-</b>	<b>1,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,900</b>
<b>Machinery &amp; Equipment</b>								
12	Integrated Control Technology - Security Project	11	-	-	-	-	-	-
<b>Machinery and Equipment Subtotal Subtotal</b>		<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Information Technology</b>								
13	Laptops with Monitor	4	69	25	4	99	158	355
<b>Information Technology Subtotal</b>		<b>4</b>	<b>69</b>	<b>25</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>355</b>
<b>Family Services Total Capital</b>		<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>

**Appendix B: 2023 - 2032 Children's Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Forecast (\$,000's)**


Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Housing Services</b>								
<b>Information Technology</b>								
14	Laptops with Monitor	42	40	38	46	40	208	372
15	Microsoft Surfaces	-	-	16	-	-	32	48
<b>Information Technology Subtotal</b>		<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>
<b>Housing Services Total Capital</b>		<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>
<b>Social Assistance</b>								
<b>Buildings and Structures</b>								
16	Leasehold improvement - Family Shelter	500	-	-	-	-	-	-
17	New Ontario Works Location	-	-	-	-	-	20,000	20,000
18	New Seaton Facility	-	-	6,400	-	-	-	6,400
19	Office Renovation - Employment Resource Centre	-	242	-	-	-	-	242
<b>Building and Structures Subtotal</b>		<b>500</b>	<b>242</b>	<b>6,400</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	<b>26,642</b>
<b>Machinery and Equipment</b>								
20	AV Equipment - 200 John St - C1A	-	50	-	-	-	-	50
21	Integrated Control Technology - Security Project	14	-	-	-	-	-	-
22	Replacement of UPS System	-	-	-	-	-	10	10
<b>Machinery and Equipment Subtotal</b>		<b>14</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>60</b>



**Appendix B: 2023 - 2032 Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Forecast (\$,000’s)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Information Technology</b>								
23	Desktops with Monitor	3	-	-	64	3	66	133
24	Laptops with Monitor	124	221	221	124	298	987	1,851
<b>Information Technology Subtotal</b>		<b>127</b>	<b>221</b>	<b>221</b>	<b>188</b>	<b>301</b>	<b>1,053</b>	<b>1,984</b>
<b>Social Assistance Total Capital</b>		<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>
<b>Total Capital Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance</b>		<b>818</b>	<b>825</b>	<b>8,683</b>	<b>340</b>	<b>690</b>	<b>22,167</b>	<b>32,705</b>

**Appendix C: 2023 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix D for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing							2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032		
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant					Debenture	General Levy
<b>Fairview Lodge Long-Term Care Home</b>																
<b>Buildings and Structures</b>																
1	North Parking Lot Water Diversion	1	New	-	-	-	-	-	-	-	-	265	265	-	-	265
<b>Buildings and Structures Subtotal</b>				-	-	-	-	-	-	-	-	<b>265</b>	<b>265</b>	-	-	<b>265</b>
<b>Machinery and Equipment</b>																
4	Bariatric Mattresses	10	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
7	Building Automation System (BAS)	1	Replacement	-	-	-	-	-	-	-	-	10	10	-	-	10
8	Ceiling Lifts	10	Replacement	-	-	-	-	-	-	-	-	12	12	-	-	12
24	Specialty Mattresses	10	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
26	UPS Maintenance	1	Replacement	-	-	-	-	-	-	-	-	25	25	-	-	25
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>87</b>	<b>87</b>	-	-	<b>87</b>
<b>Information Technology</b>																
29	Desktops	5	Replacement	-	-	-	-	-	-	-	-	6	6	-	-	6
30	Laptops - Standard	25	Replacement	-	-	-	-	-	-	-	-	52	52	-	-	52
30	Laptops - Standard	3	New	-	-	-	-	-	-	6	-	-	6	-	-	6
31	Printers	6	Replacement	-	-	-	-	-	-	-	-	6	6	-	-	6
32	Tablets	10	Replacement	-	-	-	-	-	-	-	-	6	6	-	-	6
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	<b>6</b>	-	<b>70</b>	<b>76</b>	-	-	<b>76</b>
<b>Fairview Lodge Long-Term Care Home Capital Subtotal</b>				-	-	-	-	-	-	<b>6</b>	-	<b>422</b>	<b>428</b>	-	-	<b>428</b>
<b>Hillsdale Estates Long-Term Care Home</b>																
<b>Machinery and Equipment</b>																
51	Hi-Low Beds	94	Replacement	-	-	-	-	-	-	-	-	304	304	-	-	304
56	Mattress Replacement	94	Replacement	-	-	-	-	-	-	-	-	85	85	-	-	85
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>389</b>	<b>389</b>	-	-	<b>389</b>
<b>Information Technology</b>																
63	Desktops	2	Replacement	-	-	-	-	-	-	-	-	2	2	-	-	2
64	Laptops - Standard	13	Replacement	-	-	-	-	-	-	-	-	28	28	-	-	28
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>30</b>	<b>30</b>	-	-	<b>30</b>
<b>Furniture and Fixtures</b>																
66	Furniture Replacement	20	Replacement	-	-	-	-	-	-	-	-	15	15	-	-	15
<b>Furniture and Fixtures Subtotal</b>				-	-	-	-	-	-	-	-	<b>15</b>	<b>15</b>	-	-	<b>15</b>
<b>Hillsdale Estates Long-Term Care Home Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>434</b>	<b>434</b>	-	-	<b>434</b>

**Appendix C: 2023 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix D for the comprehensive capital 2023 budget and 2024-2032 forecast

	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
<b>Hillsdale Terraces</b>																
<b>Machinery and Equipment</b>																
80 Broda Chair	3	Replacement	-	-	-	-	-	-	-	-	-	21	21	-	-	21
83 Combination Oven	1	Replacement	-	-	-	-	-	-	-	-	-	50	50	-	-	50
84 Commercial Food Processor	1	Replacement	-	-	-	-	-	-	-	-	-	8	8	-	-	8
87 Cooling Tower	1	Replacement	-	-	-	-	-	-	-	-	-	300	300	-	-	300
93 Electronic Menu Screens	5	Replacement	-	-	-	-	-	-	-	-	-	10	10	-	-	10
102 Mobile Food Carts	9	Replacement	-	-	-	-	-	-	-	-	-	9	9	-	-	9
109 Security Equipment	1	Replacement	-	-	-	-	-	-	-	-	-	20	20	-	-	20
110 Sit to Stand Lift	1	Replacement	-	-	-	-	-	-	-	-	-	6	6	-	-	6
111 Smart Board - Resident Home Areas	2	Replacement	-	-	-	-	-	-	-	-	-	12	12	-	-	12
112 Specialty Mattresses	20	Replacement	-	-	-	-	-	-	-	-	-	23	23	-	-	23
115 Vitals Machine	1	Replacement	-	-	-	-	-	-	-	-	-	12	12	-	-	12
<b>Machinery and Equipment Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>471</b>	<b>471</b>	-	-	<b>471</b>
<b>Information Technology</b>																
118 Laptops - Standard	7	Replacement	-	-	-	-	-	-	-	-	-	15	15	-	-	15
119 Printers	2	Replacement	-	-	-	-	-	-	-	-	-	2	2	-	-	2
121 Tablets	5	Replacement	-	-	-	-	-	-	-	-	-	3	3	-	-	3
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>20</b>	<b>20</b>	-	-	<b>20</b>
<b>Furniture and Fixtures</b>																
122 Furniture Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	5	5	-	-	5
<b>Furniture and Fixtures Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>5</b>	<b>5</b>	-	-	<b>5</b>
<b>Hillsdale Terraces Long-Term Care Home Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>496</b>	<b>496</b>	-	-	<b>496</b>

**Appendix C: 2023 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix D for the comprehensive capital 2023 budget and 2024-2032 forecast

	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
<b>Lakeview Manor Long-Term Care Home</b>																
<b>Machinery and Equipment</b>																
126 Ceiling Lifts	16	Replacement	-	-	-	-	-	-	-	-	-	40	40	-	-	40
129 Electronic Menu Screens	2	Replacement	-	-	-	-	-	-	-	-	-	5	5	-	-	5
132 Hi-Low Beds	12	Replacement	-	-	-	-	-	-	-	-	-	30	30	-	-	30
143 Steam boiler	1	Replacement	-	-	-	-	-	-	-	-	-	149	149	-	-	149
<b>Machinery and Equipment Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>224</b>	<b>224</b>	-	-	<b>224</b>
<b>Information Technology</b>																
147 Desktops	3	Replacement	-	-	-	-	-	-	-	-	-	3	3	-	-	3
148 Laptops - Standard	12	Replacement	-	-	-	-	-	-	-	-	-	26	26	-	-	26
149 Tablets	10	Replacement	-	-	-	-	-	-	-	-	-	10	10	-	-	10
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>39</b>	<b>39</b>	-	-	<b>39</b>
<b>Lakeview Manor Long-Term Care Home Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>263</b>	<b>263</b>	-	-	<b>263</b>
<b>Long-Term Care Administration</b>																
<b>Building and Structures</b>																
152 Seaton Long Term Care Facility *	12	New	10,180	10,591	-	-	-	-	651	10,525	94,078	-	126,025	-	-	126,025
<b>Building and Structures Subtotal</b>			<b>10,180</b>	<b>10,591</b>	-	-	-	-	<b>651</b>	<b>10,525</b>	<b>94,078</b>	-	<b>126,025</b>	-	-	<b>126,025</b>
<b>Information Technology</b>																
153 Laptops - Standard	12	New	-	-	-	-	-	-	-	-	-	26	26	-	-	26
153 Laptops - Standard	4	Replacement	-	-	-	-	-	-	-	-	-	8	8	-	-	8
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>34</b>	<b>34</b>	-	-	<b>34</b>
<b>Long-Term Care Administration Capital Subtotal</b>			<b>10,180</b>	<b>10,591</b>	-	-	-	-	<b>651</b>	<b>10,525</b>	<b>94,078</b>	<b>34</b>	<b>126,059</b>	-	-	<b>126,059</b>
<b>Total Capital - Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration</b>			<b>10,180</b>	<b>10,591</b>	-	-	-	-	<b>651</b>	<b>10,531</b>	<b>94,078</b>	<b>1,649</b>	<b>127,680</b>	-	-	<b>127,680</b>

\* Seaton Long Term Care Facility (Project 152) - On December 21, 2023 Regional Council, through Report 2022-COW-32, approved the Seaton Long-Term Care Home cost estimate of \$126.025 million and \$9.9 million in financing to be provided at the discretion of the Commissioner of Finance with the full financing strategy for this project to be provided as part of the 2023 Business Plans and Budget. The \$10.18 million in other financing was provided from 2022 sources.

**Appendix D: 2023 - 2032 Fairview Lodge, Hillside Estates, Hillside Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Fairview Lodge Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
1	North Parking Lot Water Diversion	265	-	-	-	-	-	-
<b>Building and Structures Subtotal</b>		<b>265</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Machinery and Equipment</b>								
2	2 Door Reach in Freezer	-	32	32	32	32	160	288
3	2 Door Reach in Fridge	-	32	32	32	32	160	288
4	Bariatric Mattresses	20	15	15	-	15	45	90
5	Bath Lift	-	9	9	9	9	45	81
6	Bath Tub	-	20	20	20	20	100	180
7	Building Automation System (BAS)	10	-	-	-	-	-	-
8	Ceiling Lifts	12	12	12	12	12	60	108
9	Dish Machine	-	26	22	-	-	22	70
10	Dryer	-	1	1	1	1	5	9
11	Dual Temp Fridge and Freezer	-	27	-	27	-	81	135
12	Elevator Interior Refresh	-	15	-	-	15	-	30
13	Floor Machine	-	-	-	-	-	20	20
14	Fridge	-	-	-	-	10	-	10
15	Furniture Replacement	-	-	-	-	13	41	54
16	Hi-Low Beds with mattresses	-	56	56	56	56	280	504
17	Kitchen Blitzer	-	7	8	8	8	40	71
18	Mattress Replacement	-	3	3	3	3	15	27
19	Mobile Food Carts	-	15	-	15	-	45	75
20	Pot Machine	-	-	30	-	-	-	30
21	Rack Shelving	-	20	20	25	25	-	90
22	Rational Oven	-	45	-	-	-	-	45
23	Retherm Unit	-	-	28	-	-	-	28

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
24	Specialty Mattresses	20	20	20	10	20	90	160
25	TV's	-	-	7	-	-	-	7
26	UPS Maintenance	25	-	-	-	-	-	-
27	Wagon/Carts	-	-	-	-	11	-	11
28	Washing Machine	-	1	1	1	1	5	9
<b>Machinery and Equipment Subtotal</b>		<b>87</b>	<b>356</b>	<b>316</b>	<b>251</b>	<b>283</b>	<b>1,214</b>	<b>2,420</b>
<b>Information Technology</b>								
29	Desktops	6	21	1	17	6	66	111
30	Laptops - Standard	58	4	72	53	4	233	366
31	Printers	6	6	6	6	6	30	54
32	Tablets	6	-	6	6	6	30	48
<b>Information Technology Subtotal</b>		<b>76</b>	<b>31</b>	<b>85</b>	<b>82</b>	<b>22</b>	<b>359</b>	<b>579</b>
<b>Furniture and Fixtures</b>								
33	Domestic Hot Water Storage Tank	-	25	-	-	25	-	50
34	Furniture Replacement	-	34	13	14	-	27	88
<b>Furniture and Fixtures Subtotal</b>		<b>-</b>	<b>59</b>	<b>13</b>	<b>14</b>	<b>25</b>	<b>27</b>	<b>138</b>
<b>Fairview Lodge Long-Term Care Home Capital</b>		<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Total Capital</b>		<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>

**Appendix D: 2023 - 2032 Fairview Lodge, Hillside Estates, Hillside Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	

**Hillside Estates Long-Term Care Home**

**Buildings and Structures**

35	Balcony Roof Replacement - Construction	-	-	300	-	-	-	300
36	Balcony Roof Replacement - Design	-	50	-	-	-	-	50
37	Parking Lot Rehab - Construction	-	-	1,441	-	-	-	1,441
38	Parking Lot Rehab - Design	-	121	-	-	-	-	121
39	Shower/Tub Refurbishment - Design	-	-	-	-	-	120	120
40	Vinyl Flooring	-	-	-	-	-	1,350	1,350
<b>Building and Structures Subtotal</b>		-	<b>171</b>	<b>1,741</b>	-	-	<b>1,470</b>	<b>3,382</b>

**Machinery and Equipment**

41	Accessiblility Upgrades	-	446	-	-	-	-	446
42	Appliances - Serveries (BCA Report)	-	117	-	-	-	-	117
43	Bath Lift	-	137	-	-	-	-	137
44	Bath Tub	-	138	-	-	-	-	138
45	Ceiling Lifts	-	308	78	78	77	293	834
46	Combination Oven	-	-	-	-	60	-	60
47	Dish Machine	-	60	60	-	60	-	180
48	Fire Alarm System Replacement - Construction	-	-	-	-	1,900	-	1,900
49	Fire Alarm System Replacement - Design	-	-	-	50	-	-	50
50	Floor Lift	-	80	-	-	-	-	80
51	Hi-Low Beds	304	36	36	36	36	180	324
52	Kitchen Blitzer	-	20	6	-	-	-	26
53	Kitchen Exhaust (BCA Report)	-	60	-	-	-	-	60
54	Kitchen Refrigeration (BCA Report)	-	358	-	-	-	-	358
55	Main Kitchen Equipment	-	-	-	-	-	200	200
56	Mattress Replacement	85	10	10	10	10	50	90
57	Rethem Unit	-	120	-	-	-	-	120

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
58	Specialty Mattresses	-	41	41	41	41	205	369
59	Stainless Steel Work Table	-	-	60	-	-	-	60
60	Tilt Skillet	-	-	-	-	-	30	30
61	TV's	-	-	-	-	-	12	12
62	Wagon/Carts	-	-	-	-	80	-	80
<b>Machinery and Equipment Subtotal</b>		<b>389</b>	<b>1,931</b>	<b>291</b>	<b>215</b>	<b>2,264</b>	<b>970</b>	<b>5,671</b>
<b>Information Technology</b>								
63	Desktops	2	33	19	19	2	73	146
64	Laptops - Standard	28	21	50	27	11	166	275
65	Tablets	-	7	-	-	7	21	35
<b>Information Technology Subtotal</b>		<b>30</b>	<b>61</b>	<b>69</b>	<b>46</b>	<b>20</b>	<b>260</b>	<b>456</b>
<b>Furniture and Fixtures</b>								
66	Furniture Replacement	15	60	50	50	60	300	520
67	Patio Furniture	-	10	12	-	-	-	22
<b>Furniture and Fixtures Subtotal</b>		<b>15</b>	<b>70</b>	<b>62</b>	<b>50</b>	<b>60</b>	<b>300</b>	<b>542</b>
<b>Hillsdale Estates Long-Term Care Home Total Capital</b>		<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>
<b>Hillsdale Terraces Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
68	Parking Lot Rehab - Construction	-	-	-	-	1,320	-	1,320
69	Parking Lot Rehab - Design	-	-	-	110	-	-	110
70	Snow Melting System (tied to Parking Lot Rehab)	-	-	-	-	270	-	270
71	Storm Water System	-	70	20	-	-	-	90
72	Vinyl Flooring	-	-	-	-	-	19,144	19,144
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>70</b>	<b>20</b>	<b>110</b>	<b>1,590</b>	<b>19,144</b>	<b>20,934</b>



**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Machinery and Equipment</b>								
73	A/C Unit - Split System	-	-	-	-	-	46	46
74	Accessibility Upgrades	-	406	-	-	-	-	406
75	Balconies	-	-	-	-	-	30	30
76	Bariatric Bed and Surface	-	10	10	10	10	50	90
77	Bariatric Mattresses	-	9	-	-	-	-	9
78	Bath Tub	-	20	-	-	-	-	20
79	Bladder Scanner	-	-	7	-	-	-	7
80	Broda Chair	21	-	21	-	21	42	84
81	Building Automation System (BAS)	-	-	-	-	-	1,000	1,000
82	Ceiling Lifts	-	20	20	20	20	80	160
83	Combination Oven	50	-	-	-	-	-	-
84	Commercial Food Processor	8	-	-	-	-	-	-
85	Commercial Toaster	-	3	3	-	-	-	6
86	Continuous Ambulatory Delivery Device (CADD) Pumps	-	5	-	-	5	-	10
87	Cooling Tower	300	-	-	-	-	-	-
88	Domestic Hot Water Pump	-	-	-	-	-	63	63
89	Domestic Hot Water Storage Tank	-	-	-	-	-	100	100
90	Domestic Water Equipment	-	-	-	-	-	277	277
91	Dryer	-	-	-	-	14	-	14
92	Eavestrough, gutter. downspouts	-	-	-	-	-	41	41
93	Electronic Menu Screens	10	-	-	-	-	-	-
94	Elevator Upgrade	-	-	-	-	-	790	790
95	Exhaust Fan Replacement	-	-	-	-	-	60	60
96	Expansion joints	-	-	-	-	-	70	70
97	Fire Alarm System Replacement	-	-	-	-	1,218	-	1,218
98	Heating & Cooling Circulation Pumps	-	-	-	-	-	188	188

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
99	Hi-Low Beds	-	10	-	10	10	50	80
100	Hot Water Boiler	-	-	-	-	-	306	306
101	Make-up Air Units	-	-	-	-	-	825	825
102	Mobile Food Carts	9	-	-	-	-	-	-
103	Refridgeration Units - Main Kitchen	-	300	-	-	-	-	300
104	Rethem Unit	-	20	-	-	-	-	20
105	Retherm Unit	-	-	20	20	20	100	160
106	Roll in Fridge	-	6	6	6	-	-	18
107	Roof Coverings	-	-	-	-	-	30	30
108	Sanitary Waste	-	-	-	-	-	75	75
109	Security Equipment	20	-	-	-	-	95	95
110	Sit to Stand Lift	6	6	6	6	6	30	54
111	Smart Board - Resident Home Areas	12	-	-	-	-	-	-
112	Specialty Mattresses	23	24	24	24	24	117	213
113	Steam Boiler	-	-	-	-	-	93	93
114	Storm Water System	-	-	-	-	-	100	100
115	Vitals Machine	12	-	12	-	12	24	48
116	Washing Machine	-	-	-	-	14	-	14
<b>Machinery and Equipment Subtotal</b>		<b>471</b>	<b>839</b>	<b>129</b>	<b>96</b>	<b>1,374</b>	<b>4,682</b>	<b>7,120</b>
<b>Information Technology</b>								
117	Desktops	-	-	11	21	-	32	64
118	Laptops - Standard	15	29	57	15	29	122	252
119	Printers	2	2	2	2	2	10	18
120	Smart Board - Resident Home Areas	-	12	12	12	12	24	72
121	Tablets	3	3	3	3	3	15	27
<b>Information Technology Subtotal</b>		<b>20</b>	<b>46</b>	<b>85</b>	<b>53</b>	<b>46</b>	<b>203</b>	<b>433</b>

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Furniture and Fixtures</b>								-
122	Furniture Replacement	5	5	5	5	5	25	45
<b>Furniture and Fixtures Subtotal</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>25</b>	<b>45</b>
<b>Hillsdale Terraces Long-Term Care Home Total Capital</b>		<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Lakeview Manor Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
123	Parking Lot Rehab - Construction	-	-	-	-	640	-	640
124	Parking Lot Rehab - Design	-	-	-	60	-	-	60
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>640</b>	<b>-</b>	<b>700</b>
<b>Machinery and Equipment</b>								
125	Accessibility Upgrades	-	173	-	-	-	-	173
126	Ceiling Lifts	40	40	40	40	40	140	300
127	Commercial Toaster	-	5	5	-	-	-	10
128	Dish Machine	-	35	70	35	-	-	140
129	Electronic Menu Screens	5	-	-	-	-	-	-
130	Fire Alarm System Replacement - Construction	-	-	-	-	-	832	832
131	Griddle & Gas Range	-	-	-	20	-	-	20
132	Hi-Low Beds	30	30	60	30	-	150	270
133	Ice Machine	-	8	-	-	-	-	8
134	Ice/Water Dispenser	-	11	11	-	-	-	22
135	Mattress Replacement	-	15	15	15	15	75	135
136	Mobile Food Carts	-	8	-	-	-	-	8
137	Power Sink Motor	-	-	10	-	-	-	10
138	Replace Boilers and Steam Boilers	-	-	-	-	250	-	250
139	Roll in Fridge	-	8	-	8	-	-	16


**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
140	Sit to Stand Lift	-	50	50	-	-	-	100
141	Specialty Surfaces	-	15	15	15	15	75	135
142	Stainless Steel Fridge/Freezer	-	12	12	-	-	-	24
143	Steam Boiler	149	-	-	-	250	-	250
144	Steam Kettle	-	-	10	-	-	-	10
145	Steamer	-	-	10	-	-	-	10
146	Undercounter Ice Dispenser	-	16	-	-	-	-	16
<b>Machinery and Equipment Subtotal</b>		<b>224</b>	<b>426</b>	<b>308</b>	<b>163</b>	<b>570</b>	<b>1,272</b>	<b>2,739</b>
<b>Information Technology</b>								
147	Desktops	4	6	-	30	4	44	84
148	Laptops - Standard	25	4	17	21	4	97	143
149	Tablets	10	-	-	-	-	-	-
<b>Information Technology Subtotal</b>		<b>39</b>	<b>10</b>	<b>17</b>	<b>51</b>	<b>8</b>	<b>141</b>	<b>227</b>
<b>Furniture and Fixtures</b>								
150	Hand Wash Stations/Basins	-	8	8	8	-	-	24
151	Patio Furniture	-	150	150	-	-	-	300
<b>Furniture and Fixtures Subtotal</b>		<b>-</b>	<b>158</b>	<b>158</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>324</b>
<b>Lakeview Manor Long-Term Care Home Total Capital</b>		<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>
<b>Long-Term Care Administration</b>								
<b>Buildings and Structures</b>								
152	Seaton Long Term Care Facility	126,025	-	-	-	-	-	-
<b>Building and Structures Subtotal</b>		<b>126,025</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Information Technology</b>							
153 Laptops - Standard	34	6	36	34	6	111	193
<b>Information Technology Subtotal</b>	<b>34</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Long-Term Care Administration Total Capital</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Total Capital Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration</b>	<b>127,680</b>	<b>4,239</b>	<b>3,335</b>	<b>1,238</b>	<b>6,913</b>	<b>30,178</b>	<b>45,903</b>

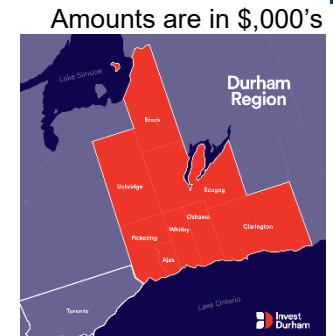
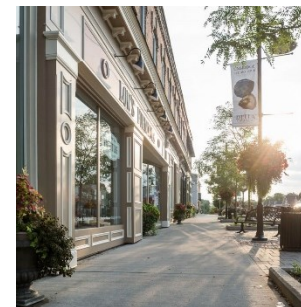
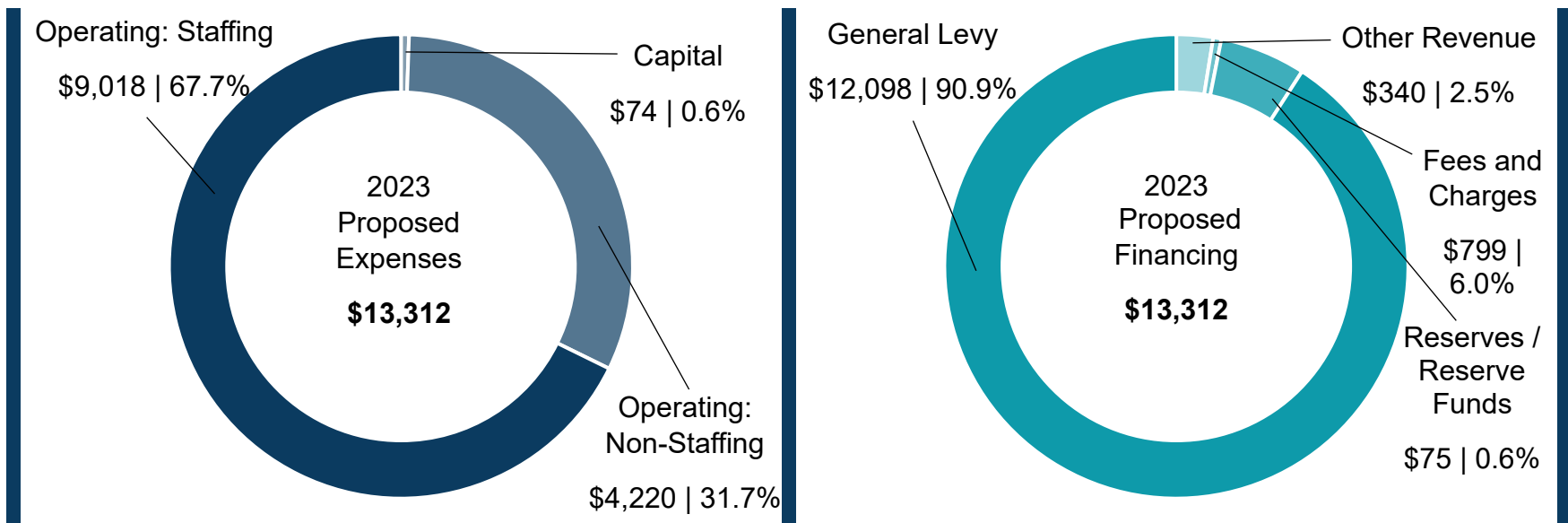


# Durham Budget

# 2023

# PLANNING AND ECONOMIC DEVELOPMENT

Responsible for establishing and implementing a long-term vision for the growth and economic prosperity of the Region



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## Major Programs and Services

### **Planning**

Responsible for reviewing and administering the Durham Regional Official Plan, which provides a broad policy framework for managing the future growth and development of the Region.

At some point in the future, it is understood that Bill 23 will have an impact on certain aspects of the regional planning function which may, in turn, affect certain aspects of the Planning Division's budget. At the time of preparing this budget it is not known when the operative changes in Bill 23 will take effect. Therefore, the Planning Division's proposed budget for 2023 is generally the same as the Council-approved budget for 2022. It would be premature to make any changes to the operational aspects of the Planning Division until such time as the impacts of the Bill 23 changes are properly understood.

### **Policy and Special Studies**

Formulates, maintains, and monitors the policies of the Durham Regional Official Plan, the Region's principal planning document. The Durham Regional Official Plan guides decisions on long-term growth and development through policies that ensure an improved quality of life – by securing the health, safety, convenience, and well-being of present and future residents of the Region.

### **Transportation Planning**

Develops strategic transportation policies and initiatives such as the Transportation Master Plan (TMP) and the Regional Cycling Plan (RCP) and the Freight and Goods Movement Strategy. Supports and promotes sustainable and active transportation options including walking, cycling, and carpooling. Employs travel demand forecasting models to assess how growth will affect the transportation system within the community.

### **Plan Implementation**

Fulfills planning review responsibilities assigned to the Region through the Planning Act and ensures Regional and Provincial interests and policies are implemented through the review of various plans and development applications. Administers the Region's Soil and Groundwater Protocol, Woodland Conservation By-law, and Street Naming functions.

### **Land Division**

Provides administrative support and expertise to the Durham Land Division Committee – a quasi-judicial body appointed by Regional Council to act as its delegated approval authority for consents, in accordance with the Planning Act.

## Major Programs and Services Continued

### **Executive**

Establishes and implements the overall direction for delivering Regional planning and economic development services, from current to strategic long-range planning, economic development, and tourism, as directed by Regional Council and as mandated by the Planning Act. Discharges certain planning approval powers delegated from the Province on behalf of Regional Council.

### **Administration and Support Services**

Provides customer care, administrative support and assistance to professional and management staff in delivering their responsibilities. Provides data, mapping and graphics services including the provision of Geographic Information System (GIS) analysis, database design and management and visual products including maps, artwork, and infographics.

### **Citizen Advisory Committees**

Supports the education, outreach and communication activities of the Durham Agricultural Advisory Committee, the Durham Active Transportation Committee, and the Durham Environment and Climate Advisory Committee.

### **Application and Approval Revenue**

Provides cost recovery through fees for certain statutory planning approvals, applications, and related matters.

### **Headquarters Shared Cost – Planning Portion**

The allocated share of costs attributable to the Planning Division for their portion of the operation of Regional Headquarters facility.

### **Economic Development and Tourism**

Promotes Durham Region as an ideal place to establish and do business while enjoying a high quality of life.

### **Administration**

Responds effectively to current and evolving conditions within the local economy and delivers programs and services, in cooperation with partners across the Region, in business development and investment attraction, agriculture and rural economic development, tourism, marketing, cluster development, arts and cultural industries, and broadband programming. This will support long-term economic growth and prosperity and promote the Regional value proposition for talent growth and new investment. This program is also responsible for advancing strategic projects to improve investment readiness, including continual evaluation of the supply of serviced employment lands, and investigating the viability of strategic land development opportunities.

## Major Programs and Services Continued

### **Business Development**

Focuses on the following core areas of service delivery: 1) Investment Attraction (Domestic and Foreign), including a specific focus on growing the EN3 (energy, environment, and engineering) sector and Advanced Mobility sector, alongside continued relationship development with partners at senior levels of government and abroad; 2) Increased focus on business retention and expansion for large and strategic employers; 3) Strengthening the Innovation Community, and 4) Data, Research, and Analytics focused on continued improvement of our web content and promoting available sites in the Region.

### **Tourism**

Promotes Durham which will increase inbound tourism, support local businesses, and enhance quality of place, by profiling and supporting a wide range of activities including sport, culinary, agri-tourism, live music, and cultural events. The Tourism Section grows the brand and Regional reputation for urban excitement and country charm, it works to strengthen the Region's Quality of Place, champions inclusive tourism, and drives prosperity by prioritizing activities with high potential for spending at locally owned businesses.

### **Business Advisory Centre Durham**

Provides financial support to the Business Advisory Centre Durham which in turn assists, advises, mentors and monitors start-ups and existing small businesses and business associations to increase local job creation, benefitting the local economy and residents. Regional funding is matched by the Province through the Province-wide Small Business Advisory Centre program.

### **Agriculture and Rural Economic Development**

Provides support and services for the attraction, retention, and expansion of new and existing businesses within the Townships of Scugog, Uxbridge and Brock. This program also supports the targeted growth of the agri-food industry in Durham Region by working closely with agri-food organizations and businesses to develop and implement programs and initiatives, including targeted support to develop on-farm diversification, agri-tourism, and agri-tech.

### **Community Promotion Resource**

Offers an opportunity to showcase the Tribute Communities Centre and profile Durham as a location for a wide range of activities and events, including sporting and cultural events, which increase inbound tourism and builds a quality of place for residents.

## Major Programs and Services Continued

### **Marketing Strategy Partnerships**

Provides promotion of Durham Region's value proposition to potential investors and businesses. The program supports sector development, overall brand awareness of the Region's economic assets, and communications to the business community. The program works closely with partners to nurture, develop, and grow industry sectors. This program works to support and grow the Region's Arts, Cultural, and Creative Industries, including Film & Television.

### **Headquarters Shared Cost – Economic Development and Tourism Portion**

The allocated share of costs attributable to the Economic Development and Tourism Division for their portion of the operation of Regional Headquarters facility.

### **Rapid Transit and Transit Oriented Development Office**

The Rapid Transit and Transit Oriented Development Office is responsible for building a Rapid Transit Deployment Plan, coordinating and implementing rapid transit projects, and ensuring that the community building and economic benefits associated with rapid transit investment are captured by the Region in the form of Transit Oriented Development Strategies.

# Strategic Priorities

For 2023 some of the key priorities and planned actions focus on:

## Environmental Sustainability



Continue to advance Envision Durham, the Region's Municipal Comprehensive Review of the Durham Regional Official Plan including delivery of the Growth Management Study, the allocation of growth forecasts to the area municipalities and providing a framework for growth to 2051



To proactively implement land use and fiscal planning with infrastructure planning and place-making, the Planning Division will ensure the policies, delineations, and density targets for Protected Major Transit Station Areas are approved and implemented



Lead and coordinate the creation of a signature destination, the Durham Meadoway, that will feature a multi-use path, public spaces, connections to adjacent neighbourhoods and parks, public art and areas for environmental restoration



Research, monitor and report on planning indicators as a basis for evaluating the performance of the policies and targets contained in the Regional Official Plan (e.g. growth management, development, building activity, growth trends and the natural heritage system)



Lead and coordinate efforts to provide a Regional perspective on planning policy initiatives introduced by the Province

# Strategic Priorities Continued

## Community Vitality



Implement the Affordable Housing Incentive Program, and continue with the evaluation of a Regional Community Improvement Plan to support targeted high employment generators in Protected Major Transit Station Areas



Tanya, Pickering  
"learn to ride a bike so I  
can bike with my family"

Advance the active transportation actions of the 2021 Regional Cycling Plan to realize complete communities that are bikeable, walkable and well connected, while enhancing community safety and well-being

## Economic Prosperity



Continue to progress the approved Lakeshore East GO Extension to Bowmanville by advancing and refining the Region's Transit Oriented Development Strategy to capitalize on the economic and community building benefits associated with rapid transit investment. Continue to build the Rapid Transit Deployment Plan



Implement the new Economic Development Strategy and Action Plan: READY SET FUTURE: A PLACE Blueprint for Durham



Support business decision making by leading the annual Business Count program

## Strategic Priorities Continued



Focus investment attraction efforts at the intersection of the Future Energy and Advanced Automotive sectors, including through promotion of the Region as the 'Clean Energy Capital of Canada'



Produce promotional materials encouraging visits, tourism, sport tourism and local business support in Durham Region including the Discovery Guide and new cycling maps



Implement the Growing North Durham 2.0 Plan in the Townships of Brock, Scugog and Uxbridge



Support the Region's incredible innovation community, including showcasing Durham at the 2023 Collision Conference



Implement the Growing Agri-Food Durham Plan, which encourages local food production, on-farm diversification and agri-tourism uses



Initiate the actions from the 2022 Durham Region Freight and Goods Movement Forum to enhance supply chain resiliency, streamline inter-modal connectivity, improve the efficient movement of freight along 400-series highways and reduce barriers to transitioning to carbon neutral goods movement practices

## Strategic Priorities Continued



Host the 2023 Ontario Parasport Games to deliver a positive local economic impact, provide volunteer opportunities, foster community pride and have significant social benefits, including further investment into parasport legacy initiatives to support the continued growth of parasport opportunities and participation in the Region

### Service Excellence



Advance the deployment of PLANit - the Region's new development application tracking system to make the development application process faster and easier and accelerate housing development approval timelines



# Key Targets for 2023

## Planning

- Maintain a minimum 50% of new residential building permits constructed within the built-up area to demonstrate intensification target of A Place to Grow: A Growth Plan for the Greater Golden Horseshoe, is being met
- Maintain a target of 98% of new residential units being located within Settlement Areas to demonstrate protection of Rural Areas

## Economic Development and Tourism

- Interact with 40 companies from the EN3 Sector (Energy, Environment, and Engineering) and Advanced Mobility sector for the purpose of investment attraction
- Implement 5 actions from the Growing Agri-Food Durham Plan, including the launching of a Food Processing BR+E project to grow and support Durham's Agri-Food Industry
- Achieve 50,000 unique visitors to the Durham Tourism website for visitor information and resources
- Achieve 15% average follower growth across all Economic Development & Tourism social media accounts
- Respond to 200 investment inquiries

## Rapid Transit and Transit Oriented Development Office

- Work cooperatively with Regional Departments, provincial and local area municipal partners to secure inclusion of appropriate infrastructure in the procurement for the approved Lakeshore East GO Extension to Bowmanville
- Continue to refine station implementation frameworks for adoption as part of the Region's Transit Oriented Development Strategy for the approved Lakeshore East GO Extension to Bowmanville
- Continue to build a Rapid Transit Deployment Plan, by working cooperatively with Regional Departments, the province and local area municipal partners to advance the Durham Scarborough Bus Rapid Transit to the Preliminary Design Business Case stage and the Visioning and Environmental Assessment Study for Simcoe Rapid Transit


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Operating Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	7,691	8,861	9,018		
Personnel Related	230	295	288		
Communications	700	682	722		
Supplies	23	24	15		
Computer Maintenance & Operations	146	185	166		
Materials & Services	90	103	95		
Buildings & Grounds Operations	2	2	2		
Equipment Maintenance & Repairs	7	10	10		
Vehicle Operations	7	7	7		
Outside Agency Expenses	452	556	315		
Professional Services	1,143	1,090	1,092		
Contracted Services	10	7	7		
Leased Facilities Expenses	69	64	71		
Rentals - Tribute Communities Centre Box	16	16	16		
Financial Expenses	1	1	1		
Minor Assets & Equipment	1	5	5		
Contribution to Reserves / Reserve Funds	56	56	78		
Headquarters Shared Costs	585	585	751		
<b>Operating Expenses Subtotal</b>	<b>11,229</b>	<b>12,549</b>	<b>12,659</b>	<b>110</b>	<b>0.9%</b>
<b>Internal Transfers &amp; Recoveries</b>					
TOD Solicitor	223	223	283		
TOD Real Estate	68	68	68		
TOD Procurement	126	126	126		
TOD Communications	101	101	102		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>518</b>	<b>518</b>	<b>579</b>	<b>61</b>	<b>11.8%</b>
<b>Gross Operating Expenses</b>	<b>11,747</b>	<b>13,067</b>	<b>13,238</b>	<b>171</b>	<b>1.3%</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Capital Expenses</b>					
New	6	6	4		
Replacement	53	53	70		
<b>Capital Expenses Subtotal</b>	<b>59</b>	<b>59</b>	<b>74</b>	<b>15</b>	<b>25.4%</b>
<b>Total Expenses</b>	<b>11,806</b>	<b>13,126</b>	<b>13,312</b>	<b>186</b>	<b>1.4%</b>
<b>Operating Revenue</b>					
Fees & Service Charges	(852)	(797)	(798)		
Sale of Publications	(1)	(1)	(1)		
Revenue from Municipalities	(55)	(56)	(56)		
Reserve Fund Financing for Operations	(75)	(75)	(75)		
Recovery from Transit	(283)	(283)	(284)		
<b>Operating Revenue Subtotal</b>	<b>(1,266)</b>	<b>(1,212)</b>	<b>(1,214)</b>	<b>(2)</b>	<b>(0.2%)</b>
<b>Total Revenues and Financing</b>	<b>(1,266)</b>	<b>(1,212)</b>	<b>(1,214)</b>	<b>(2)</b>	<b>(0.2%)</b>
<b>Property Tax Requirement Planning and Economic Development</b>	<b>10,540</b>	<b>11,914</b>	<b>12,098</b>	<b>184</b>	<b>1.5%</b>


## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Planning</b>													
1 Policy and Special Studies	1,287	1,535	-	-	-	1,535	1,552	-	-	-	1,552	17	
2 Transportation Planning	1,290	1,652	-	-	(283)	1,369	1,508	-	-	(284)	1,224	(145)	
3 Plan Implementation	1,347	1,634	-	-	-	1,634	1,427	-	-	-	1,427	(207)	
4 Land Division	140	149	-	-	-	149	150	-	-	-	150	1	
5 Executive	479	481	-	-	-	481	492	-	-	-	492	11	
6 Administration and Support Services	1,391	1,475	47	-	(1)	1,521	1,556	52	-	(1)	1,607	86	
7 Citizen Advisory Committees	11	23	-	-	-	23	28	-	-	-	28	5	
8 Application and Approval	(852)	-	-	-	(797)	(797)	-	-	-	(798)	(798)	(1)	
9 Headquarters Shared Cost - Planning Portion	463	463	-	-	-	463	534	-	-	-	534	71	
<b>Planning Subtotal</b>	<b>5,556</b>	<b>7,412</b>	<b>47</b>	<b>-</b>	<b>(1,081)</b>	<b>6,378</b>	<b>7,247</b>	<b>52</b>	<b>-</b>	<b>(1,083)</b>	<b>6,216</b>	<b>(162) (2.5%)</b>	
<b>Economic Development</b>													
1 Administration	480	495	8	-	-	503	430	18	-	-	448	(55)	
2 Business Development	750	925	-	-	(30)	895	986	-	-	(30)	956	61	
3 Tourism	943	899	-	-	-	899	905	-	-	-	905	6	
4(a) Business Advisory Centre Durham (BACD)	163	163	-	-	-	163	163	-	-	-	163	-	
4(b) Facilities - Garden Street (BACD)	82	74	-	-	-	74	81	-	-	-	81	7	
Subtotal BACD	245	237	-	-	-	237	244	-	-	-	244	7	
5 Agriculture and Rural Economic Development	486	550	-	-	-	550	555	-	-	-	555	5	
6 Community Promotion Resources	16	16	-	-	-	16	16	-	-	-	16	-	
7 Marketing Strategy Partnerships	834	803	-	-	(26)	777	779	-	-	(26)	753	(24)	
8 Headquarters Shared Cost - Economic Development Portion	122	122	-	-	-	122	217	-	-	-	217	95	
<b>Economic Development Subtotal</b>	<b>3,876</b>	<b>4,047</b>	<b>8</b>	<b>-</b>	<b>(56)</b>	<b>3,999</b>	<b>4,132</b>	<b>18</b>	<b>-</b>	<b>(56)</b>	<b>4,094</b>	<b>95 2.4%</b>	


## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

		2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance	
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Rapid Transit and Transit Oriented Development Office</b>														
1	Rapid Transit and Transit Oriented Development Office	1,108	1,608	4	-	(75)	1,537	1,859	4	-	(75)	1,788	251	
<b>Rapid Transit and Transit Oriented Development Office Subtotal</b>		<b>1,108</b>	<b>1,608</b>	<b>4</b>	<b>-</b>	<b>(75)</b>	<b>1,537</b>	<b>1,859</b>	<b>4</b>	<b>-</b>	<b>(75)</b>	<b>1,788</b>	<b>251</b>	<b>16.3%</b>
<b>Planning and Economic Development</b>		<b>10,540</b>	<b>13,067</b>	<b>59</b>	<b>-</b>	<b>(1,212)</b>	<b>11,914</b>	<b>13,238</b>	<b>74</b>	<b>-</b>	<b>(1,214)</b>	<b>12,098</b>	<b>184</b>	<b>1.5%</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Planning</b>								
<b>Capital Expenditures</b>								
Information Technology	47	52	56	44	89	45	284	518
<b>Capital Expenditure Subtotal</b>	<b>47</b>	<b>52</b>	<b>56</b>	<b>44</b>	<b>89</b>	<b>45</b>	<b>284</b>	<b>518</b>
<b>Capital Financing</b>								
General Levy	47	52	56	44	89	45	284	518
<b>Capital Financing Subtotal</b>	<b>47</b>	<b>52</b>	<b>56</b>	<b>44</b>	<b>89</b>	<b>45</b>	<b>284</b>	<b>518</b>
<b>Total Capital Planning</b>	<b>47</b>	<b>52</b>	<b>56</b>	<b>44</b>	<b>89</b>	<b>45</b>	<b>284</b>	<b>518</b>
<b>Economic Development and Tourism</b>								
<b>Capital Expenditures</b>								
Information Technology	8	18	13	10	17	13	73	126
Vehicles	-	-	-	80	-	-	-	80
<b>Capital Expenditure Subtotal</b>	<b>8</b>	<b>18</b>	<b>13</b>	<b>90</b>	<b>17</b>	<b>13</b>	<b>73</b>	<b>206</b>
<b>Capital Financing</b>								
General Levy	8	18	13	10	17	13	73	126
Reserve/Reserve Funds	-	-	-	80	-	-	-	80
<b>Capital Financing Subtotal</b>	<b>8</b>	<b>18</b>	<b>13</b>	<b>90</b>	<b>17</b>	<b>13</b>	<b>73</b>	<b>206</b>
<b>Total Capital Economic Development and Tourism</b>	<b>8</b>	<b>18</b>	<b>13</b>	<b>90</b>	<b>17</b>	<b>13</b>	<b>73</b>	<b>206</b>

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Rapid Transit and Transit Oriented Development Office</b>								
<b>Capital Expenditures</b>								
Information Technology	4	4	2	4	12	2	37	57
<b>Capital Expenditure Subtotal</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>37</b>	<b>57</b>
<b>Capital Financing</b>								
General Levy	4	4	2	4	12	2	37	57
<b>Capital Financing Subtotal</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>37</b>	<b>57</b>
<b>Total Capital Rapid Transit and Transit Oriented Development Office</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>37</b>	<b>57</b>
<b>Total Capital Planning and Economic Development</b>	<b>59</b>	<b>74</b>	<b>71</b>	<b>138</b>	<b>118</b>	<b>60</b>	<b>394</b>	<b>781</b>

## Details of Budget Changes

### Strategic Investments: Planning

**2023 Impact**  
(\$ 000's)

Various transportation planning studies including Transportation Tomorrow and various transportation data consortium studies (\$150k), Bike Parking Study (\$50k), studies to advance the action of the Transportation Master Plan (\$60k), Smart Mobility Studies (\$50k) and update of the Walking Network (\$12k) which are more than offset by the 2022 approved transportation studies (-\$375k)	(53)
Advance inter-municipal advocacy projects through our association with the Regional Planning Commissioners of Ontario	5
Net increase in capital investment – see detailed project listing in Appendix A	5

### Strategic Investments: Planning Subtotal

**(43)**

### Base Adjustments: Planning

**2023 Impact**  
(\$ 000's)

Economic Increases	97
Inflationary Pressure	6
Line-by-line savings	(395)
Removal of one-time savings identified in the 2022 budget	103
Increase in Planning's share of costs for the operation and maintenance of Regional Headquarters	70

### Base Adjustments: Planning Subtotal

**(119)**

### Net Changes: Planning

**(162)**



## Details of Budget Changes Continued

<b>Strategic Investments:</b> Economic Development and Tourism	<b>2023 Impact</b> (\$ 000's)
Strengthen the Region's internal investment attraction capabilities and resources, through the reallocation of funds previously used for membership fees with Toronto Global (-\$218k), to be a trusted voice to domestic and international investment audiences and coordinate seamless concierge services. Investment includes 2.0 FTEs (\$227k) and other support services (\$48k)	57
Transfer of 1.0 FTE to support Service Durham to centralize and improve the customer experience across all channels within the Region	(66)
Net increase in capital investment – see detailed project listing in Appendix C	10
<b>Strategic Investments:</b> Economic Development and Tourism Subtotal	<b>1</b>
<hr/>	
<b>Base Adjustments:</b> Economic Development and Tourism	<b>2023 Impact</b> (\$ 000's)
Economic Increases	25
Line-by-line savings	(54)
Inflationary Pressures	28
Increase in Economic Development's share of costs for the operation and maintenance of Regional Headquarters	95
<b>Base Adjustments:</b> Economic Development and Tourism Subtotal	<b>94</b>
<hr/>	
<b>Net Changes: Economic Development and Tourism</b>	<b>95</b>

## Details of Budget Changes Continued

### Strategic Investments: Rapid Transit and Transit Oriented Development Office

**2023 Impact**  
(\$ 000's)

Additional temporary resources (\$55k) and professional resources (\$67k) to continue to advance and refine the Region's Transit Oriented Development Strategy to capitalize on the economic and community building benefits associated with rapid transit investment

122

### Strategic Investments: Rapid Transit and Transit Oriented Development Office Subtotal

**122**

### Base Adjustments: Rapid Transit and Transit Oriented Development Office

**2023 Impact**  
(\$ 000's)

Economic Increases

4

Annualization of 2.0 FTEs approved in the 2022 budget

118

Inflationary Pressures

14

Line-by-line savings

(7)

### Base Adjustments: Rapid Transit and Transit Oriented Development Office Subtotal

**129**

### Net Changes: Rapid Transit and Transit Oriented Development Office

**251**

### Net Changes: Planning and Economic Development

**184**

## Staffing Details

Planning	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>45.0</u>
<b>Planning Subtotal</b>	<b>45.0</b>
<hr/>	
<b>Economic Development and Tourism</b>	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement</b>	<u>17.0</u>
<b>Positions Transferred in Year</b>	
Clerk (1.0 FTE) transferred to Service Durham to centralize and improve the customer experience across all channels within the Region	(1.0)
<b>Total Transferred Positions</b>	<b>(1.0)</b>
<hr/>	
<b>Positions Approved in Year</b>	
Business Development Specialist (1.0 FTE) to service investment leads and investment attraction missions, strengthen relationships with foreign partners and senior government investment agencies. This position is funded in part through the reallocation of the Toronto Global funding (as per Section 8.1 of the Budget Management Policy)	1.0
<b>Total Approved in Year Positions</b>	<b>1.0</b>

## Staffing Details Continued

### Proposed New Positions

Program Coordinator (1.0 FTE) to deliver customized pitch proposals to prospective investors and host in-bound delegations and tours. This position is funded in part through the reallocation of Toronto Global funding 1.0

**Total Proposed New Positions** 1.0

**Economic Development and Tourism Subtotal** **18.0**

<b>Rapid Transit and Transit Oriented Development Office</b>	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement</b>	<u>6.0</u>
<b>Rapid Transit and Transit Oriented Development Office Subtotal</b>	<b>6.0</b>

**Total Complement: Planning and Economic Development** **69.0**

## Looking Forward

Economic Development and Tourism will continue to support the local economy by:

- Increasing the level of support in advancement of the Region's Arts, Cultural, and Creative Industries, and of growing underlying quality of place
- Strengthening partnerships with Durham Farm Fresh in continued support of our agricultural sector, and activities will continue to promote the support of our culinary and tourism industries
- Supporting the agri-food sector through programming and events to help them grow, and north-Durham businesses will be supported in plans to grow, expand, and hire new staff
- Investment attraction focusing on sectors with high growth potential, such as innovative technology, energy, and EV/AV automotive; and nurturing relationships with key investment attraction agencies with senior levels of government; and
- Delivering innovative and modern new marketing campaigns to promote the Region for investment and showcase our value proposition.

The Department will continue to improve the ways it addresses the needs of residents and the business community through strategic planning and modernization of services aimed at integrating technology to provide timely and relevant services such as:

- Modernizing the Region's current official plan - approaching 30 years of age - with a new Regional Official Plan that incorporates contemporary policies and best practices, makes better use of digital data, and provides a stronger on-line presence that is streamlined, accessible, intuitive, and user-friendly. The new Regional Official Plan will support economic development and job creation, encourage more sustainable communities, enable more affordable housing, encourage more transit supportive development, support farming and rural communities and protect natural features
- Continuously looking to improve the Region's economic development and tourism on-line presence to better respond to the needs of the Durham residents and businesses. This includes improving access to digital information that allows users to customize queries to suit their individual needs

## Looking Forward Continued

- The on-line development application and review experience will be transformed by PLANit, the Division's new development application tracking and reporting software. PLANit will allow staff to dramatically reduce paper-based development processes, will improve monitoring capabilities and will allow applicants to track applications and monitor their progress in real time; and
- Liaising with Regional departments, area municipalities, the province, and the private sector to advance the construction of the Lakeshore East GO Extension to Bowmanville, the approval of unfunded segments of the Durham Scarborough Bus Rapid Transit project and the Visioning and Environmental Assessment Study for Simcoe Rapid Transit, recognizing the economic and community building benefits that will be catalyzed by this rapid transit investment.

These opportunities and challenges will continue to build the partnerships and collaborations that make Durham Region a great community to live, invest, innovate, and create.


**Appendix A: 2023 Planning Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Planning</b>																
<b>Information Technology</b>																
2 Power Laptop	4	Replacement	-	-	-	-	-	-	-	-	-	13	13	-	-	13
4 Standard Laptop	10	Replacement	-	-	-	-	-	-	-	-	-	18	18	-	-	18
5 Tough Pad	6	Replacement	-	-	-	-	-	-	-	-	-	21	21	-	-	21
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>52</b>	<b>52</b>	-	-	<b>52</b>
<b>Planning Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>52</b>	<b>52</b>	-	-	<b>52</b>

**Appendix B: 2023 - 2032 Planning Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Planning</b>							
<b>Information Technology</b>							
1 Large Format Scanner/Plotter	-	-	-	31	-	-	31
2 Power Laptop	13	6	16	13	7	70	112
3 Smartboard	-	15	-	-	-	16	31
4 Standard Laptop	18	35	28	23	38	153	277
5 Tough Pads	21	-	-	22	-	45	67
<b>Information Technology Subtotal</b>	<b>52</b>	<b>56</b>	<b>44</b>	<b>89</b>	<b>45</b>	<b>284</b>	<b>518</b>
<b>Total Capital Planning</b>	<b>52</b>	<b>56</b>	<b>44</b>	<b>89</b>	<b>45</b>	<b>284</b>	<b>518</b>




**Appendix C: 2023 Economic Development and Tourism Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix D for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Region <b>Budget</b>		2023		Quantity	New / Replacement	2023 Proposed Financing						2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
						Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs					Subsidy /Grant
<b>Economic Development and Tourism</b>																
<b>Information Technology</b>																
6	Mobile Laptop	2	Replacement	-	-	-	-	-	-	-	-	6	6	-	-	6
7	Power Laptop	1	Replacement	-	-	-	-	-	-	-	-	3	3	-	-	3
8	Standard Laptop	2	New	-	-	-	-	-	-	-	-	4	4	-	-	4
8	Standard Laptop	3	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
<b>Information Technology Subtotal</b>						-	-	-	-	-	-	<b>18</b>	<b>18</b>	-	-	<b>18</b>
<b>Economic Development and Tourism Capital Subtotal</b>						-	-	-	-	-	-	<b>18</b>	<b>18</b>	-	-	<b>18</b>

**Appendix D: 2023 - 2032 Economic Development and Tourism Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Economic Development and Tourism</b>							
<b>Information Technology</b>							
6 Mobile Laptop	6	9	-	6	9	23	47
7 Power Laptop	3	-	-	3	-	7	10
8 Standard Laptop	9	4	10	8	4	43	69
<b>Information Technology Subtotal</b>	<b>18</b>	<b>13</b>	<b>10</b>	<b>17</b>	<b>13</b>	<b>73</b>	<b>126</b>
<b>Vehicles</b>							
9 Vehicle	-	-	80	-	-	-	80
<b>Furniture and Fixtures Subtotal</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80</b>
<b>Total Capital Economic Development and Tourism</b>	<b>18</b>	<b>13</b>	<b>90</b>	<b>17</b>	<b>13</b>	<b>73</b>	<b>206</b>


**Appendix E: 2023 Rapid Transit and Transit Oriented Development Office Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix F for the comprehensive capital 2023 budget and 2024-2032 forecast


Durham Budget 2023	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
<b>Rapid Transit and Transit Oriented Development Office</b>																
<b>Information Technology</b>																
10 Standard Laptop	2	Replacement	-	-	-	-	-	-	-	-	-	4	4	-	-	4
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	4	4	-	-	4
<b>Rapid Transit and Transit Oriented Development Office Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	4	4	-	-	4

**Appendix F: 2023 - 2032 Rapid Transit and Transit Oriented Development Office Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix E for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Rapid Transit and Transit Oriented Development Office</b>							
<b>Information Technology</b>							
10 Standard Laptop	4	2	4	12	2	37	57
<b>Information Technology Subtotal</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>37</b>	<b>57</b>
<b>Total Capital Rapid Transit and Transit Oriented Development Office</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>37</b>	<b>57</b>

## Appendix G: Planning – Citizen Advisory Committees

 <b>Durham Budget</b> 2023	2022 Approved Budget	2023 Change Proposed Budget	
Durham Environment and Climate Advisory Committee	10,480	5,000	15,480
Durham Agricultural Advisory Committee	9,770	-	9,770
Durham Active Transportation Committee	3,000	-	3,000
<b>Planning – Citizen Advisory Committees Total</b>	<b>23,250</b>	<b>5,000</b>	<b>28,250</b>

## Appendix H: Planning – Application and Approval Revenue



**Durham  
Budget**

**2023**

	2022 Estimated Actuals	Approved Budget	2023 Proposed Budget
<b>Area Municipal Official Plan Amendments</b>			
Application		43,750	43,750
Approval		5,250	5,250
<b>Area Municipal Official Plan Amendments Subtotal</b>	<b>63,000</b>	<b>49,000</b>	<b>49,000</b>
<b>Subdivision/Condominium</b>			
Rental Applications			
Application		26,341	26,341
Approval		4,046	4,046
Delegated Applications			
Subdivision Approval		115,100	115,100
Condominium Review		29,974	29,974
Major Revision		10,791	10,791
Clearance		44,361	44,361
Other (Extension/Recirculation)		14,387	14,387
<b>Subdivision/Condominium Subtotal</b>	<b>274,100</b>	<b>245,000</b>	<b>245,000</b>

## Appendix H: Planning – Application and Approval Revenue



**Durham  
Budget**

**2023**

	2022 Estimated Actuals	Approved Budget	2023 Proposed Budget
<b>Land Division</b>			
Application		161,421	161,421
Commenting		80,710	80,710
Certification & Re-stamping		91,808	91,808
Tabling		12,107	12,107
Special		504	504
<b>Land Division Subtotal</b>	<b>382,000</b>	<b>346,550</b>	<b>346,550</b>
<b>Regional Official Plan Amendments</b>			
Minor		48,658	48,658
Major		46,342	46,342
<b>Regional Official Plan Amendments Subtotal</b>	<b>74,300</b>	<b>95,000</b>	<b>95,000</b>
<b>Rezoning Applications</b>	<b>37,000</b>	<b>43,200</b>	<b>43,200</b>
<b>Other Fees</b>	<b>21,500</b>	<b>18,800</b>	<b>18,800</b>
<b>Planning - Application and Approval Revenue Total</b>	<b>851,900</b>	<b>797,550</b>	<b>797,550</b>

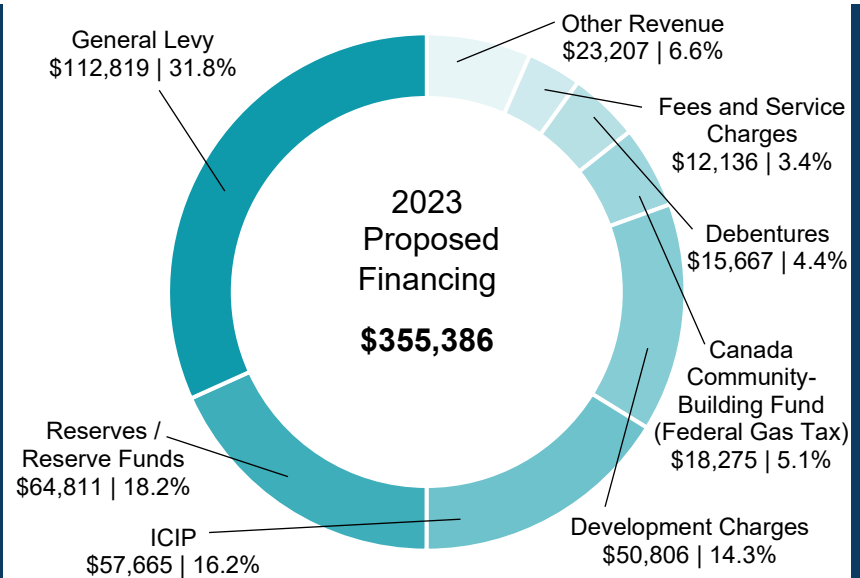
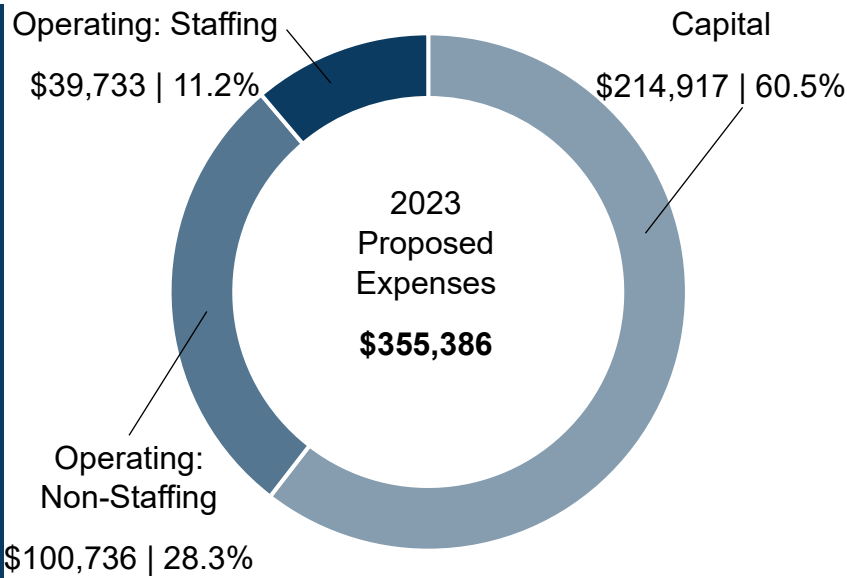


# Durham Budget

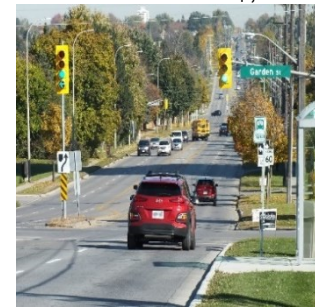
# 2023

# WORKS DEPARTMENT

Plans, designs, constructs, operates, and maintains Regional roads, bridges, traffic signals and facilities. Responsible for the collection, processing and disposal of garbage, recyclables and compost, the collection of special waste such as electronic and household hazardous waste, and the operation of the Durham York Energy Centre



Amounts are in \$,000's





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# Major Programs and Services

## Regional Roads and Infrastructure

### Winter Control

Reduce the hazards of winter conditions on the Regional road network by responding to winter events in a timely manner, lessening impacts on economic activity and improving quality of life for residents and businesses. Includes snow plowing, salting and anti-icing measures and condition monitoring through road patrols and advanced monitoring technologies to assess and address rapidly changing road conditions. Additional activities include snow removal in commercial areas, drainage, and spring cleanup activities.

### Roadside Maintenance

Maintain the Regional road network efficiently and effectively to reduce or eliminate hazards to Regional road users. Includes filling potholes, dust control applications and priming of road shoulders to control erosion, maintaining brush and vegetation, cleaning and regrading ditches, culverts and catch basins, and boulevard maintenance.

### Storm Sewers

Maintain and operate the Regional storm sewer collection system efficiently and in a cost-effective manner to prevent unnecessary damage to public and private properties and pollution to the environment. Includes repair of maintenance holes, cleaning, installing and repair of storm sewer service connections within the road allowance and visual and closed-circuit camera inspection of the maintenance holes and sewers.

### Traffic Signals and Systems

Install, maintain, and operate the Region's network of traffic control signals and associated devices to support the safe and efficient movement of motorists, cyclists, and pedestrians. Includes the installation and maintenance of traffic control devices and beacons, central traffic control system devices, closed circuit television and associated communication and intelligent transportation systems technology.

### Traffic Signs, Markings and Roadside Protection

Improve safety and convenience for the users of the Regional road network while promoting the efficient movement of people and goods. Includes the design, manufacture, and installation of regulatory, warning and information signage, the installation and maintenance of guiderails, detour route and traffic control planning for roadworks and the application of lane line markings.

## Major Programs and Services Continued

### **Traffic Engineering and Central Control Systems**

Supports the safe and efficient movement of traffic on the Regional road network through the provision of project management, functional planning and engineering studies, traffic signal design, and custodianship of the Region's Traffic By-laws. Includes the operation of the computerized central traffic control system and the development and management of Intelligent Transportation Systems, administration of the Red-Light Camera and Automated Speed Enforcement programs, undertaking road safety studies and implementation of recommendations supporting the Region's Vision Zero initiative.

### **Engineering and Staff Support**

Support the delivery of capital projects and initiatives through design and construction activities, real estate services including land and lease acquisitions/management to all Regional programs, maintain linear infrastructure data within GIS systems, and providing financial and administrative support services to all divisions within the Works Department.

### **Facilities Management**

Provide overall lifecycle management of all Regional facilities. Services include the design and construction of new Regional, Durham Regional Local Housing Corporation and Durham Regional Police Service facilities and leasehold improvements, lifecycle maintenance and replacement strategies for Regional facilities, corporate security services, and the ongoing and preventative maintenance and overall operation of Regional facilities, properties, and grounds.

### **Regional Forest**

The Regional Forest, consisting of six tracts totaling approximately 598 hectares, is managed under contract by the Lake Simcoe Region Conservation Authority. The forest, a significant environmental asset, provides natural habitat for wildlife, maintenance of water levels and stream flows, prevention of erosion and floods and a space for nature appreciation and use through hiking, walking, cross-country skiing, mountain biking and horseback riding.

### **Depot Operations**

Support the delivery of road maintenance activities including winter control, and roadside and storm sewer repairs and cleaning.

### **Fleet Operations**

Support the acquisition, lifecycle management and maintenance of the Region's fleet of vehicles and equipment, excluding those operated by Durham Regional Police Service and Durham Region Transit. Ensures compliance with the requirements of the Highway Traffic Act and the Commercial Vehicle Operations Registration (CVOR) Program.

## Major Programs and Services Continued

### **Fleet Clearing**

Maintain the Region's fleet of vehicles and equipment, excluding those operated by Durham Regional Police Service and Durham Region Transit. Costs accumulated in this program are allocated out to programs and activities through a combination of direct charges and hourly vehicle utilization rates.

### **Payroll Clearing**

Resources that undertake the maintenance of the Region's road network, traffic signals, line markings, roadside signage and underground water and sewer infrastructure, provide utility locating services, conduct traffic data mapping and analysis and undertake water meter repairs. Costs accumulated in this program are allocated out to various activities within other Works Department maintenance programs through work orders generated for these activities.

### **Administration**

Provide the overall strategic planning and direction to all programs within the Works Department – Regional Roads and Infrastructure.

### **Headquarters Shared Costs – Regional Roads and Infrastructure Portion**

The allocated share of costs attributable to the Works Department – Regional Roads and Infrastructure for the operation of Regional Headquarters facility.

### **Construction of Municipal Services**

Plan, design and construction of the Regional road and infrastructure major capital program.

### **Solid Waste Management**

#### **Oshawa Waste Management Facility**

Operate this facility, with the objective of protecting and enhancing the environment by providing a safe, convenient, and cost-effective location to receive residential waste for reuse, recycling, composting or disposal. This location receives and transfers garbage, e-waste, compostable material, municipal hazardous and special waste and delivers a paint re-use program.

#### **Scugog Waste Management Facility**

Operate this facility, with the objective of protecting and enhancing the environment by providing a safe, convenient, and cost-effective location to receive residential waste for reuse, recycling, composting or disposal. This location receives and transfers garbage, e-waste, compostable material, and municipal hazardous and special waste.

## Major Programs and Services Continued

### **Brock Waste Management Facility**

Operate this facility, with the objective of protecting and enhancing the environment by providing a safe, convenient, and cost-effective location to receive residential waste for reuse, recycling, composting or disposal. This location receives and transfers garbage, e-waste, compostable material, and municipal hazardous and special waste.

### **Pickering Waste Management Facility**

Use of this private waste transfer facility, with the objective of protecting and enhancing the environment by providing a safe, convenient, and cost-effective location to receive municipal hazardous and special waste.

### **Clarington Environmental Facility**

Operate this facility, with the objective of protecting and enhancing the environment by providing a safe, convenient, and cost-effective location to receive municipal hazardous and special waste.

### **Durham Material Recovery Facility**

Operate this facility through a third-party service provider, with the objective of protecting and enhancing the environment through the safe and cost-effective receipt and processing of recycling material collected as part of the curbside program and at the Region's Waste Management Facilities. Recyclable materials processed at this facility are packaged for transport to end markets.

### **Durham York Energy Centre**

Operate this facility through a third-party service provider, providing a local long-term solution for the responsible management and disposal of residual municipal solid waste through thermal treatment for the Regions of Durham and York. Revenue is generated through the sale of materials recovered and energy generated from the thermal process.

### **Collections, Processing, and Disposal Services**

Deliver the Region's curbside waste collection programs to residential, multi-residential and some small businesses. Services delivered across the Region include garbage, blue box, organics and leaf and yard waste collection, along with bulky waste collection and disposal as part of an integrated collection program. The City of Oshawa and Town of Whitby administer their own curbside garbage, green bin, and bulky waste collection services—the Region is responsible for all curbside blue box recycling collection.

## Major Programs and Services Continued

### **Waste Administration**

Support the delivery of capital initiatives through design and construction activities, undertaking studies to explore diversion opportunities and manage landfills, oversee contracted services, and provide administrative and technical support to the Region's Solid Waste Management programming.

### **Administration**

Provide the overall strategic planning and direction to all programs within the Works Department – Solid Waste Management.

### **Facilities Management**

Provide overall lifecycle management of all Regional facilities. Includes the design and construction of Regional waste facilities, lifecycle maintenance and replacement strategies, corporate security services, and the ongoing and preventative maintenance and overall operation of Regional facilities, properties, and grounds.

### **Headquarters Shared Costs - Solid Waste Management Portion**

The allocated share of costs attributable to the Works Department – Solid Waste Management for the operation of Regional Headquarters facility.

### **Regional Corporate Costs**

Support services across the organization are provided to support the delivery of Solid Waste Management programs and services. This program also captures the annual reserve fund contribution, setting aside sustainable funding for future solid waste capital and operating initiatives, and to mitigate significant financial impacts.

### **Waste Management Centre**

Provide support and information to residents related to the Region's Solid Waste Management programs and services. Includes responding to social media, telephone, waste app and email inquiries, providing in-person customer service for bin exchanges and bin and bag tag sales, administering the Region's call-in waste collection services, providing by-law enforcement services, and collecting data and inventory information to support continuous improvement of Durham's waste collection programs.

## Major Programs and Services Continued

### **Community Outreach**

Promote and encourage participation in the Region's waste management and waste diversion programs. Includes sharing information on multiple media platforms including radio, television, print, internet, and public space advertising, promoting waste reduction and diversion through the development of school curriculum material and waste facility tours, and through public events including waste fairs, compost events and participation in Waste Reduction Week.

### **Environmental Studies**

Protect and enhance the environment through the management, monitoring, and inspection of former landfill sites within the Region ensuring full environmental compliance. Includes examination of monitoring results, preparation of annual technical reports, undertaking site improvements, ground and surface water testing and undertaking any amendments to Environmental Compliance Approvals for landfill and waste management facility operations.

### **Blue Box Revenues and Subsidies**

Includes the proceeds from the sale of newspaper, cardboard, steel, aluminum, and glass to end markets, along with Stewardship Ontario's Resource Productivity and Recovery Authority funding.

### **Major Capital Projects**

Consolidated capital program for Solid Waste Management.

# Strategic Priorities

For 2023 key priorities and planned actions focus on:

## Environmental Sustainability



Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment with internal and external partners and academic institutions. The Region, with the assistance of the Toronto Atmospheric Fund received federal funding to deliver deep energy building retrofits of Durham Regional Local Housing Authority's senior's housing portfolio to reduce energy consumption and carbon emissions under FCM's Sustainable Affordable Housing program. Deep energy retrofit work is also being undertaken at the Region's 101 Consumers Drive facility



Increase resource recovery through the implementation of the Long-Term Waste Management Plan, and continued promotion of the use of recycled materials in construction projects



Protect, preserve and restore the natural environment including greenspaces, waterways, parks, trails, and farmlands by exploring alternative winter de-icing materials to minimize salt impacts; integrating environmentally sensitive solutions and practices; exploring low water/low mow landscaping options at Regional sites; increasing restoration measures for impacted areas from construction projects; continue controlled-harvest practices in all Durham Region Forest tracts; and ensuring site plan development preserve natural features and favour native plant restoration



Demonstrate leadership in sustainability and climate change action by mitigating the environmental impacts of projects and continuing to showcase environmental awareness and the importance of Regional assets, such as the Regional Forest. The continued focus on mitigation or improvement to the environment, as demonstrated in the award winning Victoria Street Reconstruction and Widening project will be reflected in ongoing project design work



## Strategic Priorities Continued



Expand sustainable and active transportation by promoting transit and cycling; identifying and prioritizing road maintenance and winter response on primary cycling routes; embracing sustainable urban design principles; increasing availability of EV charging stations at Regional facilities; and exploring alternative fuels for the Regional fleet. The Region has installed 109 charging stations to date at various locations, with 59 dedicated to fleet/workplace charging. Design work has commenced for the new Bus Maintenance Facility in Oshawa, targeting net zero



Support rapid transit initiatives through the design and construction of dedicated transit lanes on Regional Roads



Implement measures aimed towards increasing organic and recyclable materials from curbside collection activities through ongoing community outreach, including ongoing education programs at the elementary, secondary and post-secondary level

### Community Vitality



Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing through the expansion of the Regional cycling network. In support of Durham Regional Local Housing, staff are engaged in the redevelopment and revitalization of community housing sites that will maximize transit-oriented development opportunities. Community consultation for the Ritson School redevelopment will take place throughout the year to determine the community's service needs and vision for the site



Enhance community safety and well-being with improvements to road traffic safety by advancing projects that are part of the Durham Vision Zero initiative

## Strategic Priorities Continued



Support diversity and inclusion through updated building amenities and accessibility improvements, including the construction of all gender washroom facilities and the installation of a lift between the lower galleria and upper galleria in Regional Headquarters



Position Durham Region as the location of choice for business by servicing strategic Employment Lands; streamlining review and payment processes; and planning for growth

### Economic Prosperity

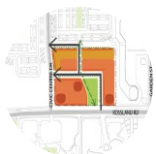


Better connect people and move goods more effectively by constructing and maintaining an efficient goods movement network; supporting the Bowmanville GO extension, Highway 2 Bus Rapid Transit and Simcoe Street Rapid Transit networks; and rationalizing the Region's building footprint through ongoing Master Accommodation Planning, centralizing Regional services at strategic facilities to reduce travelling time and increasing convenience for residents



Expedite the delivery of high-speed internet services to the rural and underserved communities across Durham Region by leveraging and expanding upon the existing Traffic Operations fibre network and supporting broadband construction being led by Durham OneNet Inc.

### Social Investment



Support the revitalization of Durham Regional Local Housing Corporation sites, including advancing the redevelopment of underutilized Regional sites to facilitate modern, safe, mixed income communities while increasing the amount of affordable housing units. Engagement will commence in 2023 involving residents, the community, the City of Oshawa and all other interested parties to develop the vision and concepts for the redevelopment and revitalization work

## Strategic Priorities Continued



Collaborate with departments and community organizations to advance housing supports across the Region, including the design and construction of modular supportive housing, microhomes and advancing land banking opportunities

### Service Excellence



Optimize resources and partnerships to deliver exceptional quality services and value by continuing a “customer first” focus. Shifting more services to an omnichannel service delivery mode as part of the MyDurham311 project. Completion of the first phase of the Workplace Modernization and Optimization project at Regional Headquarters, and design finalization and tendering of Phase 2 which includes the consolidation of front counter space on the main level of the building to improve customer access and building security



Demonstrate commitment to continuous quality improvement and transparency through public engagement on all major public works initiatives in real time



Drive innovation through the continued evolution of the Region’s Enterprise Maintenance Management System to increase efficiency in maintenance operations while collecting accurate and timely life cycle costs for analysis and planning; continued expansion of the Region’s Traffic Watch map tool to incorporate other activities such as real time snowplow routes and water main break repair updates; and continuing to explore and expand the use of artificial intelligence to monitor and report road conditions to trigger maintenance activities

# Key Targets for 2023

## Regional Roads and Infrastructure

- Maintain 2,517 lane kilometres of paved road surface
- Maintain 244 bridges and culverts greater than 3 metres; 1% inventory growth over prior year
- Maintain 328 kilometres of Regional storm sewers which includes 5,154 maintenance holes and 484 outfalls
- Maintain and operate 447 traffic signals
- Rotate 6 mobile cameras through 23 Automated Speed Enforcement sites, and administer 12 Red Light Camera sites and operate 6 fixed location Automated Speed Enforcement Cameras; Vision Zero collision reduction goal is a 10% reduction in fatal injury collision over a 5-year period
- Apply 4,804 kilometres of line painting and pavement markings on Regional roads
- Maintain and operate over 440,000 square metres of facility space
- Construction funding for 19.5 centreline kilometres of new cycling facilities included with Region road projects

## Solid Waste Management

- Serve 335,000 visitors at the Region's Waste Management facilities
- Collect 34,100 tonnes of material at the Region's Waste Management facilities
- Recycle, compost or re-use 6,600 tonnes of material collected at the Region's Waste Management facilities
- Process 40,700 tonnes of recyclable materials through the Region's Material Recovery Facility
- Generate 110,550 megawatts of energy at the Durham York Energy Centre
- Collect 45,600 tonnes of recyclable material through the curbside blue box recycling program

## Key Targets for 2023 Continued

- Collect 62,300 tonnes of organic material through the curbside green bin and leaf and yard waste programs
- Collect 126,000 tonnes of garbage material through the curbside program
- Complete 90,000 public interactions through the Waste Management Centre
- Reach 1,500 students through school engagement activities
- Deliver communications regarding waste programs including:
  - 1,500 radio advertisements broadcast;
  - 120,000 waste collection calendars distributed;
  - 475 television advertisements broadcast; and
  - 125,000 waste collection reminders issued via the Durham Waste app


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	34,562	37,637	39,733		
Personnel Related	1,290	1,279	1,631		
Communications	1,540	1,680	1,541		
Supplies	2,226	1,824	1,939		
Utilities	674	656	740		
Computer Maintenance & Operations	196	322	364		
Materials & Services	13,819	11,730	13,010		
Buildings & Grounds Operations	1,827	1,825	1,838		
Equipment Maintenance & Repairs	575	531	525		
Vehicle Operations	10,133	7,472	9,006		
Professional Services	1,438	2,247	2,431		
Contracted Services	62,098	59,379	70,187		
Leased Facilities Expenses	194	193	193		
Financial Expenses	534	544	591		
Property Taxes	1,024	1,024	1,049		
Minor Assets & Equipment	127	127	100		
Major Repairs & Renovations	236	246	306		
Contribution to Reserves / Reserve Funds	6,652	6,627	6,628		
Headquarters Shared Costs	889	889	1,283		
<b>Operating Expenses Subtotal</b>	<b>140,034</b>	<b>136,232</b>	<b>153,095</b>	<b>16,863</b>	<b>12.4%</b>


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Internal Transfers &amp; Recoveries</b>					
NextGen Charges	26	26	26		
Communication Charge	71	71	72		
Departmental Charges	1,460	1,460	1,544		
Corporate HR Charge	50	50	50		
Works - General Tax Charge	338	338	338		
Works - Ajax WSP	2	2	2		
Recovery - Social Housing	(133)	(133)	(134)		
Recovery - Regional Environmental Lab	(50)	(50)	(50)		
Recovery - Fleet	(12,867)	(12,867)	(14,474)		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>(11,103)</b>	<b>(11,103)</b>	<b>(12,626)</b>	<b>(1,523)</b>	<b>(13.7%)</b>
<b>Gross Operating Expenses</b>	<b>128,931</b>	<b>125,129</b>	<b>140,469</b>	<b>15,340</b>	<b>12.3%</b>
<b>Capital Expenses</b>					
New	1,242	1,231	15,773		
Replacement	17,662	17,662	14,866		
Major Capital	157,960	399,960	184,278		
<b>Capital Expenses Subtotal</b>	<b>176,864</b>	<b>418,853</b>	<b>214,917</b>	<b>(203,936)</b>	<b>(48.7%)</b>
<b>Total Expenses</b>	<b>305,795</b>	<b>543,982</b>	<b>355,386</b>	<b>(188,596)</b>	<b>(34.7%)</b>
<b>Operating Revenue</b>					
Provincial Subsidy General	(8,402)	(8,397)	(8,267)		
Fees & Service Charges	(13,201)	(12,828)	(12,136)		
Sale of Publications	(892)	(605)	(1,081)		
Rents	(37)	(55)	(55)		
Sundry Revenue	(7,643)	(8,323)	(8,441)		
Revenue from Municipalities	(4,465)	(4,398)	(4,878)		
Investment & Interest Income	(110)	(110)	(110)		
Reserve Fund Financing for Operations	(9)	(9)	(9)		
Revenue from Related Entities	(39)	(160)	(320)		
<b>Operating Revenue Subtotal</b>	<b>(34,798)</b>	<b>(34,885)</b>	<b>(35,297)</b>	<b>(412)</b>	<b>(1.2%)</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Capital Financing</b>					
ICIP Grant	(19,513)	(19,513)	(57,665)		
Federal Grant (Clean Fuels)	-	(70,000)	-		
Federal Grant (NRCan)	(58)	(58)	-		
Grant - Capital	(568)	(568)	-		
Roads - Residential DC	(51,633)	(51,633)	(41,108)		
Roads - Commercial DC	(5,855)	(5,855)	(4,698)		
Roads - Industrial DC	(10,000)	(10,000)	(5,000)		
Canada Community-Building Fund (Federal Gas Tax)	(15,117)	(25,117)	(18,275)		
Equipment Replacement Reserve	(5,185)	(5,185)	(7,679)		
Regional Roads Reserve	(10,260)	(10,260)	(8,892)		
Transit Capital Reserve Fund	(3,604)	(3,604)	(7,474)		
Waste Management Reserve Fund	-	(32,700)	(1,000)		
Roads Rehabilitation Reserve Fund	(27,210)	(27,210)	(27,710)		
Bridge Rehabilitation Reserve Fund	(5,525)	(5,525)	(5,525)		
Capital Impact Stabilization Reserve Fund	(12,196)	(12,196)	(5,847)		
Vision Zero Reserve Fund	(725)	(725)	(675)		
Recoveries from Others	(1,300)	(1,300)	(55)		
Region of Durham Debenture	-	(129,300)	(15,667)		
<b>Capital Financing Subtotal</b>	<b>(168,749)</b>	<b>(410,749)</b>	<b>(207,270)</b>	<b>203,479</b>	<b>(49.5%)</b>
<b>Total Revenues and Financing</b>	<b>(203,547)</b>	<b>(445,634)</b>	<b>(242,567)</b>	<b>203,067</b>	<b>(45.6%)</b>
<b>Property Tax Requirement Works Department</b>	<b>102,248</b>	<b>98,348</b>	<b>112,819</b>	<b>14,471</b>	<b>14.7%</b>



## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets (000)'s					2023 Proposed Budgets (000)'s					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Regional Roads and Infrastructure</b>													
1 Winter Control	15,435	11,326	-	-	-	11,326	11,803	-	-	-	11,803	477	
2 Roadside Maintenance	5,428	5,041	-	-	(75)	4,966	5,199	-	-	(85)	5,114	148	
3 Storm Sewers	125	163	-	-	(3)	160	198	-	-	(3)	195	35	
4 Traffic Signals and Systems	2,381	3,045	-	-	(800)	2,245	3,209	-	-	(999)	2,210	(35)	
5 Traffic Signs, Markings and Roadside Protection	3,817	3,788	-	-	(1,104)	2,685	3,856	-	-	(1,058)	2,798	113	
6 Traffic Engineering and Central Control System	3,749	5,418	-	-	(712)	4,706	6,026	-	-	(752)	5,274	568	
7 Engineering and Staff Support	5,299	7,515	382	-	(665)	7,231	8,806	381	-	(787)	8,400	1,169	
8 Facilities Management	4,543	4,810	12,651	(27)	(12,280)	5,154	5,197	21,672	-	(21,570)	5,299	145	
9 Regional Forest	-	240	-	-	(240)	-	237	-	-	(237)	-	-	
10 Depot Operations	5,099	5,143	331	-	(332)	5,142	5,907	21	-	(337)	5,591	449	
11 Fleet Operations	1	-	5,155	-	(5,155)	-	(6)	7,685	-	(7,679)	-	-	
12 Fleet Clearing	-	-	-	-	-	-	-	-	-	-	-	-	
13 Payroll Clearing	208	-	-	-	-	-	-	-	-	-	-	-	
14 Administration	414	464	-	-	-	464	505	-	-	-	505	41	
15 Headquarters Shared Cost - Regional Roads and Infrastructure Portion	667	667	-	-	-	667	767	-	-	-	767	100	
16 Construction of Municipal Services	6,200	-	157,510	(20,082)	(131,228)	6,200	-	183,278	-	(177,078)	6,200	-	
<b>Regional Roads and Infrastructure Subtotal</b>	<b>53,366</b>	<b>47,620</b>	<b>176,029</b>	<b>(20,109)</b>	<b>(152,594)</b>	<b>50,946</b>	<b>51,704</b>	<b>213,037</b>	<b>-</b>	<b>(210,585)</b>	<b>54,156</b>	<b>3,210</b> <b>6.3%</b>	
<b>Solid Waste Management</b>													
1 Oshawa Waste Management Facility	385	3,322	107	(187)	(3,037)	205	3,383	257	(317)	(2,986)	337	132	
2 Scugog Waste Management Facility	38	947	-	(132)	(868)	(53)	998	-	(157)	(853)	(12)	41	
3 Brock Waste Management Facility	139	610	-	(116)	(351)	143	632	-	(119)	(369)	144	1	
4 Pickering Waste Management Facility	45	148	-	(119)	(12)	17	202	-	(112)	(11)	79	62	
5 Clarington Environmental Facility	122	239	-	(115)	(30)	94	255	-	(111)	(34)	110	16	
6 Durham Material Recovery Facility	-	369	-	-	(369)	-	369	-	-	(369)	-	-	
7 Durham York Energy Centre	9,813	21,755	20	(10)	(12,136)	9,629	24,148	-	-	(13,254)	10,894	1,265	

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets (000)'s					2023 Proposed Budgets (000)'s					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
8 Collection Services													
(a) Garbage	5,600	5,408	-	-	-	5,408	6,841	-	-	-	6,841	1,433	
(b) Blue Box Curbside Recycle	12,261	11,775	-	-	-	11,775	13,859	-	-	-	13,859	2,084	
(c) Composting	3,900	3,708	-	-	-	3,708	5,049	-	-	-	5,049	1,341	
(d) Other Diversion	173	173	-	-	-	173	227	-	-	-	227	54	
9 Processing and Disposal Services													
(a) Garbage	2,218	2,090	-	-	-	2,090	2,866	-	-	-	2,866	776	
(b) Blue Box Curbside Recycle	4,775	4,775	-	-	-	4,775	6,179	-	-	-	6,179	1,404	
(c) Composting	8,400	7,834	-	-	-	7,834	8,986	-	-	-	8,986	1,152	
(d) Other Diversion	(4)	31	-	(10)	(26)	(4)	31	-	(21)	(27)	(17)	(13)	
(e) Diversion Promotional Items	381	381	-	-	-	381	477	-	-	-	477	96	
(f) Waste Composition Study	-	-	-	-	-	-	-	-	-	-	-	-	
10 Waste Administration	4,277	4,407	118	-	(21)	4,504	4,573	60	-	(22)	4,611	107	
11 Administration	463	473	-	-	-	473	503	-	-	-	503	30	
12 Facilities Management	2,370	2,357	129	(20)	-	2,465	2,458	563	-	-	3,021	556	
13 Headquarters Shared Cost - Solid Waste Management Portion	222	222	-	-	-	222	516	-	-	-	516	294	
14 Regional Corporate Costs	3,715	3,825	-	-	(110)	3,715	3,828	-	-	(110)	3,718	3	
15 Waste Management Centre	1,084	1,048	-	-	(89)	959	786	-	-	(114)	672	(287)	
16 Community Outreach	620	625	-	-	-	625	625	-	-	-	625	-	
17 Environmental Studies	350	394	-	-	-	394	395	-	-	-	395	1	
18 Blue Box Recoveries & Subsidies:													
(a) Industry Funding	(7,695)	-	-	(7,718)	-	(7,718)	-	-	(7,430)	-	(7,430)	288	
(b) Revenues - Diversion Materials	(5,220)	593	-	-	(5,455)	(4,862)	579	-	-	(4,566)	(3,987)	875	
19 Major Capital Projects	450	-	242,450	(70,000)	(172,000)	450	-	1,000	-	(1,000)	-	(450)	
<b>Solid Waste Management Subtotal</b>	<b>48,882</b>	<b>77,509</b>	<b>242,824</b>	<b>(78,427)</b>	<b>(194,504)</b>	<b>47,402</b>	<b>88,765</b>	<b>1,880</b>	<b>(8,267)</b>	<b>(23,715)</b>	<b>58,663</b>	<b>11,261</b>	<b>23.8%</b>
<b>Works Department</b>	<b>102,248</b>	<b>125,129</b>	<b>418,853</b>	<b>(98,536)</b>	<b>(347,098)</b>	<b>98,348</b>	<b>140,469</b>	<b>214,917</b>	<b>(8,267)</b>	<b>(234,300)</b>	<b>112,819</b>	<b>14,471</b>	<b>14.7%</b>

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Regional Roads and Infrastructure</b>								
<b>Capital Expenditures</b>								
Road / Structure Construction - Growth	61,260	39,570	60,058	89,863	81,800	89,450	402,221	723,392
Traffic Control & Other Programs - Growth	7,250	6,580	6,075	4,805	4,720	4,605	22,845	43,050
Transportation Plans & Studies - Growth	150	150	150	500	150	150	750	1,700
Investing in Canada Infrastructure Program (ICIP) Projects	32,310	78,638	50,422	5,455	-	-	-	55,877
Road Rehabilitation/Reconstruction Projects	38,660	38,660	47,000	47,000	47,000	47,000	235,000	423,000
Structure Rehabilitation / Replacement	12,760	13,725	25,555	16,660	14,510	14,435	53,485	124,645
Traffic Control & Other Programs - Non-Growth	3,435	3,740	3,648	3,539	3,487	3,460	18,855	32,989
Road & Traffic Safety Program (Vision Zero)	1,525	1,675	1,750	1,200	1,279	900	4,500	9,629
Cycling Infill Projects	160	540	900	900	1,000	1,000	7,500	11,300
Building & Structures	12,442	21,662	15,390	69,140	389	2,467	8,090	95,476
Machinery & Equipment	73	51	113	245	35	37	212	642
Information Technology Infrastructure	384	357	407	483	256	305	1,347	2,798
Vehicles	5,532	7,679	5,224	2,372	4,724	1,870	22,490	36,680
Furniture & Fixtures	88	10	136	10	11	10	20	187
<b>Capital Expenditure Subtotal</b>	<b>176,029</b>	<b>213,037</b>	<b>216,828</b>	<b>242,172</b>	<b>159,361</b>	<b>165,689</b>	<b>777,315</b>	<b>1,561,365</b>

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	7,310	6,767	9,016	7,191	7,044	9,075	40,971	73,297
Equipment Replacement Reserve	5,185	7,679	3,787	2,259	4,571	1,814	22,188	34,619
Capital Impact Stabilization Reserve Fund	12,196	5,847	-	-	-	-	-	-
Roads Rehab Reserve Fund	27,210	27,710	44,914	39,474	37,672	36,570	173,215	331,845
Bridge Rehab Reserve Fund	5,525	5,525	6,964	5,525	5,525	5,525	27,625	51,164
Regional Roads Levy	10,260	8,892	11,122	22,830	17,185	26,993	112,527	190,657
Vision Zero Reserve Fund	725	675	650	500	379	-	-	1,529
Transit Capital Reserve Fund	3,604	7,474	5,700	400	-	-	-	6,100
Residential Development Charges	51,633	41,108	45,495	57,516	55,965	54,236	255,381	468,593
Commercial Development Charges	5,855	4,698	5,199	6,573	6,396	6,198	29,186	53,552
Institutional Development Charges	-	-	1,101	1,269	698	677	3,102	6,847
Industrial Development Charges	10,000	5,000	11,013	7,935	6,326	6,001	25,120	56,395
Canada Community-Building Fund (Federal Gas Tax)	15,117	18,275	17,600	17,600	17,600	17,600	88,000	158,400
Grant - Capital	568	-	-	-	-	-	-	-
Federal Grant (NRCan)	28	-	-	-	-	-	-	-
Investing in Canada Infrastructure Program (ICIP) Grant	19,513	57,665	36,975	4,000	-	-	-	40,975
Recoveries From Others <sup>1</sup>	1,300	55	2,625	100	-	1,000	-	3,725
Debentures - User Rate Funded	-	15,667	14,667	69,000	-	-	-	83,667
<b>Capital Financing Subtotal</b>	<b>176,029</b>	<b>213,037</b>	<b>216,828</b>	<b>242,172</b>	<b>159,361</b>	<b>165,689</b>	<b>777,315</b>	<b>1,561,365</b>
<b>Total Capital Regional Roads and Infrastructure</b>	<b>176,029</b>	<b>213,037</b>	<b>216,828</b>	<b>242,172</b>	<b>159,361</b>	<b>165,689</b>	<b>777,315</b>	<b>1,561,365</b>

<sup>1</sup> Recoveries from Others includes:  
 2022 - \$1.3 million in contributions from CP Rail  
 2023 - \$55 thousand in contributions from CN Rail  
 2024 - \$2.625 million in contributions from CN Rail  
 2025 - \$100 thousand in contributions from the County of Simcoe  
 2027 - \$1.0 million in contributions from the County of Simcoe

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

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

Durham Budget	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Solid Waste Management</b>									
<b>Capital Expenditures</b>									
Building & Structures		242,260	1,510	7,701	21,125	4,500	2,450	365	36,141
Machinery & Equipment		143	310	707	257	257	107	535	1,863
Information Technology Infrastructure		100	60	67	74	68	57	341	607
Vehicles		20	-	300	-	-	-	-	300
Furniture & Fixtures		1	-	-	-	-	-	-	-
Studies		300	-	-	-	-	-	-	-
Landfill Remediation / Rehabilitation		-	-	-	1,000	6,448	125	3,650	11,223
<b>Capital Expenditure Subtotal</b>		<b>242,824</b>	<b>1,880</b>	<b>8,775</b>	<b>22,456</b>	<b>11,273</b>	<b>2,739</b>	<b>4,891</b>	<b>50,134</b>
<b>Capital Financing</b>									
General Levy		794	880	2,675	7,456	5,150	2,739	1,491	19,511
Climate Mitigation & Environment Reserve Fund		-	-	-	-	-	-	-	-
Waste Management Reserve Fund		32,700	1,000	6,100	15,000	6,123	-	3,400	30,623
Seaton Capital Reserve Fund		-	-	-	-	-	-	-	-
Canada Community-Building Fund (Federal Gas Tax)		10,000	-	-	-	-	-	-	-
Federal Grant (Clean Fuels)		70,000	-	-	-	-	-	-	-
Federal Grant (NRCan)		30	-	-	-	-	-	-	-
Debentures		129,300	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>		<b>242,824</b>	<b>1,880</b>	<b>8,775</b>	<b>22,456</b>	<b>11,273</b>	<b>2,739</b>	<b>4,891</b>	<b>50,134</b>
<b>Total Capital Solid Waste Management</b>		<b>242,824</b>	<b>1,880</b>	<b>8,775</b>	<b>22,456</b>	<b>11,273</b>	<b>2,739</b>	<b>4,891</b>	<b>50,134</b>
<b>Total Capital Works Department</b>		<b>418,853</b>	<b>214,917</b>	<b>225,603</b>	<b>264,628</b>	<b>170,634</b>	<b>168,428</b>	<b>782,206</b>	<b>1,611,499</b>

## Details of Budget Changes

<b>Strategic Investments: Regional Roads and Infrastructure</b>	<b>2023 Impact</b> (\$ 000's)
New positions – details of the 21.594 FTEs are provided in the Staffing Details section	1,024
<b>Strategic Investments: Regional Roads and Infrastructure Subtotal</b>	<b>1,024</b>
<hr/>	
<b>Base Adjustments: Regional Roads and Infrastructure</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	732
Annualization of 22.91 FTEs approved in the 2022 budget	880
Inflationary increases (fuel \$682k, utilities \$65k, materials and services \$437k)	1,184
Line-by-line savings	(710)
Increase in Works – Regional Roads and Infrastructure share of costs for the operation and maintenance of Regional Headquarters	100
<b>Base Adjustments: Regional Roads and Infrastructure Subtotal</b>	<b>2,186</b>
<hr/>	
<b>Net Changes: Regional Roads and Infrastructure</b>	<b>3,210</b>

## Details of Budget Changes Continued

<b>Strategic Investments: Solid Waste Management</b>	<b>2023 Impact</b> (\$ 000's)
New positions – details of the 0.360 FTEs are provided in the Staffing Details section	31
Transfer of 3.0 FTEs to support Service Durham to centralize and improve the customer experience across all channels within the Region	(257)
Increase in operating costs at the DYEC (\$2,393k) which is partially offset by higher revenue from the sale of recovered materials (-\$164k), increase in projected power revenue (-\$478k) and a net increase in the recovery from York Region (-\$480k)	1,271
Increase in collection costs resulting from forecasted increase in stops based on Regional growth estimates	297
Decrease in processing costs due to revised tonnage estimates for blue box (-\$259k) and garbage (-\$78k)	(337)
Net decrease in the proceeds from the sale of cardboard, steel, aluminum, plastics and glass to end markets	911
Net decrease in Stewardship Ontario's Resource and Recovery Authority funding	130
Net increase in capital – see Appendix C for detailed project listing	86
<b>Strategic Investments: Solid Waste Management Subtotal</b>	<b>2,132</b>

## Details of Budget Changes Continued

<b>Base Adjustments: Solid Waste Management</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	179
Annualization of 0.570 FTEs approved in the 2022 budget	26
Inflationary increases	8,699
Line-by-line saving	(69)
Increase in Works – Solid Waste Management share of costs for the operation and maintenance of Regional Headquarters	294
<b>Base Adjustments: Solid Waste Management Subtotal</b>	<b>9,129</b>
<b>Net Changes: Regional Roads and Infrastructure</b>	<b>11,261</b>
<b>Net Changes: Works Department</b>	<b>14,471</b>



## Staffing Details

Regional Roads and Infrastructure	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>433.214</u>
<b>Positions Approved in Year</b>	
Project Manager – this position is a conversion of a part-time position to support an increase in project delivery for depots, sewage treatment plants and water pumping stations, and major capital projects supporting corporate priorities (Note: this position is shared with Sanitary Sewerage, Water Supply and Waste Management) (as per Section 8.1 of the Budget Management Policy)	0.288
<b>Total Positions Approved in Year</b>	<u>0.288</u>
<b>Proposed Position Transfers</b>	
Project Manager - EMMS transferred from Financial Services to Systems Policies and Process. (Note: position is shared with Sanitary Sewerage and Water Supply)	0.160
Technical Assistant - EMMS transferred from Financial Services to Systems Policies and Process. (Note: position is shared with Sanitary Sewerage and Water Supply)	0.160
Works Technician 4 - Operations EMMS transferred from Financial Services to Systems Policies and Process. (Note: position is shared with Sanitary Sewerage and Water Supply)	0.160
Works Technician 3 - Operations EMMS transferred from Traffic Payroll Clearing to Systems Policies and Process. (Note: position is shared with Sanitary Sewerage and Water Supply)	(0.590)
<b>Total Position Transfer</b>	<u>(0.110)</u>

## Staffing Details Continued

### Proposed New Positions

Senior Project Coordinator – to provide business support for Fleet Services tenders, contracts, and specifications	1.000
Stockkeeper – to provide maintenance operations support at the Oshawa Depot to maintain current on-demand parts requests and to manage the onsite inventory of parts and supplies	1.000
Contract Coordinator DCAM – to provide administrative support and coordination for Housing and DRLHC projects	1.000
Supervisor DCAM - to support increase in project delivery for depots, sewage treatment plants and water pumping stations, and major capital projects supporting corporate priorities (Note: this position is shared with Sanitary Sewerage, Water Supply and Waste Management)	0.288
Emergency Management Coordinator – to support emergency management programs and initiatives corporately and departmentally as a dedicated liaison with Durham Emergency Management (Note: this position is shared with Sanitary Sewerage, Water Supply and Waste Management)	0.250
Business Analyst - to provide business support for the Enterprise Maintenance Management System (Note: this position is shared with Sanitary Sewerage and Water Supply)	0.410
Inspector 3 - to support the projects in the Construction Division and reduce reliance on consulting services and temporary staff (Note: this position is shared with Sanitary Sewerage and Water Supply)	0.358
Inspector 3 – to provide operational support to Bus Rapid Transit and ICIP funded projects in delivering transit infrastructure and transit expansion initiatives	1.000

## Staffing Details Continued

Project Manager – to provide operational support to Bus Rapid Transit and ICIP funded projects in delivering transit infrastructure and transit expansion initiatives	1.000
Labourer – conversion of temporary labourer positions at the Orono, Oshawa/Whitby, and Sunderland Depots to support program operations	4.000
Medium Equipment Operator – required position to support the proposed purchase of Vactor 2100 combination sewer jet/vacuum at the Oshawa/Whitby Depot	1.000
Skilled Maintenance Worker – to provide support for the Ontario One Call locates requests and to ensure compliance with legislated requirements (Ontario Underground Infrastructure Notification System Act, 2012) and as recommended by the consultants from their review of the underground locates program	10.000

**Total Proposed New Positions** 21.306

**Regional Roads Infrastructure Subtotal** **454.698**

## Staffing Details Continued

Solid Waste Management	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>76.765</u>
<b>Positions Approved in Year</b>	
Project Manager – this position is a conversion of a part-time position to support an increase in project delivery for depots, sewage treatment plants and water pumping stations, and major capital projects supporting corporate priorities (Note: this position is shared with Sanitary Sewerage, Water Supply and General Tax) (as per Section 8.1 of the Budget Management Policy)	0.055
<b>Total Positions Approved in Year</b>	<u>0.055</u>
<b>Proposed Position Transfers</b>	
Project Manager - EMMS transferred from Financial Services to Systems Policies and Process. (Note: position is shared with General Tax, Sanitary Sewerage and Water Supply)	(0.100)
Technical Assistant - EMMS transferred from Financial Services to Systems Policies and Process. (Note: position is shared with Sanitary Sewerage and Water Supply)	(0.100)
Works Technician 4 - Operations EMMS transferred from Financial Services to Systems Policies and Process. (Note: position is shared with General Tax, Sanitary Sewerage and Water Supply)	(0.100)
Waste Clerk 2 transferred from Waste Administration to support Service Durham to centralize and improve the customer experience across all channels within the Region	(3.000)
<b>Total Position Transfer</b>	<u>(3.300)</u>

## Staffing Details Continued

### Proposed New Positions

Supervisor DCAM - to support increase in project delivery for depots, sewage treatment plants and water pumping stations, and major capital projects supporting corporate priorities (Note: this position is shared with Sanitary Sewerage, Water Supply and General Tax) 0.055

Emergency Management Coordinator – to support emergency management programs and initiatives corporately and departmentally as a dedicated liaison with Durham Emergency Management (Note: this position is shared with Sanitary Sewerage, Water Supply and General Tax) 0.250

**Total Proposed New Positions** 0.305

**Solid Waste Management Subtotal** **73.825**

**Total Complement: Works Department** **528.523**

## Looking Forward

The Works Department provides public infrastructure and services including Regional roads, reliable solid waste services, and support for residents, businesses, and institutions so that healthy and sustainable communities thrive. To support these commitments the Region continues to modernize operations through a variety of initiatives including:


- ongoing implementation of Vision Zero safety plan initiatives;
- implementing climate mitigation and GHG reduction strategies and measures, including a proposed green roof at Regional Headquarters, piloting of low water/low mow and naturalized landscaping at Regional locations, conversion of the Region's fleet of vehicles and equipment to lower carbon options and pursuing deep energy retrofit projects;
- refinement of design standards for Regional construction projects to further protect the natural environment and incorporate compliance measures related to the Excess Soil Management Regulation;
- expansion and renewal of Regional infrastructure to ensure service levels keep pace with growth;
- continued delivery of projects supporting the Community Housing Portfolio Revitalization work, advancing the At Home In Durham goals and objectives, and implementing the facility recommendations for various master plans, including the Master Plan for Paramedic Services, the Transit Master Plan, and the Depot Modernization and Rationalization plan;
- the utilization of technology such as artificial intelligence, sensors, drones, sonar and submersible cameras for inspections and assessments; and innovative mapping technology;
- continued shift to digitized public facing services to enhance the experience of residents and business that access services provided by the Works Department, such as continued addition of permits to the system;
- utilizing asset lifecycle data to forecast state of good repair needs for Regional assets collected through the Enterprise Maintenance Management System;
- ongoing Workplace Modernization work, including construction of Phases 2 and 3 at Regional Headquarters, review and rationalization of the current building portfolio and implementation of Workplace Modernization principles;
- introduction and expansion of advanced technologies and countermeasures to relieve traffic congestion; and

## Looking Forward Continued

- presentation and implementation of the Durham Building Standard, providing guidelines related to energy efficiency, greenhouse gas emissions and reductions, and incorporation of amenities that support diversity and inclusion in the workplace for all projects related to the construction or renovation/retrofit of Regional facilities.

**Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)**


Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Regional Roads and Infrastructure</b>																
<b>Road / Structure Construction - Growth</b>																
5	Reg. Rd. 1, Brock Rd. / 7th Concession Rd. Intersection, Intersection modifications, Pickering	-		-	19	26	-	11	95	-	-	-	151	350	5,600	6,101
8	Reg. Rd. 2, Simcoe St. / Shirley Rd. Intersection, Intersection modifications, Scugog	-		-	24	36	-	14	126	-	-	-	200	300	5,600	6,100
10	Reg. Rd. 3, Winchester Rd. from Baldwin St. to Anderson St., Widen from 2 to 3 / 4 lanes including structure widening, Whitby	-		-	108	202	-	81	708	-	-	-	1,099	15,935	-	17,034
16	Reg. Rd. 4, Taunton Rd. / Anderson St. Intersection, Intersection modifications at Taunton Rd. / Anderson St. including Taunton Rd. / DDSB and Taunton Rd. / DRPS entrances, Whitby	-		-	177	270	-	108	945	-	-	-	1,500	3,120	-	4,620
17	Reg. Rd. 4, Taunton Rd. / Courtice Rd. Intersection, Reconstruct and modify intersection to a roundabout, Clarington	-		-	30	45	-	17	158	-	-	-	250	1,050	12,000	13,300
18	Reg. Rd. 4, Taunton Rd. / Bowmanville Ave. Intersection, Reconstruct and modify intersection to roundabout and replace and widen bridge on west leg of intersection, Clarington	-		-	1,341	-	-	324	2,835	-	-	-	4,500	12,830	-	17,330
21	Reg. Rd. 14, Liberty St. from Baseline Rd. to King St., Widen road from 2 to 3 lanes. Associated water supply and sanitary sewer works, Clarington	-		-	300	122	-	49	428	-	-	-	899	1,301	7,400	9,600
22	Reg. Rd. 14, Liberty St. from Longworth Ave. to Concession Rd. 3, Road rehabilitation including roundabout at Concession Rd. 3 intersection and signalization and modifications at Liberty Street and Freeland Ave. - Bons Ave. (combined with item 110) Associated water supply works, Clarington	-		-	190	290	-	116	1,014	-	-	-	1,610	4,750	-	6,360



## Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
30	Reg. Rd. 22, Victoria St. / Brock St. Intersection, Intersection modifications, Whitby	-		-	9	14	-	6	50	-	-	-	79	220	4,500	4,799
31	Reg. Rd. 22, Victoria St. from South Blair St. to west of Thickson Rd., Construct new alignment and widen road to 5 lanes. Associated water supply - feedermain works, Whitby	-		-	283	432	-	173	1,512	-	-	-	2,400	17,011	-	19,411
34	Reg. Rd. 22, Bloor St. from east of Harmony Rd. to Grandview St., Realignment and widen existing road to 4 / 5 lanes with new CP Rail grade separation, Oshawa	-		-	6	29	-	12	103	-	-	-	150	5,152	18,000	23,302
36	Reg. Rd. 23, Lake Ridge Rd. from Bayly St. to Kingston Rd. - Dundas St., Widen from 2 to 4 / 5 lanes, Ajax / Whitby	-		-	213	110	-	44	383	-	-	-	750	2,660	12,700	16,110
37	Reg. Rd. 23, Lake Ridge Rd. from Kingston Rd. - Dundas St. to Rossland Rd., Widen from 2 to 4 / 5 lanes. 2026: Lake Ridge Road and Rossland Road Intersection 2031: Widen from north of Kingston Rd. / Dundas St. to south of Rossland Road, Ajax / Whitby	-		-	89	125	-	50	436	-	-	-	700	900	18,900	20,500
38	Reg. Rd. 26, Thickson Rd. from Wentworth St. to C.N. Rail Kingston, Reconstruct and widen road from 2 to 4 lanes, Whitby	-		-	138	258	-	102	902	-	-	-	1,400	5,900	-	7,300
41	Reg. Rd. 26, Thickson Rd. from Taunton Rd. to Hwy. 407, Widen road from 2 to 4 / 5 lanes, Whitby	-		-	108	182	-	73	637	-	-	-	1,000	1,000	28,000	30,000
47	Reg. Rd. 28, Rossland Rd. from Ritson Rd. to Harmony Rd., Widen road from 3 to 5 lanes, including structure widening. Associated water supply works, Oshawa	-		-	58	159	-	63	555	-	-	-	835	1,100	17,500	19,435
49	Reg. Rd. 29, Liverpool Rd. from Hwy. 401 to Kingston Rd., Widen from 5 to 6 / 7 lanes. Associated water supply works, Pickering	-		-	39	83	-	33	290	-	-	-	445	600	6,800	7,845


**Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
56	Reg. Rd. 36, Hopkins St. from Consumers Dr. to Dundas St., Widen from 2 to 3 lanes, with new CPR grade separation. Associated water supply and sanitary sewer works, Whitby	-		-	45	124	-	49	432	-	-	-	650	600	19,800	21,050
57	Reg. Rd. 37, Finch Ave. from Altona Rd. to Brock Rd., Widen from 2 to 3 lanes. Associated water supply and sanitary sewer works, Pickering	-		-	824	240	-	96	840	-	-	-	2,000	500	34,500	37,000
60	Reg. Rd. 38, Whites Rd. from Finch Ave. to approximately 0.3 km south of Third Concession Rd., Widen from 2 to 6 lanes to add HOV lanes, with new CPR grade separation. The Region's portion shown is for 75% of the project cost. Seaton Landowners responsible for 25% of the project cost, Pickering	-		-	224	199	-	80	697	-	-	-	1,200	-	49,700	50,900
63	Reg. Rd. 42, Darlington - Clark Townline Rd. / Reg. Hwy. 2 Intersection, Intersection modifications, Clarington	-		-	35	54	-	22	189	-	-	-	300	200	5,600	6,100
66	Reg. Rd. 53, Stevenson Rd. from CPR Belleville to Bond St., Widen road from 4 to 5 lanes. Associated water supply (Hwy. 401 - Bond St.) and sanitary sewer works, Oshawa	-		-	32	75	-	30	263	-	-	-	400	1,100	11,600	13,100
67	Reg. Rd. 53, Stevenson Rd. from Bond St. to Rossland Rd., Widen road from 3 / 4 to 5 lanes. Associated water supply works, Oshawa	-		-	180	45	-	18	157	-	-	-	400	800	19,100	20,300
68	Reg. Rd. 55, Townline Rd. from Beatrice St. to Taunton Rd., Widen and urbanize road from 2 to 3 lanes from Whitelaw Ave. to Taunton Rd. and storm sewer from Beatrice St. to Taunton Rd., Oshawa / Clarington	-		-	29	35	-	14	122	-	-	-	200	2,650	2,530	5,380


**Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
69	Reg. Rd. 57, Bowmanville Ave. from Baseline Rd. to south of Reg. Hwy. 2, Widen road from 2 to 4 lanes from Baseline Rd. to S. of Hwy. 2, including structure widening. Associated water supply and sanitary sewer works, Clarington	-	-	112	100	-	40	349	-	-	-	601	3,300	35,300	39,201	
70	Reg. Rd. 57, Bowmanville Ave. from north of Stevens Rd. to Nash Rd., Widen road from 2 to 4 lanes from north of Stevens Rd. to Nash Rd. Associated sanitary sewer works, Clarington	-	-	89	186	-	74	651	-	-	-	1,000	-	12,600	13,600	
72	Reg. Rd. 57, Bowmanville Ave. / Concession 7 Intersection, Intersection modifications, Clarington	-	-	6	9	-	4	32	-	-	-	51	450	5,600	6,101	
73	Reg. Rd. 58, Manning Rd. / Adelaide Ave. Connection from Garrard Rd. to Thornton Rd., Construct new road to 3 lanes with new crossing of Corbett Creek. Associated water supply works, Whitby / Oshawa	-	-	30	198	-	79	693	-	-	-	1,000	11,360	17,200	29,560	
74	Reg. Rd. 58, Adelaide Ave. from Townline Rd. to Trulls Rd., Construct new bridge crossing of Farewell Creek and construct new 3 lane road. Associated sanitary sewer works, Clarington	-	-	2,310	-	-	840	7,350	-	-	-	10,500	1,500	32,250	44,250	
75	Reg. Rd. 59, Gibb St. from east of Stevenson Rd. to Simcoe St., Widen road from 3 to 4 lanes. Associated water supply and sanitary sewer works, Oshawa	-	-	913	426	-	170	1,491	-	-	-	3,000	23,630	21,500	48,130	
78	Reg. Hwy. 2 / Lambs Rd. Intersection, Intersection modifications, Clarington	-	-	35	54	-	22	189	-	-	-	300	200	5,600	6,100	
<b>Road / Structure Construction - Growth Subtotal</b>				<b>-</b>	<b>7,996</b>	<b>4,128</b>	<b>-</b>	<b>2,814</b>	<b>24,632</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>39,570</b>	<b>120,469</b>	<b>409,880</b>	<b>569,919</b>


**Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Traffic Control &amp; Other Programs - Growth</b>																
82	Bridge and Pavement Management Program, Various	-		-	7	72	-	29	251	-	-	41	400	400	3,600	4,400
83	Signal Installation Program, Various	-		-	696	116	-	196	1,717	-	-	-	2,725	2,200	20,450	25,375
84	Intelligent Transportation System (ITS) Projects, Various	-		-	77	118	-	47	413	-	-	-	655	600	5,400	6,655
85	Engineering Activities, Various	-		-	8	81	-	32	284	-	-	45	450	450	4,050	4,950
86	Property Acquisition, Various	-		-	35	54	-	22	189	-	-	-	300	500	1,500	2,300
87	Roadside Landscaping Projects, Various	-		-	3	27	-	11	94	-	-	15	150	200	1,350	1,700
88	Contingencies Development Related, Various	-		-	35	54	-	22	189	-	-	-	300	300	2,700	3,300
89	Regional Share of Services for Residential Subdivision Development, Various	-		-	32	320	-	128	1,120	-	-	-	1,600	2,600	4,000	8,200
<b>Traffic Control &amp; Other Programs - Growth Subtotal</b>					<b>893</b>	<b>842</b>	<b>-</b>	<b>487</b>	<b>4,257</b>	<b>-</b>	<b>-</b>	<b>101</b>	<b>6,580</b>	<b>7,250</b>	<b>43,050</b>	<b>56,880</b>
<b>Transportation Plans &amp; Studies - Growth</b>																
90	Transportation Plans and Studies, Various	-		-	3	30	-	12	105	-	-	-	150	150	1,700	2,000
<b>Transportation Plans &amp; Studies - Growth Subtotal</b>					<b>3</b>	<b>30</b>	<b>-</b>	<b>12</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>150</b>	<b>1,700</b>	<b>2,000</b>


## Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing							2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032		
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant					Debenture	General Levy
<b>Investing in Canada Infrastructure Program (ICIP) Projects</b>																
91	Reg. Hwy. 2, Kingston Rd. from Altona Rd. to Notion Rd., Bus Rapid Transit Lanes, Pickering	-		-	4,355	-	-	1,180	10,324	43,606	-	-	59,465	17,710	34,955	112,130
92	Reg. Hwy. 2, Kingston Road - Dundas Street (Various Locations), Bus Rapid Transit Lanes (DC Elig), Ajax / Whitby / Oshawa	-		-	879	-	-	205	1,790	7,899	-	-	10,773	14,400	20,922	46,095
93	Reg. Hwy. 2, Kingston Road - Dundas Street (Various Locations), Bus Rapid Transit Lanes (DC Inelig), Ajax / Whitby / Oshawa	-		-	2,240	-	-	-	-	6,160	-	-	8,400	200	-	8,600
<b>Investing in Canada Infrastructure Program (ICIP) Projects Subtotal</b>				-	<b>7,474</b>	-	-	<b>1,385</b>	<b>12,114</b>	<b>57,665</b>	-	-	<b>78,638</b>	<b>32,310</b>	<b>55,877</b>	<b>166,825</b>
<b>Road Rehabilitation / Reconstruction Projects</b>																
94	Reg. Rd. 1, Brock Rd. from 0.2 km north of Uxbridge / Pickering Townline Rd to 1.2 km north of Webb Rd., Road rehabilitation, Uxbridge	-		3,500	-	-	-	-	-	-	-	-	3,500	-	-	3,500
95	Reg. Rd. 1, Conc. Rd. 7 from Reg. Rd. 11 to 0.4 km north of Ashworth Rd., Road rehabilitation / reconstruction, Uxbridge	-		-	3,100	-	-	-	-	-	-	-	3,100	9,560	-	12,660
96	Reg. Rd. 1, Conc. Rd. 7 from Foster Dr. to south limit of Leaskdale, Road rehabilitation / reconstruction, Uxbridge	-		-	1,250	-	-	-	-	-	-	-	1,250	7,980	-	9,230
97	Reg. Rd. 2, Simcoe St. from Olive Ave. to north of John St., Road rehabilitation / reconstruction in conjunction with water / sewer project, Oshawa	-		-	1,250	-	-	-	-	-	-	-	1,250	1,575	-	2,825
98	Reg. Rd. 3, Grandview St. N. from Hwy. 407 to Columbus Rd. E. and Columbus Rd. E. from Grandview St. N. to Townline Rd. N., Road rehabilitation / reconstruction, Oshawa	-		-	293	-	-	-	-	-	-	-	293	6,707	-	7,000


**Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
99	Reg. Rd. 3 from Townline Rd. N. to Enfield Rd., Road rehabilitation / reconstruction, Clarington	-		-	300	-	-	-	-	-	-	-	300	5,100	2,500	7,900
100	Reg. Rd. 4, Taunton Rd. from east of Townline Rd. to west of Enfield Rd., Road rehabilitation, Clarington	-		4,600	500	-	-	-	-	-	-	-	5,100	6,573	-	11,673
101	Reg. Rd. 4, Taunton Rd. from 0.4 km west of Solina Rd. to 0.2 km west of Bowmanville Ave., Road rehabilitation. 2023: West of Holt Rd. to Maple Grove Rd. 2024: West of Solina Rd. to Hwy. 418. 2025: Maple Grove Rd. to 0.2 km west of Bowmanville Ave. in conjunction with rehabilitation / replacing bridge 0.2 km west of Old Scugog Rd (Hampton Bridge), Clarington	-		-	750	-	-	-	-	-	-	-	750	1,170	22,050	23,970
102	Reg. Rd. 4, Taunton Rd. from Reg. Rd. 17 to 0.1 km west of Tambyn Rd., Road rehabilitation and intersection modifications at Reg. Rd. 17 - Best Rd., Clarington	-		-	200	-	-	-	-	-	-	-	200	300	3,000	3,500
106	Reg. Rd. 8, Reach St. from east of Old Simcoe St. to Bigelow St., Road rehabilitation / reconstruction, Scugog	-		-	350	-	-	-	-	-	-	-	350	200	3,100	3,650
107	Reg. Rd. 9, Ganaraska Rd. from 2.0 km east of Maynard Rd. to 0.4 km east of Newtonville Rd., Road rehabilitation / reconstruction in combination with Newtonville Rd., Clarington	-		-	250	-	-	-	-	-	-	-	250	450	4,000	4,700
108	Reg. Rd. 13, Zephyr Rd. from Conc. 3 (Reg. Rd. 39) to Conc. 4, Road rehabilitation / reconstruction, Uxbridge	-		-	1,700	-	-	-	-	-	-	-	1,700	7,350	-	9,050

## Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture				
109	Reg. Rd. 13 from Lake Ridge Rd. to 1.5 km west of Hwy. 7 / 12, Road rehabilitation / reconstruction including modifications to the profile. 2023 road reconstruction from 0.85 km west of Sideroad 17 to 0.415 km east of Sideroad 17. 2024 road reconstruction from 0.415 km east of Sideroad 17 to 1.5 km west of Hwy. 7 / 12, Brock	-		-	2,810	-	-	-	-	-	-	2,810	20,970	5,530	29,310
110	Reg. Rd. 14, Liberty St. from Longworth Ave. to Concession Rd. 3, Road rehabilitation including roundabout at Concession Rd. 3 intersection and signalization and modifications at Liberty Street and Freeland Ave - Bons Ave. (combined with item 22) Associated water supply works, Clarington	-		-	4,910	-	-	-	-	-	-	4,910	50	-	4,960
111	Reg. Rd. 17, Main St. from Winter Rd. to Station St., Road rehabilitation / reconstruction. Associated water supply and sanitary sewer works, Clarington	-		-	500	-	-	-	-	-	-	500	300	8,400	9,200
112	Reg. Rd. 18, Newtonville Rd. from Kendal Bridge to Ganaraska Rd., Road rehabilitation / reconstruction in combination with Ganaraska Rd., Clarington	-		-	470	-	-	-	-	-	-	470	30	3,000	3,500
115	Reg. Rd. 23, Lake Ridge Rd. from 0.1 km south of Vallentyne to 0.25 km north of Ravenshoe Rd., Road rehabilitation and curve reconfiguration, Brock / Uxbridge	-		-	150	-	-	-	-	-	-	150	300	2,650	3,100
118	Reg. Rd. 28, Rossland Rd. from Park Rd. to Simcoe St., Road rehabilitation / reconstruction in conjunction with bridge rehabilitation. Associated water supply works, Oshawa	-		-	150	-	-	-	-	-	-	150	350	5,650	6,150
121	Reg. Rd. 56, Farewell St. from Harbour Rd. to Bloor St., Road rehabilitation / reconstruction. Associated water supply works, Oshawa	-		-	2,000	-	-	-	-	-	-	2,000	6,350	-	8,350

## Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)


Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy				
122 Reg. Rd. 59, Olive Ave. from Simcoe St. to Drew St., Road rehabilitation / reconstruction in conjunction with water / sewer project, Oshawa	-		-	125	-	-	-	-	-	-	-	125	700	-	825
123 Reg. Rd. 60, Wentworth St. from Park Rd. to 0.125 km east of Cedar St., Road rehabilitation / reconstruction, Oshawa	-		-	300	-	-	-	-	-	-	-	300	-	1,500	1,800
124 Reg. Rd. 60, Wentworth St. from Oshawa Creek Bridge to Farewell St., Road rehabilitation / reconstruction, Oshawa	-		-	2,150	-	-	-	-	-	-	-	2,150	4,000	13,000	19,150
125 Reg. Hwy. 2 / Newtonville Rd. Intersection, Road rehabilitation / reconstruction, Clarington	-		-	450	-	-	-	-	-	-	-	450	-	-	450
126 Road Resurfacing and Rehabilitation Preparatory Activities Allowance, Various	-		-	-	-	-	-	-	-	-	350	350	350	3,150	3,850
127 Road and Structures Rehabilitation Program, Various	-		-	-	-	-	-	-	-	-	500	500	1,000	26,000	27,500
128 Road Resurfacing / Rehabilitation Other Locations, Various	-		2,000	3,752	-	-	-	-	-	-	-	5,752	5,163	276,998	287,913
<b>Road Rehabilitation / Reconstruction Projects Subtotal</b>			<b>10,100</b>	<b>27,710</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>850</b>	<b>38,660</b>	<b>86,528</b>	<b>380,528</b>	<b>505,716</b>




**Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Structure Rehabilitation / Replacement</b>																
129	Structure Investigation Program, Various	-		-	-	-	-	-	-	-	-	100	100	100	900	1,100
130	Bridge Maintenance and Repairs Program, Various	-		-	-	-	-	-	-	-	-	200	200	200	1,800	2,200
131	Expansion Joint Repairs Program, Various	-		-	-	-	-	-	-	-	-	60	60	60	540	660
132	Culvert Maintenance and Repairs Program, Various	-		-	-	-	-	-	-	-	-	150	150	150	1,350	1,650
134	Reg. Rd. 2, Simcoe St. Over Oshawa Creek Bridge, 0.7 km north of Taunton Rd., Bridge rehabilitation, Oshawa	-		2,050	-	-	-	-	-	-	-	-	2,050	-	-	2,050
136	Reg. Rd. 2, Seagrave Bridge, 0.55 km south of Saintfield Rd., Bridge rehabilitation, Scugog	-		-	50	-	-	-	-	-	-	-	50	150	2,950	3,150
140	Reg. Rd. 4, W.A. Twelvetrees Bridge, 0.3 km east of Whites Rd., Bridge rehabilitation of existing 4 lane structure, Pickering	-		-	230	-	-	-	-	-	-	-	230	220	5,400	5,850
143	Reg. Rd. 4, Hampton Bridge, 1.0 km west of Bowmanville Ave., Bridge rehabilitation / replacement in conjunction with road rehabilitation, Clarington	-		-	150	-	-	-	-	-	-	-	150	200	3,100	3,450
148	Reg. Rd. 5, Ninth Concession Rd. Over Duffins Creek Tributary Culvert, 0.05 km west of Sideline 12, Culvert rehabilitation, Pickering	-		-	100	-	-	-	-	-	-	-	100	-	1,000	1,100
151	Reg. Rd. 8 Over Pepperlaw Brook Bridge, 0.75 km west of Concession 3, Bridge replacement, Uxbridge	-		10	1,590	-	-	-	-	-	-	-	1,600	1,800	-	3,400
155	Reg. Rd. 8, Nonquon Bridge, 0.45km west of Hwy. 12, Bridge replacement, Scugog	-		-	150	-	-	-	-	-	-	-	150	3,050	-	3,200
156	Reg. Rd. 11, Sandford Rd. Bridge, 1.1 km west of Uxbridge Township Concession Road 3, Bridge replacement, Uxbridge	-		-	1,500	-	-	-	-	-	-	-	1,500	2,200	-	3,700


**Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
159	Reg. Rd. 13, Zephyr Rd. Bridge, 0.95 km west of Concession Road VI, Bridge replacement, Uxbridge	-		3,000	-	-	-	-	-	-	-	-	3,000	1,975	-	4,975
163	Reg. Rd. 16, Ritson Rd. Over CNR Bridge, 0.2 km south of Bloor St., Bridge rehabilitation. 50% of costs to be recovered from CNR as per Board Order No. 98034, Oshawa	-		55	55	-	-	-	-	-	-	-	110	240	5,250	5,600
171	Reg. Rd. 23, Lake Ridge Rd. Culvert 0.3 km north of Conc. Rd. 2, Culvert rehabilitation, Brock	-		-	100	-	-	-	-	-	-	-	100	-	1,200	1,300
172	Reg. Rd. 23, Beaverton Bridge, 50 m north of Simcoe St., Bridge rehabilitation, Brock	-		-	600	-	-	-	-	-	-	-	600	3,500	-	4,100
177	Reg. Rd. 28, Rossland Rd. Over Oshawa Creek, 0.45 km east of Park Rd., Bridge rehabilitation in conjunction with road rehabilitation / reconstruction, Oshawa	-		-	100	-	-	-	-	-	-	-	100	250	5,100	5,450
184	Reg. Rd. 33, Harmony Rd. Over CPR Bridge, 0.2 km south of Olive Ave., Bridge rehabilitation / replacement. Coordinate with Metrolinx extension to Bowmanville, Oshawa	-		-	200	-	-	-	-	-	-	-	200	-	3,300	3,500
186	Reg. Rd. 34, Courtice Road Over CPR Bridge, 0.3 km north of Baseline Rd., Bridge rehabilitation. Coordinate with Metrolinx extension to Bowmanville, Clarington	-		-	200	-	-	-	-	-	-	-	200	-	220	420
191	Reg. Rd. 53, Stevenson Rd. Over CPR Bridge, 0.4 km north of Laval Dr., Bridge rehabilitation / replacement. Coordinate with Metrolinx extension to Bowmanville, Oshawa	-		-	200	-	-	-	-	-	-	-	200	-	1,800	2,000
192	Reg. Rd. 54, Park Rd. Over CPR Bridge, 0.48 km south of Gibb St., Bridge rehabilitation. Coordinate with Metrolinx extension to Bowmanville, Oshawa	-		-	200	-	-	-	-	-	-	-	200	-	1,850	2,050

**Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)**

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		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture				
194	Reg. Rd. 57, Burketon CPR Bridge, 3.3 km south of Shirley Rd., Bridge Replacement, Clarington	-		2,575	-	-	-	-	-	-	-	2,575	5,000	-	7,575
197	Reg. Rd. 58, Adelaide Ave. Culvert, 0.05 km west of Wilson Rd., Culvert rehabilitation, Oshawa	-		-	100	-	-	-	-	-	-	100	-	1,300	1,400
<b>Structure Rehabilitation / Replacement Subtotal</b>				<b>7,690</b>	<b>5,525</b>	-	-	-	-	-	<b>510</b>	<b>13,725</b>	<b>19,095</b>	<b>37,060</b>	<b>69,880</b>
<b>Traffic Control &amp; Other Programs - Non-Growth</b>															
200	Miscellaneous Road and Storm Sewer Reconstruction Projects, Various	-		-	-	-	-	-	-	-	-	400	400	400	4,400
201	Signal Modernization Program, Various	-		-	-	-	-	-	-	-	-	1,640	1,640	1,405	17,379
202	Accessible Pedestrian Signal (APS) Installation Program, Various	-		-	-	-	-	-	-	-	-	1,000	1,000	930	9,880
203	Advance Traffic Management Systems (ATMS) Upgrades, Various	-		-	-	-	-	-	-	-	-	100	100	100	1,905
204	Uninterruptible Power Supply (UPS) Installation Program, Various	-		-	-	-	-	-	-	-	-	500	500	500	5,500
205	Contingencies Non-Development Related, Various	-		-	-	-	-	-	-	-	-	100	100	100	1,100
<b>Traffic Control &amp; Other Programs - Non-Growth Subtotal</b>				-	-	-	-	-	-	-	-	<b>3,740</b>	<b>3,740</b>	<b>3,435</b>	<b>32,989</b>
<b>Road &amp; Traffic Safety Program (Vision Zero)</b>															
206	Roadside Safety Program, Various	-		-	-	-	-	-	-	-	-	1,000	1,000	800	9,900
207	Durham Vision Zero Program, Various	-		-	675	-	-	-	-	-	-	675	725	1,529	2,929
<b>Road &amp; Traffic Safety Program (Vision Zero) Subtotal</b>				-	<b>675</b>	-	-	-	-	-	-	<b>1,000</b>	<b>1,675</b>	<b>1,525</b>	<b>9,629</b>
<b>Cycling Infill Projects</b>															
208	Cycling Infill Projects, Various	-		540	-	-	-	-	-	-	-	540	160	11,300	12,000
<b>Cycling Infill Projects Subtotal</b>				<b>540</b>	-	-	-	-	-	-	-	<b>540</b>	<b>160</b>	<b>11,300</b>	<b>12,000</b>


**Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)**

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Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy				
<b>Building &amp; Structures</b>																
212	Depot Rationalization - Ajax Depot Expansion (Works General Tax Portion)	1	New	-	-	-	-	-	-	-	1,667	-	1,667	-	11,667	13,334
213	Depot Rationalization - New Oshawa/Whitby Depot (Works General Tax Portion)	1	New	-	-	-	-	-	-	-	12,667	-	12,667	-	56,667	69,334
214	Depot Rationalization - New Sunderland Depot (Works General Tax Portion)	1	New	-	-	-	-	-	-	-	1,333	-	1,333	-	15,333	16,666
217	Repairs and Epoxy Coat Fleet Bay Concrete Floors & Repairs to Floor Drains in Fleet Bays - Scugog Depot	1	Replacement	-	-	-	-	-	-	-	-	13	13	-	-	13
219	Roof Replacement on Vehicle Storage Bays - Orono Depot	1	Replacement	-	-	-	-	-	-	-	-	27	27	-	-	27
220	Thermal Glass Panels for Rollup Doors and Door operators - Orono Depot	1	Replacement	-	-	-	-	-	-	-	-	18	18	-	-	18
221	Widening of Existing Canopy Entrance - Sunderland Depot	1	Replacement	-	-	-	-	-	-	-	-	8	8	-	-	8
224	Access Ladder Repair/Replacement Project - Various Locations	2	Replacement	-	-	-	-	-	-	-	-	15	15	-	-	15
229	Renovation & Optimization - 101 Consumers (Traffic Portion)	2	Replacement	-	5,847	-	-	-	-	-	-	-	5,847	13,696	-	19,543
230	Replacement of Fire System - Oshawa/Whitby Depot	1	Replacement	-	-	-	-	-	-	-	-	67	67	-	-	67
<b>Building &amp; Structures Subtotal</b>				-	<b>5,847</b>	-	-	-	-	-	<b>15,667</b>	<b>148</b>	<b>21,662</b>	<b>13,696</b>	<b>83,667</b>	<b>119,025</b>
<b>Machinery &amp; Equipment</b>																
235	Bar Pullout Tester - Construction	1	New	-	-	-	-	-	-	-	-	4	4	-	-	4
236	Bench Oven - Construction	1	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
237	Concrete End Grinder - Construction	1	New	-	-	-	-	-	-	-	-	8	8	-	-	8
240	Gyratory Compactor/Molds/Equipment - Construction	1	New	-	-	-	-	-	-	-	-	23	23	-	-	23

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		Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy				
241	Integrated Control Technology - Security Project - Various Locations	6	New	-	-	-	-	-	-	-	-	7	7	-	-	7
245	Nuclear Densometer - Construction	1	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4
<b>Machinery &amp; Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>51</b>	<b>51</b>	-	-	<b>51</b>
<b>Information Technology Infrastructure</b>																
256	Computers & Monitors Refresh - Financial Services	-	Replacement	-	-	-	-	-	-	-	-	208	208	-	-	208
257	dTIMS Software Upgrades - Transportation-Infrastructure	-	Replacement	-	-	-	-	-	-	-	-	120	120	-	-	120
261	Standard Laptops	16	New	-	-	-	-	-	-	-	-	27	27	-	-	27
262	Power Laptops	2	New	-	-	-	-	-	-	-	-	2	2	-	-	2
<b>Information Technology Infrastructure Subtotal</b>				-	-	-	-	-	-	-	-	<b>357</b>	<b>357</b>	-	-	<b>357</b>
<b>Vehicles</b>																
265	1 Ton Van - 289 Water St.	2	Replacement	-	300	-	-	-	-	-	-	-	300	-	-	300
266	1/2 Ton Pick-up Truck - Various Locations	9	Replacement	-	765	-	-	-	-	-	-	-	765	-	-	765
267	3 Ton Crew Cab - Various Locations	3	Replacement	-	570	-	-	-	-	-	-	-	570	-	-	570
269	3/4 Ton Van - Various Locations	6	Replacement	-	900	-	-	-	-	-	-	-	900	-	-	900
271	6 Ton Tandem - Various Locations	5	Replacement	-	3,000	-	-	-	-	-	-	-	3,000	-	-	3,000
273	Asphalt Hot Box - Oshawa/Whitby Depot	1	Replacement	-	65	-	-	-	-	-	-	-	65	-	-	65
275	Chain Saw - Various Locations	17	Replacement	-	34	-	-	-	-	-	-	-	34	-	-	34
276	Concrete Saw - Various Locations	31	Replacement	-	74	-	-	-	-	-	-	-	74	-	-	74
277	Cube Van - Various Locations	2	Replacement	-	350	-	-	-	-	-	-	-	350	-	-	350
278	Econo Van - Various Locations	7	Replacement	-	525	-	-	-	-	-	-	-	525	-	-	525


## Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)

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	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy				
279 Emergency Fleet Equipment Replacement - Fleet	1	Replacement	-	151	-	-	-	-	-	-	-	151	-	-	151
282 Geodimeter - Construction	1	Replacement	-	125	-	-	-	-	-	-	-	125	-	-	125
284 Miscellaneous Trailer - Various Locations	3	Replacement	-	135	-	-	-	-	-	-	-	135	-	-	135
285 Pole Saw - Various Locations	5	Replacement	-	10	-	-	-	-	-	-	-	10	-	-	10
286 Portable Generator - Ajax Depot	1	Replacement	-	6	-	-	-	-	-	-	-	6	-	-	6
289 Signal Board - Sunderland Depot	1	Replacement	-	18	-	-	-	-	-	-	-	18	-	-	18
293 Tamper - Scugog Depot	1	Replacement	-	7	-	-	-	-	-	-	-	7	-	-	7
295 Tandem Trailer - Oshawa/Whitby Depot	1	Replacement	-	45	-	-	-	-	-	-	-	45	-	-	45
296 Tow Motor - Waste Facilities	1	Replacement	-	150	-	-	-	-	-	-	-	150	-	-	150
298 Water Pump - Various Locations	2	Replacement	-	15	-	-	-	-	-	-	-	15	-	-	15
299 Weed Eater Combo Unit - Various Locations	28	Replacement	-	84	-	-	-	-	-	-	-	84	-	-	84
300 Medium Articulated Loader - Waste Facilities	1	Replacement	-	350	-	-	-	-	-	-	-	350	-	-	350
<b>Vehicles Subtotal</b>			-	<b>7,679</b>	-	-	-	-	-	-	-	<b>7,679</b>	-	-	<b>7,679</b>

## Appendix A: 2023 Regional Roads and Infrastructure Capital Projects (\$,000's)

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Furniture &amp; Fixtures</b>																
301	A/V Equipment and Technology Upgrades - Various Locations	1	New	-	-	-	-	-	-	-	-	10	10	-	-	10
<b>Furniture &amp; Fixtures Subtotal</b>				-	-	-	-	-	-	-	-	10	10	-	-	10
<b>Total Capital Regional Roads and Infrastructure</b>				18,330	63,802	5,000	-	4,698	41,108	57,665	15,667	6,767	213,037	284,618	1,065,680	1,563,335

\* Rows and columns may not add due to rounding

\*\* Appendix A includes Other financing of \$18.275 million from the Canada-Community Building Fund (Federal Gas Tax) and \$55 thousand in contributions from CN Rail

\*\*\* Appendix A includes Reserve/Reserve Fund financing as follows:

	2023
<b>Reserve Fund</b>	
Equipment Replacement Reserve	7,679
Capital Impact Stabilization Reserve Fund	5,847
Roads Rehab Reserve Fund	27,710
Bridge Rehab Reserve Fund	5,525
Regional Roads Levy	8,892
Vision Zero Reserve Fund	675
Transit Capital Reserve Fund	7,474
<b>Total Reserve/Reserve Fund Financing</b>	<b>63,802</b>

\*\*\*\* Appendix A includes financing of the following development charge shortfalls as follows:

	2023
<b>DC Shortfall</b>	
Residential DC Shortfall	-
Commercial DC Shortfall	-
Institutional DC Shortfall	3,284
Industrial DC Shortfall	828
<b>Total DC Shortfall</b>	<b>4,112</b>
<b>Shortfall Financing Source</b>	
Regional Roads Levy	4,112
<b>Total Funding</b>	<b>4,112</b>

\*\*\*\*\* Project Notes:

<sup>1</sup> Project 229 Renovations and Optimization-101 Consumers - The budget of \$5.847 million included in this schedule is for the 2023 Traffic portion. The estimated total cost of this project is \$22.843 million. \$13.696 million has been approved in previous budgets and \$3.300 million is proposed in the 2023 Health Capital Budget.

<sup>2</sup> Project 212 Depot Rationalization-Ajax Depot Expansion - The budget of \$1.667 million is the 2023 general tax portion. The estimated total cost is \$40.000 million with \$13.333 million funded from the General Tax Fund, \$13.333 million funded from the Water Supply Fund, and \$13.334 million funded from the Sanitary Sewerage Fund.

<sup>3</sup> Project 213 Depot Rationalization-New Oshawa/Whitby Depot Expansion - The budget of \$12.667 million is the 2023 general tax portion. The estimated total cost is \$208.000 million with \$69.334 million funded from the General Tax Fund, \$69.333 million funded from the Water Supply Fund, and \$69.333 million funded from the Sanitary Sewerage Fund.

<sup>4</sup> Project 214 Depot Rationalization-New Sunderland Depot - The budget of \$1,333 million is the 2023 general tax portion. The estimated total cost is \$50.000 million with \$16.666 million funded from the General Tax Fund, \$16.667 million funded from the Water Supply Fund, and \$16.667 million funded from the Sanitary Sewerage Fund.

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Regional Roads and Infrastructure</b>									
<b>Road / Structure Construction - Growth</b>									
1	Reg. Rd. 1, Brock Rd. / Hwy. 401 eastbound On Ramp, Intersection modifications. Add northbound right turn lane, including structure widening with MTO contract, Pickering	Pre-Construction	-	150	-	-	-	-	150
		Construction	-	750	-	-	-	-	750
		<b>Total</b>	-	900	-	-	-	-	900
2	Reg. Rd. 1, Brock Rd. from Finch Ave. to Taunton Rd., Beyond forecast widen road from 5 to 7 lanes to add HOV lanes, including structure widening, Pickering	Pre-Construction	-	-	-	-	-	6,500	6,500
		Construction	-	-	-	-	-	-	-
		<b>Total</b>	-	-	-	-	-	6,500	6,500
3	Reg. Rd. 1, Brock Rd. from Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd., Widen road from 2 to 4 lanes including intersection modifications at Brock Rd. and Taunton Rd. The Region's portion shown is for 10% of the intersection project cost. Seaton Landowners responsible for 90% of the Intersection cost, Pickering	Pre-Construction	-	250	-	-	-	-	250
		Construction	-	1,187	-	-	-	-	1,187
		<b>Total</b>	-	1,437	-	-	-	-	1,437
4	Reg. Rd. 1, Brock Rd. from Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd., Beyond forecast widen road from 4 to 6 lanes to add HOV lanes. The Region's portion shown is for 87% of the project cost. Seaton Landowners responsible for 13% of the project cost, Pickering	Pre-Construction	-	-	-	-	-	1,500	1,500
		Construction	-	-	-	-	-	-	-
		<b>Total</b>	-	-	-	-	-	1,500	1,500
5	Reg. Rd. 1, Brock Rd. / 7th Concession Rd. Intersection, Intersection modifications, Pickering	Pre-Construction	150	-	300	-	300	-	600
		Construction	-	-	-	-	-	5,000	5,000
		<b>Total</b>	150	-	300	-	300	5,000	5,600



## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
6	Reg. Rd. 1, Brock Rd. / Goodwood Rd. Intersection, Reconstruct to a roundabout, Uxbridge	Pre-Construction	-	-	350	350	-	-	700
		Construction	-	-	-	-	7,000	-	7,000
		Total	-	-	350	350	7,000	-	7,700
7	Reg. Rd. 2, Simcoe St. / Howden Rd. Intersection, Beyond forecast intersection modifications, Oshawa	Pre-Construction	-	-	-	-	-	400	400
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	400	400
8	Reg. Rd. 2, Simcoe St. / Shirley Rd. Intersection, Intersection modifications, Scugog	Pre-Construction	200	-	300	300	-	-	600
		Construction	-	-	-	-	-	5,000	5,000
		Total	200	-	300	300	-	5,000	5,600
9	Reg. Rd. 2, Simcoe St. from south of King St. to south of Greenway Blvd., Beyond forecast widen from 2 to 3 lanes including intersection modifications at King St - Oylar St., Scugog	Pre-Construction	-	-	-	300	-	1,500	1,800
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	300	-	1,500	1,800
10	Reg. Rd. 3, Winchester Rd. from Baldwin St. to Anderson St., Widen from 2 to 3 / 4 lanes including structure widening, Whitby	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,100	-	-	-	-	-	-
		Total	1,100	-	-	-	-	-	-
11	Reg. Rd. 3 / Enfield Rd., Intersection modifications, Clarington	Pre-Construction	-	200	300	300	-	-	800
		Construction	-	-	-	-	-	5,000	5,000
		Total	-	200	300	300	-	5,000	5,800
12	Reg. Rd. 4, Taunton Rd. from Toronto / Pickering Townline to west of Twelvetrees Bridge, Beyond forecast widen from 4 to 6 lanes to add HOV lanes, Pickering	Pre-Construction	-	-	-	-	-	3,500	3,500
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	3,500	3,500

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
13	Reg. Rd. 4, Taunton Rd. from Twelvetrees Bridge to east limit of Phase 1 / Peter Matthews Dr., Widen from 4 to 6 lanes, including structure widening. The Region's portion shown is for 14% of the project cost. Seaton Landowners responsible for 86% of the project cost, Pickering	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	-	-	-	5,166	5,166
		Total	-	-	-	-	-	5,166	5,166
14	Reg. Rd. 4, Taunton Rd. from Peter Matthews Dr. to Brock Rd., Beyond forecast widen from 4 to 6 / 7 lanes to add HOV lanes including structure widening, Pickering	Pre-Construction	-	-	-	-	-	2,500	2,500
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	2,500	2,500
15	Reg. Rd. 4, Taunton Rd. from Brock Rd. to Brock St. / Baldwin St., Beyond forecast widen from 5 to 7 lanes to add HOV lanes including structure widening, Pickering / Ajax / Whitby	Pre-Construction	-	-	-	-	-	4,000	4,000
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	4,000	4,000
16	Reg. Rd. 4, Taunton Rd. / Anderson St. Intersection, Intersection modifications at Taunton Rd. / Anderson St. including Taunton Rd. / DDSB and Taunton Rd. / DRPS entrances, Whitby	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,500	-	-	-	-	-	-
		Total	1,500	-	-	-	-	-	-
17	Reg. Rd. 4, Taunton Rd. / Courtice Rd. Intersection, Reconstruct and modify intersection to a roundabout, Clarington	Pre-Construction	250	500	-	-	-	-	500
		Construction	-	-	-	11,500	-	-	11,500
		Total	250	500	-	11,500	-	-	12,000
18	Reg. Rd. 4, Taunton Rd. / Bowmanville Ave. Intersection, Reconstruct and modify intersection to roundabout and replace and widen bridge on west leg of intersection, Clarington	Pre-Construction	-	-	-	-	-	-	-
		Construction	4,500	-	-	-	-	-	-
		Total	4,500	-	-	-	-	-	-
19	Reg. Rd. 4, Taunton Rd. / Reg. Rd. 42 Darlington - Clarke Townline Intersection, Reconstruct and modify intersection to a roundabout, Clarington	Pre-Construction	-	100	100	300	-	-	500
		Construction	-	-	-	-	5,000	-	5,000
		Total	-	100	100	300	5,000	-	5,500

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
20	Reg. Rd. 5, Central St. from 0.15 km west of Canso Dr. to Brock Rd., Urbanize road and modify corridor through village of Claremont, including streetscape modifications, Pickering	Pre-Construction	-	-	350	300	200	200	1,050
		Construction	-	-	-	-	-	5,000	5,000
		Total	-	-	350	300	200	5,200	6,050
21	Reg. Rd. 14, Liberty St. from Baseline Rd. to King St., Widen road from 2 to 3 lanes. Associated water supply and sanitary sewer works, Clarington	Pre-Construction	900	-	400	-	-	-	400
		Construction	-	-	-	-	7,000	-	7,000
		Total	900	-	400	-	7,000	-	7,400
22	Reg. Rd. 14, Liberty St. from Longworth Ave. to Concession Rd. 3, Road rehabilitation including roundabout at Concession Rd. 3 intersection and signalization and modifications at Liberty Street and Freeland Ave. - Bons Ave. (combined with item 110) Associated water supply works, Clarington	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,610	-	-	-	-	-	-
		Total	1,610	-	-	-	-	-	-
23	Reg. Rd. 16, Ritson Rd. / Beatrice St. Intersection, Intersection modifications, Oshawa	Pre-Construction	-	-	250	50	-	-	300
		Construction	-	-	-	-	-	2,500	2,500
		Total	-	-	250	50	-	2,500	2,800
24	Reg. Rd. 16, Ritson Rd. from north of Taunton Rd. to Conlin Rd., Widen road from 2 / 3 to 5 lanes, Oshawa	Pre-Construction	-	-	500	650	700	800	2,650
		Construction	-	-	-	-	-	16,000	16,000
		Total	-	-	500	650	700	16,800	18,650
25	Reg. Rd. 22, Bayly St. from Liverpool Rd. to Brock Rd., Beyond forecast widen road from 5 to 6 / 7 lanes to add HOV lanes, Pickering	Pre-Construction	-	-	-	-	-	1,000	1,000
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	1,000	1,000
26	Reg. Rd. 22, Bayly St. / Sandy Beach Rd. Intersection, Intersection modifications, Pickering	Pre-Construction	-	-	-	-	-	500	500
		Construction	-	-	-	-	-	3,000	3,000
		Total	-	-	-	-	-	3,500	3,500

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
27	Reg. Rd. 22, Bayly St. from Brock Rd. to Westney Rd., Beyond forecast widen from 5 to 7 lanes to add HOV lanes including structure widening, Pickering / Ajax	Pre-Construction	-	-	-	1,500	-	4,000	5,500
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	1,500	-	4,000	5,500
28	Reg. Rd. 22, Bayly St. from Westney Rd. to Harwood Ave., Widen road from 5 to 7 lanes to add HOV lanes. Associated water supply and sanitary sewer works, Ajax	Pre-Construction	-	-	300	500	400	500	1,700
		Construction	-	-	-	-	-	15,000	15,000
		Total	-	-	300	500	400	15,500	16,700
29	Reg. Rd. 22, Bayly St. from Harwood Ave. to Salem Rd., Beyond forecast widen road from 4 to 6 lanes to add HOV lanes, Ajax	Pre-Construction	-	-	-	-	-	750	750
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	750	750
30	Reg. Rd. 22, Victoria St. / Brock St. Intersection, Intersection modifications, Whitby	Pre-Construction	80	-	300	200	-	-	500
		Construction	-	-	-	-	-	4,000	4,000
		Total	80	-	300	200	-	4,000	4,500
31	Reg. Rd. 22, Victoria St. from South Blair St. to west of Thickson Rd., Construct new alignment and widen road to 5 lanes. Associated water supply - feedermain works, Whitby	Pre-Construction	-	-	-	-	-	-	-
		Construction	2,400	-	-	-	-	-	-
		Total	2,400	-	-	-	-	-	-
32	Reg. Rd. 22, Victoria St. / Bloor St. from east of Thickson Rd. to west of Stevenson Rd., Widen road from 2 / 3 to 4 / 5 lanes. Associated water supply works, Whitby / Oshawa	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	1,000	13,000	-	-	-	14,000
		Total	-	1,000	13,000	-	-	-	14,000
33	Reg. Rd. 22, Bloor St. from Ritson Rd. to Farewell St., Beyond forecast widen road from 3 to 5 lanes including intersection modifications at Bloor St. and Ritson Rd., Oshawa	Pre-Construction	-	-	-	-	750	1,750	2,500
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	750	1,750	2,500

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
34	Reg. Rd. 22, Bloor St. from east of Harmony Rd. to Grandview St., Realignment and widen existing road to 4 / 5 lanes with new CP Rail grade separation, Oshawa	Pre-Construction	150	-	-	-	-	-	-
		Construction	-	-	18,000	-	-	-	18,000
		Total	150	-	18,000	-	-	-	18,000
35	Reg. Rd. 22, Bloor St. from Prestonvale Rd. to Courtice Rd., Beyond forecast widen road from 2 to 3 lanes and modify profile. Associated water supply - feedermain (Townline Rd. to Trulls Rd.) and sanitary sewer - Trunk Sewer, Clarington	Pre-Construction	-	-	700	-	1,000	900	2,600
		Construction	-	-	-	-	-	-	-
		Total	-	-	700	-	1,000	900	2,600
36	Reg. Rd. 23, Lake Ridge Rd. from Bayly St. to Kingston Rd. - Dundas St., Widen from 2 to 4 / 5 lanes, Ajax / Whitby	Pre-Construction	750	-	-	-	-	-	-
		Construction	-	7,700	5,000	-	-	-	12,700
		Total	750	7,700	5,000	-	-	-	12,700
37	Reg. Rd. 23, Lake Ridge Rd. from Kingston Rd. - Dundas St. to Rossland Rd., Widen from 2 to 4 / 5 lanes. 2026: Lake Ridge Road and Rossland Road Intersection 2031: Widen from north of Kingston Rd. / Dundas St. to south of Rossland Road, Ajax / Whitby	Pre-Construction	700	-	700	1,000	-	200	1,900
		Construction	-	-	-	7,000	-	10,000	17,000
		Total	700	-	700	8,000	-	10,200	18,900
38	Reg. Rd. 26, Thickson Rd. from Wentworth St. to C.N. Rail Kingston, Reconstruct and widen road from 2 to 4 lanes, Whitby	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,400	-	-	-	-	-	-
		Total	1,400	-	-	-	-	-	-
39	Reg. Rd. 26, Thickson Rd. from Consumers Dr. to Dundas St., Beyond forecast widen from 5 to 7 lanes, including new structure. Associated water supply works, Whitby	Pre-Construction	-	-	-	1,250	-	5,500	6,750
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	1,250	-	5,500	6,750

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
40	Reg. Rd. 26, Thicksn Rd. / Rossland Rd. Intersection, Reconstruct and modify intersection, Whitby	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	4,800	-	-	-	-	4,800
		Total	-	4,800	-	-	-	-	4,800
41	Reg. Rd. 26, Thicksn Rd. from Taunton Rd. to Hwy. 407, Widen road from 2 to 4 / 5 lanes, Whitby	Pre-Construction	1,000	-	1,500	500	-	1,000	3,000
		Construction	-	-	-	-	25,000	25,000	
		Total	1,000	-	1,500	500	-	26,000	28,000
42	Reg. Rd. 26, Thicksn Rd. from Winchester Rd. to Baldwin St., Beyond forecast widen from 2 to 5 lanes, Whitby	Pre-Construction	-	-	-	-	-	4,750	4,750
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	4,750	4,750
43	Reg. Rd. 27, Altona Rd. from north of Strouds Ln. to Finch Ave., Beyond forecast widen road from 2 to 3 lanes, Pickering	Pre-Construction	-	-	-	-	-	1,750	1,750
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	1,750	1,750
44	Reg. Rd. 28, Peter Matthews Dr. from Alexander Knox Rd. to Hwy. 7, Construct new alignment to 2 lanes. The Region's portion shown is for 26% of the project cost. Seaton Landowners responsible for 74% of the project cost, Pickering	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	-	-	-	12,000	12,000
		Total	-	-	-	-	-	12,000	12,000
45	Reg. Rd. 28, Rossland Rd. / Cochrane St. Intersection, Intersection modifications, Whitby	Pre-Construction	-	150	-	-	-	-	150
		Construction	-	-	-	-	6,000	-	6,000
		Total	-	150	-	-	6,000	-	6,150
46	Reg. Rd. 28, Rossland Rd. / Garden St. Intersection, Intersection modifications, Whitby	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	4,000	-	-	-	4,000
		Total	-	-	4,000	-	-	-	4,000
47	Reg. Rd. 28, Rossland Rd. from Ritson Rd. to Harmony Rd., Widen road from 3 to 5 lanes, including structure widening. Associated water supply works, Oshawa	Pre-Construction	835	-	1,000	-	1,000	-	2,000
		Construction	-	-	-	-	-	15,500	15,500
		Total	835	-	1,000	-	1,000	15,500	17,500

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
48	Reg. Rd. 28, Rossland Rd. from Harmony Rd. to east of Townline Rd., Beyond forecast construct new alignment to 3 lanes, including new bridge crossing of Harmony Creek tributary, Oshawa	Pre-Construction	-	-	-	750	-	5,500	6,250
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	750	-	5,500	6,250
49	Reg. Rd. 29, Liverpool Rd. from Hwy. 401 to Kingston Rd., Widen from 5 to 6 / 7 lanes. Associated water supply works, Pickering	Pre-Construction	445	-	400	400	-	-	800
		Construction	-	-	-	-	-	6,000	6,000
		Total	445	-	400	400	-	6,000	6,800
50	Reg. Rd. 31, Westney Rd. from Finley Ave. to Harwood Ave., Road rehabilitation including intersection modifications at Finley Ave., Monarch Ave., and Harwood Ave. (combined with item 119) Associated water supply works., Ajax	Pre-Construction	-	71	133	-	-	-	204
		Construction	-	-	-	-	-	2,905	2,905
		Total	-	71	133	-	-	2,905	3,109
51	Reg. Rd. 31, Westney Rd. from Bayly St. to Hwy. 401., Widen from 5 to 7 lanes, Ajax	Pre-Construction	-	-	300	-	300	-	600
		Construction	-	-	-	-	-	9,000	9,000
		Total	-	-	300	-	300	9,000	9,600
52	Reg. Rd. 31, Westney Rd. from Hwy. 401 to south of Kingston Rd., Widen from 5 to 7 lanes, including structure widening and intersection modifications at Ritchie Ave., Ajax	Pre-Construction	-	-	500	350	-	-	850
		Construction	-	-	-	-	-	7,000	7,000
		Total	-	-	500	350	-	7,000	7,850
53	Reg. Rd. 31, Westney Rd. from south of Greenwood to Hwy. 407, Beyond forecast construct new 2 lane Greenwood by-pass, Pickering	Pre-Construction	-	-	-	-	-	3,900	3,900
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	3,900	3,900
54	Reg. Rd. 33, Harmony Rd. from Conlin Rd. to Britannia Ave., Beyond forecast widen road from 2 to 4 lanes, Oshawa	Pre-Construction	-	-	-	-	-	1,500	1,500
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	1,500	1,500

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
55	Reg. Rd. 36, Hopkins St. Overpass, Beyond forecast	Pre-Construction	-	-	-	-	-	5,400	5,400
	construct new 4 lane Hopkins St. overpass of Hwy. 401.	Construction	-	-	-	-	-	-	-
	Associated water supply works, Whitby	Total	-	-	-	-	-	5,400	5,400
56	Reg. Rd. 36, Hopkins St. from Consumers Dr. to Dundas St., Widen from 2 to 3 lanes, with new CPR grade separation. Associated water supply and sanitary sewer works, Whitby	Pre-Construction	650	-	-	2,000	300	500	2,800
		Construction	-	-	-	-	-	17,000	17,000
		Total	650	-	-	2,000	300	17,500	19,800
57	Reg. Rd. 37, Finch Ave. from Altona Rd. to Brock Rd., Widen from 2 to 3 lanes. Associated water supply and sanitary sewer works, Pickering	Pre-Construction	2,000	-	-	3,000	500	1,000	4,500
		Construction	-	-	-	-	-	30,000	30,000
		Total	2,000	-	-	3,000	500	31,000	34,500
58	Reg. Rd. 38, Whites Rd. from Bayly St. to Kingston Rd., Beyond forecast widen road from 5 to 7 lanes to add HOV lanes, including structure widening, Pickering	Pre-Construction	-	-	-	-	-	2,100	2,100
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	2,100	2,100
59	Reg. Rd. 38, Whites Rd. from north of Kingston Rd. to Finch Ave., Beyond forecast widen road from 5 to 7 lanes to add HOV lanes, including structure replacement. Associated water supply works, Pickering	Pre-Construction	-	-	1,500	-	2,500	600	4,600
		Construction	-	-	-	-	-	-	-
		Total	-	-	1,500	-	2,500	600	4,600
60	Reg. Rd. 38, Whites Rd. from Finch Ave. to approximately 0.3 km south of Third Concession Rd., Widen from 2 to 6 lanes to add HOV lanes, with new CPR grade separation. The Region's portion shown is for 75% of the project cost. Seaton Landowners responsible for 25% of the project cost, Pickering	Pre-Construction	1,200	2,700	20,000	1,000	-	-	23,700
		Construction	-	-	-	-	26,000	-	26,000
		Total	1,200	2,700	20,000	1,000	26,000	-	49,700




## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
61	Reg. Rd. 38, Whites Rd. from south of Third Concession Rd. to Taunton Rd., Construct new alignment to 6 lanes to add through lanes and HOV lanes, with new bridge crossing of West Duffins Creek. The Region's portion shown is for 1% of the project cost. Seaton Landowners responsible for 99% of the project cost, Pickering	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	1,050	-	-	-	-	1,050
		Total	-	1,050	-	-	-	-	1,050
62	Reg. Rd. 41, Salem Rd. / Rossland Rd. Intersection, Intersection modifications, Ajax	Pre-Construction	-	-	100	-	-	-	100
		Construction	-	-	-	1,600	-	-	1,600
		Total	-	-	100	1,600	-	-	1,700
63	Reg. Rd. 42, Darlington - Clark Townline Rd. / Reg. Hwy. 2 Intersection, Intersection modifications, Clarington	Pre-Construction	300	-	300	300	-	-	600
		Construction	-	-	-	-	-	5,000	5,000
		Total	300	-	300	300	-	5,000	5,600
64	Reg. Rd. 52, Thornton Rd. from north of Stellar Dr. to King St., Widen from 2 to 4 / 5 lanes, with new CPR grade separation. Associated water supply and sanitary sewer works, Oshawa	Pre-Construction	-	-	800	300	500	-	1,600
		Construction	-	-	-	-	-	17,000	17,000
		Total	-	-	800	300	500	17,000	18,600
65	Reg. Rd. 53, Stevenson Rd. / Phillip Murray Ave. Intersection, Intersection modifications, Oshawa	Pre-Construction	-	150	50	-	-	-	200
		Construction	-	-	-	-	2,000	-	2,000
		Total	-	150	50	-	2,000	-	2,200
66	Reg. Rd. 53, Stevenson Rd. from CPR Belleville to Bond St., Widen road from 4 to 5 lanes. Associated water supply (Hwy. 401 - Bond St.) and sanitary sewer works, Oshawa	Pre-Construction	400	-	1,000	600	-	-	1,600
		Construction	-	-	-	-	10,000	-	10,000
		Total	400	-	1,000	600	10,000	-	11,600

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

			Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
		2024			2025	2026	2027	2028-2032		
67	Reg. Rd. 53, Stevenson Rd. from Bond St. to Rossland Rd., Widen road from 3 / 4 to 5 lanes. Associated water supply works, Oshawa	Pre-Construction	400	-	1,000	600	-	-	1,600	
		Construction	-	-	-	-	17,500	17,500		
		Total	400	-	1,000	600	-	17,500	19,100	
68	Reg. Rd. 55, Townline Rd. from Beatrice St. to Taunton Rd., Widen and urbanize road from 2 to 3 lanes from Whitelaw Ave. to Taunton Rd. and storm sewer from Beatrice St. to Taunton Rd., Oshawa / Clarington	Pre-Construction	200	-	530	-	-	-	530	
		Construction	-	-	2,000	-	-	-	2,000	
		Total	200	-	2,530	-	-	-	2,530	
69	Reg. Rd. 57, Bowmanville Ave. from Baseline Rd. to south of Reg. Hwy. 2, Widen road from 2 to 4 lanes from Baseline Rd. to S. of Hwy. 2, including structure widening. Associated water supply and sanitary sewer works, Clarington	Pre-Construction	600	-	-	-	-	-	-	
		Construction	-	35,300	-	-	-	-	35,300	
		Total	600	35,300	-	-	-	-	35,300	
70	Reg. Rd. 57, Bowmanville Ave. from north of Stevens Rd. to Nash Rd., Widen road from 2 to 4 lanes from north of Stevens Rd. to Nash Rd. Associated sanitary sewer works, Clarington	Pre-Construction	1,000	-	100	-	500	-	600	
		Construction	-	-	-	-	-	12,000	12,000	
		Total	1,000	-	100	-	500	12,000	12,600	
71	Reg. Rd. 57, Bowmanville Ave. / Concession Road 6 Intersection, Intersection modifications, Clarington	Pre-Construction	-	-	-	500	-	600	1,100	
		Construction	-	-	-	-	-	5,000	5,000	
		Total	-	-	-	500	-	5,600	6,100	
72	Reg. Rd. 57, Bowmanville Ave. / Concession 7 Intersection, Intersection modifications, Clarington	Pre-Construction	50	-	300	300	-	-	600	
		Construction	-	-	-	-	5,000	-	5,000	
		Total	50	-	300	300	5,000	-	5,600	
73	Reg. Rd. 58, Manning Rd. / Adelaide Ave. Connection from Garrard Rd. to Thornton Rd., Construct new road to 3 lanes with new crossing of Corbett Creek. Associated water supply works, Whitby / Oshawa	Pre-Construction	1,000	-	200	-	-	-	200	
		Construction	-	-	-	17,000	-	-	17,000	
		Total	1,000	-	200	17,000	-	-	17,200	

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
74	Reg. Rd. 58, Adelaide Ave. from Townline Rd. to Trulls Rd., Construct new bridge crossing of Farewell Creek and construct new 3 lane road. Associated sanitary sewer works, Clarington	Pre-Construction	10,500	-	6,000	4,000	-	250	10,250
		Construction	-	-	-	-	22,000	22,000	
		Total	10,500	-	6,000	4,000	-	22,250	32,250
75	Reg. Rd. 59, Gibb St. from east of Stevenson Rd. to Simcoe St., Widen road from 3 to 4 lanes. Associated water supply and sanitary sewer works, Oshawa	Pre-Construction	3,000	4,000	5,500	-	-	-	9,500
		Construction	-	-	-	-	12,000	-	12,000
		Total	3,000	4,000	5,500	-	12,000	-	21,500
76	Reg. Rd. 59, Gibb St. / Olive Ave. Connection from Simcoe St. to Ritson Rd., Construct new road and widen existing from 2 / 3 to 4 / 5 lanes. Associated water supply and sanitary sewer works, Oshawa	Pre-Construction	-	-	-	20,950	-	-	20,950
		Construction	-	-	-	-	-	12,000	12,000
		Total	-	-	-	20,950	-	12,000	32,950
77	Reg. Hwy. 2 from Townline Rd. to Courtice Rd., Modify corridor, Clarington	Pre-Construction	-	-	-	500	-	1,000	1,500
		Construction	-	-	-	-	-	5,000	5,000
		Total	-	-	-	500	-	6,000	6,500
78	Reg. Hwy. 2 / Lambs Rd. Intersection, Intersection modifications, Clarington	Pre-Construction	300	-	300	-	-	300	600
		Construction	-	-	-	-	-	5,000	5,000
		Total	300	-	300	-	-	5,300	5,600
79	Reg. Hwy. 12, Baldwin St. from north of Taunton Rd. to north of Garden St., Widen road from 2 to 4 / 5 lanes, Whitby	Pre-Construction	-	-	1,500	-	500	1,400	3,400
		Construction	-	-	-	-	-	25,000	25,000
		Total	-	-	1,500	-	500	26,400	28,400
80	Reg. Hwy. 47 from York Durham Line to Goodwood Rd., Beyond forecast widen from 2 to 4 lanes with intersection modifications at Goodwood Rd., Uxbridge	Pre-Construction	-	-	-	1,500	-	3,500	5,000
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	1,500	-	3,500	5,000
81	Reg. Hwy. 47 / Concession 6 Intersection, Reconstruct and modify intersection to a roundabout, Uxbridge	Pre-Construction	-	-	-	150	-	600	750
		Construction	-	-	-	-	-	5,000	5,000
		Total	-	-	-	150	-	5,600	5,750
<b>Road / Structure Construction - Growth Subtotal</b>			<b>39,570</b>	<b>60,058</b>	<b>89,863</b>	<b>81,800</b>	<b>89,450</b>	<b>402,221</b>	<b>723,392</b>

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Traffic Control &amp; Other Programs - Growth</b>									
82	Bridge and Pavement Management Program, Various	Pre-Construction	400	400	400	400	400	2,000	3,600
		Construction	-	-	-	-	-	-	-
		<b>Total</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>2,000</b>	<b>3,600</b>
83	Signal Installation Program, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	2,725	2,225	2,225	2,225	2,225	11,550	20,450
		<b>Total</b>	<b>2,725</b>	<b>2,225</b>	<b>2,225</b>	<b>2,225</b>	<b>2,225</b>	<b>11,550</b>	<b>20,450</b>
84	Intelligent Transportation System (ITS) Projects, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	655	650	680	595	680	2,795	5,400
		<b>Total</b>	<b>655</b>	<b>650</b>	<b>680</b>	<b>595</b>	<b>680</b>	<b>2,795</b>	<b>5,400</b>
85	Engineering Activities, Various	Pre-Construction	450	450	450	450	450	2,250	4,050
		Construction	-	-	-	-	-	-	-
		<b>Total</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>2,250</b>	<b>4,050</b>
86	Property Acquisition, Various	Pre-Construction	300	300	300	300	100	500	1,500
		Construction	-	-	-	-	-	-	-
		<b>Total</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>100</b>	<b>500</b>	<b>1,500</b>
87	Roadside Landscaping Projects, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	150	150	150	150	150	750	1,350
		<b>Total</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>750</b>	<b>1,350</b>
88	Contingencies Development Related, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	300	300	300	300	300	1,500	2,700
		<b>Total</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>1,500</b>	<b>2,700</b>
89	Regional Share of Services for Residential Subdivision Development, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,600	1,600	300	300	300	1,500	4,000
		<b>Total</b>	<b>1,600</b>	<b>1,600</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>1,500</b>	<b>4,000</b>
<b>Traffic Control &amp; Other Programs - Growth Subtotal</b>			<b>6,580</b>	<b>6,075</b>	<b>4,805</b>	<b>4,720</b>	<b>4,605</b>	<b>22,845</b>	<b>43,050</b>

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Transportation Plans &amp; Studies - Growth</b>									
90	Transportation Plans and Studies, Various	Pre-Construction	150	150	500	150	150	750	1,700
		Construction	-	-	-	-	-	-	-
		<b>Total</b>	<b>150</b>	<b>150</b>	<b>500</b>	<b>150</b>	<b>150</b>	<b>750</b>	<b>1,700</b>
<b>Transportation Plans &amp; Studies - Growth Subtotal</b>			<b>150</b>	<b>150</b>	<b>500</b>	<b>150</b>	<b>150</b>	<b>750</b>	<b>1,700</b>
<b>Investing in Canada Infrastructure Program (ICIP) Projects</b>									
91	Reg. Hwy. 2, Kingston Rd. from Altona Rd. to Notion Rd., Bus Rapid Transit Lanes, Pickering	Pre-Construction	5,025	-	-	-	-	-	-
		Construction	54,440	29,500	5,455	-	-	-	34,955
		<b>Total</b>	<b>59,465</b>	<b>29,500</b>	<b>5,455</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34,955</b>
92	Reg. Hwy. 2, Kingston Road - Dundas Street (Various Locations), Bus Rapid Transit Lanes (DC Elig), Ajax / Whitby / Oshawa	Pre-Construction	1,375	-	-	-	-	-	-
		Construction	9,398	20,922	-	-	-	-	20,922
		<b>Total</b>	<b>10,773</b>	<b>20,922</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,922</b>
93	Reg. Hwy. 2, Kingston Road - Dundas Street (Various Locations), Bus Rapid Transit Lanes (DC Inelig), Ajax / Whitby / Oshawa	Pre-Construction	200	-	-	-	-	-	-
		Construction	8,200	-	-	-	-	-	-
		<b>Total</b>	<b>8,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Investing in Canada Infrastructure Program (ICIP) Projects Subtotal</b>			<b>78,638</b>	<b>50,422</b>	<b>5,455</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,877</b>
<b>Road Rehabilitation / Reconstruction Projects</b>									
94	Reg. Rd. 1, Brock Rd. from 0.2 km north of Uxbridge / Pickering Townline Rd to 1.2 km north of Webb Rd., Road rehabilitation, Uxbridge	Pre-Construction	-	-	-	-	-	-	-
		Construction	3,500	-	-	-	-	-	-
		<b>Total</b>	<b>3,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
95	Reg. Rd. 1, Conc. Rd. 7 from Reg. Rd. 11 to 0.4 km north of Ashworth Rd., Road rehabilitation / reconstruction, Uxbridge	Pre-Construction	-	-	-	-	-	-	-
		Construction	3,100	-	-	-	-	-	-
		<b>Total</b>	<b>3,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
96	Reg. Rd. 1, Conc. Rd. 7 from Foster Dr. to south limit of Leaskdale, Road rehabilitation / reconstruction, Uxbridge	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,250	-	-	-	-	-	-
		Total	1,250	-	-	-	-	-	-
97	Reg. Rd. 2, Simcoe St. from Olive Ave. to north of John St., Road rehabilitation / reconstruction in conjunction with water / sewer project, Oshawa	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,250	-	-	-	-	-	-
		Total	1,250	-	-	-	-	-	-
98	Reg. Rd. 3, Grandview St. N. from Hwy. 407 to Columbus Rd. E. and Columbus Rd. E. from Grandview St. N. to Townline Rd. N., Road rehabilitation / reconstruction, Oshawa	Pre-Construction	-	-	-	-	-	-	-
		Construction	293	-	-	-	-	-	-
		Total	293	-	-	-	-	-	-
99	Reg. Rd. 3 from Townline Rd. N. to Enfield Rd., Road rehabilitation / reconstruction, Clarington	Pre-Construction	300	-	-	-	-	-	-
		Construction	-	2,500	-	-	-	-	2,500
		Total	300	2,500	-	-	-	-	2,500
100	Reg. Rd. 4, Taunton Rd. from east of Townline Rd. to west of Enfield Rd., Road rehabilitation, Clarington	Pre-Construction	-	-	-	-	-	-	-
		Construction	5,100	-	-	-	-	-	-
		Total	5,100	-	-	-	-	-	-
101	Reg. Rd. 4, Taunton Rd. from 0.4 km west of Solina Rd. to 0.2 km west of Bowmanville Ave., Road rehabilitation. 2023: West of Holt Rd. to Maple Grove Rd. 2024: West of Solina Rd. to Hwy. 418. 2025: Maple Grove Rd. to 0.2 km west of Bowmanville Ave. in conjunction with rehabilitation / replacing bridge 0.2 km west of Old Scugog Rd (Hampton Bridge), Clarington	Pre-Construction	750	750	-	-	-	-	750
		Construction	-	6,700	14,600	-	-	-	21,300
		Total	750	7,450	14,600	-	-	-	22,050
102	Reg. Rd. 4, Taunton Rd. from Reg. Rd. 17 to 0.1 km west of Tamblyn Rd., Road rehabilitation and intersection modifications at Reg. Rd. 17 - Best Rd., Clarington	Pre-Construction	200	-	-	-	-	-	-
		Construction	-	-	3,000	-	-	-	3,000
		Total	200	-	3,000	-	-	-	3,000

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
103	Reg. Rd. 7, Island Rd. from Hwy. 7A to Gerrow Rd., Road rehabilitation, Scugog	Pre-Construction	-	100	-	-	-	-	100
		Construction	-	-	2,500	-	-	-	2,500
		Total	-	100	2,500	-	-	-	2,600
104	Reg. Rd. 7, Island Rd. from Gerrow Rd. to north side of Demara Rd., Road rehabilitation, Scugog	Pre-Construction	-	-	300	-	250	-	550
		Construction	-	-	-	-	-	7,500	7,500
		Total	-	-	300	-	250	7,500	8,050
105	Reg. Rd. 7, Island Rd. from north side of Demara Rd. to Fralicks Beach Rd., Road rehabilitation, Scugog	Pre-Construction	-	-	-	-	250	200	450
		Construction	-	-	-	-	-	5,000	5,000
		Total	-	-	-	-	250	5,200	5,450
106	Reg. Rd. 8, Reach St. from east of Old Simcoe St. to Bigelow St., Road rehabilitation / reconstruction, Scugog	Pre-Construction	350	-	-	-	-	-	-
		Construction	-	3,100	-	-	-	-	3,100
		Total	350	3,100	-	-	-	-	3,100
107	Reg. Rd. 9, Ganaraska Rd. from 2.0 km east of Maynard Rd. to 0.4 km east of Newtonville Rd., Road rehabilitation / reconstruction in combination with Newtonville Rd., Clarington	Pre-Construction	250	-	-	-	-	-	-
		Construction	-	4,000	-	-	-	-	4,000
		Total	250	4,000	-	-	-	-	4,000
108	Reg. Rd. 13, Zephyr Rd. from Conc. 3 (Reg. Rd. 39) to Conc. 4, Road rehabilitation / reconstruction, Uxbridge	Pre-Construction	350	-	-	-	-	-	-
		Construction	1,350	-	-	-	-	-	-
		Total	1,700	-	-	-	-	-	-

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
109	Reg. Rd. 13 from Lake Ridge Rd. to 1.5 km west of Hwy. 7 / 12, Road rehabilitation / reconstruction including modifications to the profile. 2023 road reconstruction from 0.85 km west of Sideroad 17 to 0.415 km east of Sideroad 17. 2024 road reconstruction from 0.415 km east of Sideroad 17 to 1.5 km west of Hwy. 7 / 12, Brock	Pre-Construction	-	-	-	-	-	-	-
		Construction	2,810	5,530	-	-	-	-	5,530
		Total	2,810	5,530	-	-	-	-	5,530
110	Reg. Rd. 14, Liberty St. from Longworth Ave. to Concession Rd. 3, Road rehabilitation including roundabout at Concession Rd. 3 intersection and signalization and modifications at Liberty Street and Freeland Ave - Bons Ave. (combined with item 22) Associated water supply works, Clarington	Pre-Construction	-	-	-	-	-	-	-
		Construction	4,910	-	-	-	-	-	-
		Total	4,910	-	-	-	-	-	-
111	Reg. Rd. 17, Main St. from Winter Rd. to Station St., Road rehabilitation / reconstruction. Associated water supply and sanitary sewer works, Clarington	Pre-Construction	500	100	300	-	-	-	400
		Construction	-	-	-	8,000	-	-	8,000
		Total	500	100	300	8,000	-	-	8,400
112	Reg. Rd. 18, Newtonville Rd. from Kendal Bridge to Ganaraska Rd., Road rehabilitation / reconstruction in combination with Ganaraska Rd., Clarington	Pre-Construction	470	-	-	-	-	-	-
		Construction	-	3,000	-	-	-	-	3,000
		Total	470	3,000	-	-	-	-	3,000
113	Reg. Rd. 19, Shirley Rd. from 0.5 km east of Graham Rd. to Old Scugog Rd., Road reconstruction, Scugog	Pre-Construction	-	1,000	600	200	-	-	1,800
		Construction	-	-	-	-	9,000	-	9,000
		Total	-	1,000	600	200	9,000	-	10,800



## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
114	Reg. Rd. 21, Goodwood Rd. from Reg. Hwy. 47 to Ridge Rd., Urbanize road and modify corridor through hamlet of Goodwood, including streetscape modifications, Uxbridge	Pre-Construction	-	250	-	100	-	-	350
		Construction	-	-	-	5,000	-	5,000	
		Total	-	250	-	100	5,000	-	5,350
115	Reg. Rd. 23, Lake Ridge Rd. from 0.1 km south of Vallentyne to 0.25 km north of Ravenshoe Rd., Road rehabilitation and curve reconfiguration, Brock / Uxbridge	Pre-Construction	150	150	-	-	-	-	150
		Construction	-	-	2,500	-	-	-	2,500
		Total	150	150	2,500	-	-	-	2,650
116	Reg. Rd. 23, Beach Rd. / Commodore Rd. Intersection, Curve Reconfiguration, Brock	Pre-Construction	-	-	-	-	250	100	350
		Construction	-	-	-	-	-	1,250	1,250
		Total	-	-	-	-	250	1,350	1,600
117	Reg. Rd. 23, Mara Rd. / Shore Line Rd. Intersection, Curve Reconfiguration, Brock	Pre-Construction	-	-	-	-	250	100	350
		Construction	-	-	-	-	-	1,800	1,800
		Total	-	-	-	-	250	1,900	2,150
118	Reg. Rd. 28, Rossland Rd. from Park Rd. to Simcoe St., Road rehabilitation / reconstruction in conjunction with bridge rehabilitation. Associated water supply works, Oshawa	Pre-Construction	150	250	400	-	-	-	650
		Construction	-	-	-	5,000	-	-	5,000
		Total	150	250	400	5,000	-	-	5,650
119	Reg. Rd. 31, Westney Rd. from Finley Ave. to Harwood Ave., Road rehabilitation including intersection modifications at Finley Ave., Monarch Ave., and Harwood Ave. (combined with item 50) Associated water supply works., Ajax	Pre-Construction	-	80	118	-	-	-	198
		Construction	-	-	-	-	-	3,275	3,275
		Total	-	80	118	-	-	3,275	3,473
120	Reg. Rd. 42, Darlington - Clark Townline Rd. from 50 m north of Reg. Hwy. 2 to Concession St., Road rehabilitation / reconstruction, Clarington	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	3,000	-	-	-	-	3,000
		Total	-	3,000	-	-	-	-	3,000

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
121	Reg. Rd. 56, Farewell St. from Harbour Rd. to Bloor St., Road rehabilitation / reconstruction. Associated water supply works, Oshawa	Pre-Construction	-	-	-	-	-	-	-
		Construction	2,000	-	-	-	-	-	-
		Total	2,000	-	-	-	-	-	-
122	Reg. Rd. 59, Olive Ave. from Simcoe St. to Drew St., Road rehabilitation / reconstruction in conjunction with water / sewer project, Oshawa	Pre-Construction	-	-	-	-	-	-	-
		Construction	125	-	-	-	-	-	-
		Total	125	-	-	-	-	-	-
123	Reg. Rd. 60, Wentworth St. from Park Rd. to 0.125 km east of Cedar St., Road rehabilitation / reconstruction, Oshawa	Pre-Construction	300	-	-	-	-	-	-
		Construction	-	-	1,500	-	-	-	1,500
		Total	300	-	1,500	-	-	-	1,500
124	Reg. Rd. 60, Wentworth St. from Oshawa Creek Bridge to Farewell St., Road rehabilitation / reconstruction, Oshawa	Pre-Construction	2,150	-	1,000	-	-	-	1,000
		Construction	-	3,000	-	9,000	-	-	12,000
		Total	2,150	3,000	1,000	9,000	-	-	13,000
125	Reg. Hwy. 2 / Newtonville Rd. Intersection, Road rehabilitation / reconstruction, Clarington	Pre-Construction	-	-	-	-	-	-	-
		Construction	450	-	-	-	-	-	-
		Total	450	-	-	-	-	-	-
126	Road Resurfacing and Rehabilitation Preparatory Activities Allowance, Various	Pre-Construction	350	350	350	350	350	1,750	3,150
		Construction	-	-	-	-	-	-	-
		Total	350	350	350	350	350	1,750	3,150
127	Road and Structures Rehabilitation Program, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	500	2,600	2,700	2,800	2,900	15,000	26,000
		Total	500	2,600	2,700	2,800	2,900	15,000	26,000
128	Road Resurfacing / Rehabilitation Other Locations, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	5,752	10,541	17,133	21,550	28,750	199,025	276,999
		Total	5,752	10,541	17,133	21,550	28,750	199,025	276,999
<b>Road Rehabilitation / Reconstruction Projects Subtotal</b>			<b>38,660</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>	<b>235,000</b>	<b>423,000</b>

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Structure Rehabilitation / Replacement</b>									
129	Structure Investigation Program, Various	Pre-Construction	100	100	100	100	100	500	900
		Construction	-	-	-	-	-	-	-
		Total	100	100	100	100	100	500	900
130	Bridge Maintenance and Repairs Program, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	200	200	200	200	200	1,000	1,800
		Total	200	200	200	200	200	1,000	1,800
131	Expansion Joint Repairs Program, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	60	60	60	60	60	300	540
		Total	60	60	60	60	60	300	540
132	Culvert Maintenance and Repairs Program, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	150	150	150	150	150	750	1,350
		Total	150	150	150	150	150	750	1,350
133	Reg. Rd. 1, Main St. Over Uxbridge Brook Culvert, 0.3 km north of Brock St., Culvert rehabilitation, Uxbridge	Pre-Construction	-	-	-	-	-	150	150
		Construction	-	-	-	-	-	1,800	1,800
		Total	-	-	-	-	-	1,950	1,950
134	Reg. Rd. 2, Simcoe St. Over Oshawa Creek Bridge, 0.7 km north of Taunton Rd., Bridge rehabilitation, Oshawa	Pre-Construction	-	-	-	-	-	-	-
		Construction	2,050	-	-	-	-	-	-
		Total	2,050	-	-	-	-	-	-
135	Reg. Rd. 2, Simcoe St. Culvert, 0.5 km north of Scugog Line 3, Culvert rehabilitation, Scugog	Pre-Construction	-	-	-	-	-	50	50
		Construction	-	-	-	-	-	350	350
		Total	-	-	-	-	-	400	400
136	Reg. Rd. 2, Seagrave Bridge, 0.55 km south of Saintfield Rd., Bridge rehabilitation, Scugog	Pre-Construction	50	-	-	-	-	-	-
		Construction	-	-	2,950	-	-	-	2,950
		Total	50	-	2,950	-	-	-	2,950

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

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		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
137	Reg. Rd. 3, Bickle Bridge, 1.1 km east of Thickson Rd., Bridge rehabilitation, Whitby	Pre-Construction	-	-	-	-	-	125	125
		Construction	-	-	-	-	-	2,000	2,000
		Total	-	-	-	-	-	2,125	2,125
138	Reg. Rd. 3, Winchester Rd. Culvert, 0.3 km west of Given Rd., Culvert rehabilitation, Oshawa	Pre-Construction	-	-	75	-	-	-	75
		Construction	-	-	-	-	1,300	-	1,300
		Total	-	-	75	-	1,300	-	1,375
139	Reg. Rd. 3, Enniskillen Bridge, 2.1 km west of Scugog Rd., Bridge rehabilitation, Clarington	Pre-Construction	-	-	-	-	200	-	200
		Construction	-	-	-	-	-	2,400	2,400
		Total	-	-	-	-	200	2,400	2,600
140	Reg. Rd. 4, W.A. Twelvetees Bridge, 0.3 km east of Whites Rd., Bridge rehabilitation of existing 4 lane structure, Pickering	Pre-Construction	230	-	-	-	-	-	-
		Construction	-	-	-	5,400	-	-	5,400
		Total	230	-	-	5,400	-	-	5,400
141	Reg. Rd. 4, Taunton Road West Over CPR Bridge, 0.8 km east of Brock Rd., Bridge rehabilitation, Pickering	Pre-Construction	-	-	-	-	-	75	75
		Construction	-	-	-	-	-	500	500
		Total	-	-	-	-	-	575	575
142	Reg. Rd. 4, Taunton Rd. Culvert, 0.9 km east of Courtice Rd., Culvert Replacement in conjunction with road rehabilitation, Clarington	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	1,950	-	-	-	1,950
		Total	-	-	1,950	-	-	-	1,950
143	Reg. Rd. 4, Hampton Bridge, 1.0 km west of Bowmanville Ave., Bridge rehabilitation / replacement in conjunction with road rehabilitation, Clarington	Pre-Construction	150	-	-	-	-	-	-
		Construction	-	-	3,100	-	-	-	3,100
		Total	150	-	3,100	-	-	-	3,100
144	Reg. Rd. 4, Taunton Rd. Culvert, 0.7 km east of Bethesda Rd., Culvert rehabilitation, Clarington	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	550	-	-	-	-	550
		Total	-	550	-	-	-	-	550
145	Reg. Rd. 4, Soper Creek Bridge, 2.97 km east of Liberty St., Bridge rehabilitation, Clarington	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	-	1,500	-	-	1,500
		Total	-	-	-	1,500	-	-	1,500

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
146	Reg. Rd. 4, Wilmot Creek Bridge, 1.3 km east of Reg. Rd. 42, Bridge rehabilitation, Clarington	Pre-Construction	-	-	-	-	-	125	125
		Construction	-	-	-	-	-	2,000	2,000
		Total	-	-	-	-	-	2,125	2,125
147	Reg. Rd. 5, Ninth Concession Rd. Bridge, 0.35 km west of Sideline 20, Bridge rehabilitation, Scugog	Pre-Construction	-	-	-	-	-	50	50
		Construction	-	-	-	-	-	300	300
		Total	-	-	-	-	-	350	350
148	Reg. Rd. 5, Ninth Concession Rd. Over Duffins Creek Tributary Culvert, 0.05 km west of Sideline 12, Culvert rehabilitation, Pickering	Pre-Construction	100	-	-	-	-	-	-
		Construction	-	-	1,000	-	-	-	1,000
		Total	100	-	1,000	-	-	-	1,000
149	Reg. Rd. 6, Saintfield Rd. Bridge, 4 km east of Hwy. 12, Bridge replacement, Scugog	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	3,750	-	-	-	-	3,750
		Total	-	3,750	-	-	-	-	3,750
150	Reg. Rd. 6 Over Nonquon River Tributary Culvert, 1.1 km west of Simcoe St., Culvert rehabilitation, Scugog	Pre-Construction	-	-	-	-	-	50	50
		Construction	-	-	-	-	-	300	300
		Total	-	-	-	-	-	350	350
151	Reg. Rd. 8 Over Pepperlaw Brook Bridge, 0.75 km west of Concession 3, Bridge replacement, Uxbridge	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,600	-	-	-	-	-	-
		Total	1,600	-	-	-	-	-	-
152	Reg. Rd. 8 Over Pepperlaw Brook Tributary Culvert, 0.3 km west of Concession 4, Culvert rehabilitation, Uxbridge	Pre-Construction	-	100	-	-	-	-	100
		Construction	-	-	-	-	1,000	-	1,000
		Total	-	100	-	-	1,000	-	1,100
153	Reg. Rd. 8, Brock St. W Culvert, 0.05 km west of Victoria St., Beyond forecast culvert replacement, Uxbridge	Pre-Construction	-	-	-	-	-	200	200
		Construction	-	-	-	-	-	-	-
		Total	-	-	-	-	-	200	200
154	Reg. Rd. 8, Reach St. Culvert, 0.4 km east of Lake Ridge Rd., Culvert rehabilitation, Scugog	Pre-Construction	-	-	-	-	75	-	75
		Construction	-	-	-	-	-	1,000	1,000
		Total	-	-	-	-	75	1,000	1,075

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
155	Reg. Rd. 8, Nonquon Bridge, 0.45km west of Hwy. 12, Bridge replacement, Scugog	Pre-Construction	-	-	-	-	-	-	-
		Construction	150	-	-	-	-	-	-
		Total	150	-	-	-	-	-	-
156	Reg. Rd. 11, Sandford Rd. Bridge, 1.1 km west of Uxbridge Township Concession Road 3, Bridge replacement, Uxbridge	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,500	-	-	-	-	-	-
		Total	1,500	-	-	-	-	-	-
157	Reg. Rd. 11, Sandford Rd Over Uxbridge Brook Tributary Culvert, 0.1 km west of Concession 5, Culvert rehabilitation, Uxbridge	Pre-Construction	-	-	-	-	-	50	50
		Construction	-	-	-	-	-	300	300
		Total	-	-	-	-	-	350	350
158	Reg. Rd. 12, Dobson Bridge, 0.2 km east of McRae St., Bridge rehabilitation, Brock	Pre-Construction	-	-	-	-	125	-	125
		Construction	-	-	-	-	-	1,500	1,500
		Total	-	-	-	-	125	1,500	1,625
159	Reg. Rd. 13, Zephyr Rd. Bridge, 0.95 km west of Concession Road VI, Bridge replacement, Uxbridge	Pre-Construction	-	-	-	-	-	-	-
		Construction	3,000	-	-	-	-	-	-
		Total	3,000	-	-	-	-	-	-
160	Reg. Rd. 13 Retaining Wall, 0.2 km east of Hwy. 7 / 12, north side, Retaining wall replacement, Brock	Pre-Construction	-	-	-	-	-	30	30
		Construction	-	-	-	-	-	300	300
		Total	-	-	-	-	-	330	330
161	Reg. Rd. 15, Beaver River Bridge, 0.1 km west of Hwy. 12, Bridge replacement, Brock	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	7,000	-	-	-	-	7,000
		Total	-	7,000	-	-	-	-	7,000
162	Reg. Rd. 15, McRae Bridge, 1.0 km west of Thorah Sideroad, Bridge rehabilitation, Brock	Pre-Construction	-	-	-	125	-	-	125
		Construction	-	-	-	-	-	2,000	2,000
		Total	-	-	-	125	-	2,000	2,125

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

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		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
163	Reg. Rd. 16, Ritson Rd. Over CNR Bridge, 0.2 km south of Bloor St., Bridge rehabilitation. 50% of costs to be recovered from CNR as per Board Order No. 98034, Oshawa	Pre-Construction	110	-	-	-	-	-	-
		Construction	-	5,250	-	-	-	-	5,250
		Total	110	5,250	-	-	-	-	5,250
164	Reg. Rd. 16, Ritson Rd. Lot 8 / 9 Concession 4 Culvert, 0.01 km North of Given Rd., Culvert rehabilitation, Oshawa	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	-	-	1,300	-	1,300
		Total	-	-	-	-	1,300	-	1,300
165	Reg. Rd. 17, Main St. Over Orono Creek Culvert, 0.8 km south of Station St., Culvert rehabilitation, Clarington	Pre-Construction	-	-	-	-	-	50	50
		Construction	-	-	-	-	-	300	300
		Total	-	-	-	-	-	350	350
166	Reg. Rd. 18, Newtonville Rd. Culvert, 0.37 km south of Concession Rd. 3, Culvert rehabilitation, Clarington	Pre-Construction	-	-	-	100	-	-	100
		Construction	-	-	-	-	-	1,500	1,500
		Total	-	-	-	100	-	1,500	1,600
167	Reg. Rd. 18, Newtonville Rd. Culvert, 0.1 km north of Concession Rd. 4, Culvert rehabilitation, Clarington	Pre-Construction	-	-	-	75	-	-	75
		Construction	-	-	-	-	-	1,300	1,300
		Total	-	-	-	75	-	1,300	1,375
168	Reg. Rd. 18, Kendal Bridge, 1.18 km south of Ganaraska Rd., Bridge rehabilitation, Clarington	Pre-Construction	-	-	-	-	-	125	125
		Construction	-	-	-	-	-	2,000	2,000
		Total	-	-	-	-	-	2,125	2,125
169	Reg. Rd. 22, Bayly St. at Westshore Blvd. Culvert, Culvert rehabilitation, Pickering	Pre-Construction	-	125	-	-	-	-	125
		Construction	-	-	-	1,500	-	-	1,500
		Total	-	125	-	1,500	-	-	1,625
170	Reg. Rd. 22, Bloor St. W. Over Oshawa Creek, 0.2 km west of Simcoe St. S., Bridge rehabilitation, Oshawa	Pre-Construction	-	-	-	-	-	200	200
		Construction	-	-	-	-	-	2,500	2,500
		Total	-	-	-	-	-	2,700	2,700

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)


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		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
171	Reg. Rd. 23, Lake Ridge Rd. Culvert 0.3 km north of Conc. Rd. 2, Culvert rehabilitation, Brock	Pre-Construction	100	-	-	-	-	-	-
		Construction	-	-	1,200	-	-	-	1,200
		Total	100	-	1,200	-	-	-	1,200
172	Reg. Rd. 23, Beaverton Bridge, 50 m north of Simcoe St., Bridge rehabilitation, Brock	Pre-Construction	-	-	-	-	-	-	-
		Construction	600	-	-	-	-	-	-
		Total	600	-	-	-	-	-	-
173	Reg. Rd. 23 Culvert, 1.0 km north of Thorah Concession Rd 7, Culvert rehabilitation, Brock	Pre-Construction	-	-	-	-	50	50	
		Construction	-	-	-	-	300	300	
		Total	-	-	-	-	350	350	
174	Reg. Rd. 26, Thickson Rd. Culvert at Wentworth St., Culvert rehabilitation, Whitby	Pre-Construction	-	-	-	-	-	-	
		Construction	-	800	-	-	-	800	
		Total	-	800	-	-	-	800	
175	Reg. Rd. 27, Altona Rd. Over Petticoat Creek Tributary Culvert, Culvert rehabilitation, Pickering	Pre-Construction	-	-	-	-	100	100	
		Construction	-	-	-	-	650	650	
		Total	-	-	-	-	750	750	
176	Reg. Rd. 27, Altona Rd Over Petticoat Creek Tributary Culvert, 0.4 km north of Strouds Ln., Culvert replacement , Pickering	Pre-Construction	-	-	-	-	200	200	
		Construction	-	-	-	-	2,900	2,900	
		Total	-	-	-	-	3,100	3,100	
177	Reg. Rd. 28, Rossland Rd. Over Oshawa Creek, 0.45 km east of Park Rd., Bridge rehabilitation in conjunction with road rehabilitation / reconstruction, Oshawa	Pre-Construction	100	-	-	-	-	-	
		Construction	-	-	-	5,100	-	5,100	
		Total	100	-	-	5,100	-	5,100	
178	Reg. Rd. 29, Liverpool Rd. Over CNR Bridge, 0.1 km north of Bayly St., Bridge rehabilitation, Pickering	Pre-Construction	-	-	-	-	150	150	
		Construction	-	-	-	-	2,500	2,500	
		Total	-	-	-	-	2,650	2,650	



## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

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			Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
		2024			2025	2026	2027	2028-2032		
179	Reg. Rd. 31, Westney Rd. Over Miller Creek West Bridge, 0.1 km north of Ritchie Ave., Bridge rehabilitation, Pickering	Pre-Construction	-	-	80	-	-	-	80	
		Construction	-	-	-	-	1,100	-	1,100	
		Total	-	-	80	-	1,100	-	1,180	
180	Reg. Rd. 31, Westney Rd. Over Miller Creek East Bridge, 0.1 km north of Ritchie Ave., Bridge rehabilitation, Pickering	Pre-Construction	-	-	60	-	-	-	60	
		Construction	-	-	-	-	750	-	750	
		Total	-	-	60	-	750	-	810	
181	Reg. Rd. 31, Westney Rd. Over CPR Bridge, 0.4 km north of Taunton Rd., Bridge rehabilitation, Ajax	Pre-Construction	-	300	-	-	-	-	300	
		Construction	-	-	-	-	4,200	-	4,200	
		Total	-	300	-	-	4,200	-	4,500	
182	Reg. Rd. 31, Bayles Bridge, 2.8 km east of Brock Rd., Bridge rehabilitation, Pickering	Pre-Construction	-	-	-	-	175	-	175	
		Construction	-	-	-	-	-	2,000	2,000	
		Total	-	-	-	-	175	2,000	2,175	
183	Reg. Rd. 31, Seventh Concession Rd. Over Brougham Creek Tributary Culvert, 0.34 km west of Paddock Rd., Culvert rehabilitation, Pickering	Pre-Construction	-	-	35	-	-	-	35	
		Construction	-	-	-	-	300	-	300	
		Total	-	-	35	-	300	-	335	
184	Reg. Rd. 33, Harmony Rd. Over CPR Bridge, 0.2 km south of Olive Ave., Bridge rehabilitation / replacement. Coordinate with Metrolinx extension to Bowmanville, Oshawa	Pre-Construction	-	-	-	-	-	-	-	
		Construction	200	3,300	-	-	-	-	3,300	
		Total	200	3,300	-	-	-	-	3,300	
185	Reg. Rd. 33, Hoskin Bridge, 0.55 km north of Rossland Rd. East, Bridge rehabilitation, Oshawa	Pre-Construction	-	-	-	-	-	125	125	
		Construction	-	-	-	-	-	2,000	2,000	
		Total	-	-	-	-	-	2,125	2,125	
186	Reg. Rd. 34, Courtice Road Over CPR Bridge, 0.3 km north of Baseline Rd., Bridge rehabilitation. Coordinate with Metrolinx extension to Bowmanville, Clarington	Pre-Construction	-	-	-	-	-	-	-	
		Construction	200	220	-	-	-	-	220	
		Total	200	220	-	-	-	-	220	

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
187	Reg. Rd. 35, Wilson Rd. North Pedestrian Underpass, 0.69 km north of Rossland Rd. East, Bridge rehabilitation, Oshawa	Pre-Construction	-	-	-	-	100	-	100
		Construction	-	-	-	-	-	1,500	1,500
		Total	-	-	-	-	100	1,500	1,600
188	Reg. Rd. 46, Brock St. Over CNR Bridge, 0.1 km south of Hwy. 401, Bridge rehabilitation, Whitby	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	-	-	-	1,750	1,750
		Total	-	-	-	-	-	1,750	1,750
189	Reg. Rd. 50, Morgan Bridge, 3.1 km east of Reg. Rd. 51, Bridge rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County, Brock	Pre-Construction	-	-	200	-	-	-	200
		Construction	-	-	-	-	2,000	-	2,000
		Total	-	-	200	-	2,000	-	2,200
190	Reg. Rd. 53, Stevenson Rd. Over CNR Bridge, 0.9 km north of Wentworth St., Bridge rehabilitation, Oshawa	Pre-Construction	-	-	-	200	-	-	200
		Construction	-	-	-	-	-	2,500	2,500
		Total	-	-	-	200	-	2,500	2,700
191	Reg. Rd. 53, Stevenson Rd. Over CPR Bridge, 0.4 km north of Laval Dr., Bridge rehabilitation / replacement. Coordinate with Metrolinx extension to Bowmanville, Oshawa	Pre-Construction	-	-	-	-	-	-	-
		Construction	200	1,800	-	-	-	-	1,800
		Total	200	1,800	-	-	-	-	1,800
192	Reg. Rd. 54, Park Rd. Over CPR Bridge, 0.48 km south of Gibb St., Bridge rehabilitation. Coordinate with Metrolinx extension to Bowmanville, Oshawa	Pre-Construction	-	-	-	-	-	-	-
		Construction	200	1,850	-	-	-	-	1,850
		Total	200	1,850	-	-	-	-	1,850
193	Reg. Rd. 57, Bowmanville Creek Bridge, 1.9 km north of Reg. Hwy. 2, Bridge rehabilitation, Clarington	Pre-Construction	-	-	100	-	-	-	100
		Construction	-	-	-	-	-	3,500	3,500
		Total	-	-	100	-	-	3,500	3,600
194	Reg. Rd. 57, Burketon CPR Bridge, 3.3 km south of Shirley Rd., Bridge Replacement, Clarington	Pre-Construction	-	-	-	-	-	-	-
		Construction	2,575	-	-	-	-	-	-
		Total	2,575	-	-	-	-	-	-

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
195	Reg. Rd. 58, Manning Rd. Culvert, 0.3 km east of Thickson Rd., Culvert rehabilitation, Whitby	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	-	-	1,300	-	1,300
		Total	-	-	-	-	1,300	-	1,300
196	Reg. Rd. 58, Adelaide Ave. W. Over Oshawa Creek Bridge, 0.6 km west of Simcoe St., Bridge rehabilitation, Oshawa	Pre-Construction	-	-	-	-	-	180	180
		Construction	-	-	-	-	-	2,500	2,500
		Total	-	-	-	-	-	2,680	2,680
197	Reg. Rd. 58, Adelaide Ave. Culvert, 0.05 km west of Wilson Rd., Culvert rehabilitation, Oshawa	Pre-Construction	100	-	-	-	-	-	-
		Construction	-	-	1,300	-	-	-	1,300
		Total	100	-	1,300	-	-	-	1,300
198	Reg. Rd. 59, Gibb St. Over Oshawa Creek Bridge, 0.4 km east of Park Rd., Bridge rehabilitation in conjunction with road rehabilitation, Oshawa	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	4,100	-	-	-	4,100
		Total	-	-	4,100	-	-	-	4,100
199	Reg. Hwy. 2, Kingston Rd. Over Duffins Creek Bridge, 0.6 km west of Church St., Bridge rehabilitation, Ajax	Pre-Construction	-	-	-	-	-	100	100
		Construction	-	-	-	-	-	4,300	4,300
		Total	-	-	-	-	-	4,400	4,400
<b>Structure Rehabilitation / Replacement Subtotal</b>			<b>13,725</b>	<b>25,555</b>	<b>16,660</b>	<b>14,510</b>	<b>14,435</b>	<b>53,485</b>	<b>124,645</b>
<b>Traffic Control &amp; Other Programs - Non-Growth</b>									
200	Miscellaneous Road and Storm Sewer Reconstruction Projects, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	400	400	400	400	400	2,000	3,600
		Total	400	400	400	400	400	2,000	3,600
201	Signal Modernization Program, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,640	1,548	1,394	1,487	1,460	8,445	14,334
		Total	1,640	1,548	1,394	1,487	1,460	8,445	14,334
202	Accessible Pedestrian Signal (APS) Installation Program, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,000	1,000	1,000	850	850	4,250	7,950
		Total	1,000	1,000	1,000	850	850	4,250	7,950

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
203	Advance Traffic Management Systems (ATMS) Upgrades, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	100	100	145	150	150	1,160	1,705
		<b>Total</b>	<b>100</b>	<b>100</b>	<b>145</b>	<b>150</b>	<b>150</b>	<b>1,160</b>	<b>1,705</b>
204	Uninterruptible Power Supply (UPS) Installation Program, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	500	500	500	500	500	2,500	4,500
		<b>Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,500</b>	<b>4,500</b>
205	Contingencies Non-Development Related, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	100	100	100	100	100	500	900
		<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>500</b>	<b>900</b>
<b>Traffic Control &amp; Other Programs - Non-Growth Subtotal</b>			<b>3,740</b>	<b>3,648</b>	<b>3,539</b>	<b>3,487</b>	<b>3,460</b>	<b>18,855</b>	<b>32,989</b>
<b>Road &amp; Traffic Safety Program (Vision Zero)</b>									
206	Roadside Safety Program, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,000	1,100	700	900	900	4,500	8,100
		<b>Total</b>	<b>1,000</b>	<b>1,100</b>	<b>700</b>	<b>900</b>	<b>900</b>	<b>4,500</b>	<b>8,100</b>
207	Durham Vision Zero Program, Various	Pre-Construction	-	-	-	-	-	-	-
		Construction	675	650	500	379	-	-	1,529
		<b>Total</b>	<b>675</b>	<b>650</b>	<b>500</b>	<b>379</b>	<b>-</b>	<b>-</b>	<b>1,529</b>
<b>Road &amp; Traffic Safety Program (Vision Zero) Subtotal</b>			<b>1,675</b>	<b>1,750</b>	<b>1,200</b>	<b>1,279</b>	<b>900</b>	<b>4,500</b>	<b>9,629</b>
<b>Cycling Infill Projects</b>									
208	Cycling Infill Projects, Various	Pre-Construction	540	-	-	-	-	-	-
		Construction	-	900	900	1,000	1,000	7,500	11,300
		<b>Total</b>	<b>540</b>	<b>900</b>	<b>900</b>	<b>1,000</b>	<b>1,000</b>	<b>7,500</b>	<b>11,300</b>
<b>Cycling Infill Projects Subtotal</b>			<b>540</b>	<b>900</b>	<b>900</b>	<b>1,000</b>	<b>1,000</b>	<b>7,500</b>	<b>11,300</b>

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Building &amp; Structures</b>									
209	Additional Office Space - Scugog Depot	Pre-Construction	-	-	-	93	-	-	93
		Construction	-	-	-	-	407	-	407
		Total	-	-	-	93	407	-	500
210	Construction of Mezzanine in Fleet Area - Scugog Depot	Pre-Construction	-	30	-	-	-	-	30
		Construction	-	-	130	-	-	-	130
		Total	-	30	130	-	-	-	160
211	Construction of Mezzanine in Fleet Bay 1 - Orono Depot	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	67	-	-	-	-	67
		Total	-	67	-	-	-	-	67
212	Depot Rationalization - Ajax Depot Expansion (Works General Tax Portion)	Pre-Construction	1,667	-	-	-	-	-	-
		Construction	-	11,667	-	-	-	-	11,667
		Total	1,667	11,667	-	-	-	-	11,667
213	Depot Rationalization - New Oshawa/Whitby Depot (Works General Tax Portion)	Pre-Construction	12,667	1,667	-	-	-	-	1,667
		Construction	-	-	55,000	-	-	-	55,000
		Total	12,667	1,667	55,000	-	-	-	56,667
214	Depot Rationalization - New Sunderland Depot (Works General Tax Portion)	Pre-Construction	1,333	1,333	-	-	-	-	1,333
		Construction	-	-	14,000	-	-	-	14,000
		Total	1,333	1,333	14,000	-	-	-	15,333
215	New 16 Bay Cold Vehicle Storage - Scugog Depot Expansion	Pre-Construction	-	-	-	73	-	-	73
		Construction	-	-	-	-	993	-	993
		Total	-	-	-	73	993	-	1,066
216	New Salt and Brine Storage Facility - Scugog Depot Expansion	Pre-Construction	-	-	-	100	-	-	100
		Construction	-	-	-	-	1,067	-	1,067
		Total	-	-	-	100	1,067	-	1,167

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
217	Repairs and Epoxy Coat Fleet Bay Concrete Floors & Repairs to Floor Drains in Fleet Bays - Scugog Depot	Pre-Construction	13	-	-	-	-	-	-
		Construction	-	57	-	-	-	-	57
		Total	13	57	-	-	-	-	57
218	Replace Existing Asphalt in Various Location - Scugog Depot	Pre-Construction	-	-	10	-	-	-	10
		Construction	-	-	-	123	-	-	123
		Total	-	-	10	123	-	-	133
219	Roof Replacement on Vehicle Storage Bays - Orono Depot	Pre-Construction	27	-	-	-	-	-	-
		Construction	-	173	-	-	-	-	173
		Total	27	173	-	-	-	-	173
220	Thermal Glass Panels for Rollup Doors and Door operators - Orono Depot	Pre-Construction	18	-	-	-	-	-	-
		Construction	-	66	-	-	-	-	66
		Total	18	66	-	-	-	-	66
221	Widening of Existing Canopy Entrance - Sunderland Depot	Pre-Construction	8	-	-	-	-	-	-
		Construction	-	42	-	-	-	-	42
		Total	8	42	-	-	-	-	42
222	20 Bay Cold Vehicle Storage - Orono Depot Expansion		-	-	-	-	-	1,266	1,266
223	4 Bay Garage Expansion - 101 Consumers		-	-	-	-	-	5,000	5,000
224	Access Ladder Repair/Replacement Project - Various Locations		15	-	-	-	-	-	-
225	Full UPS replacement - 101 Consumers		-	-	-	-	-	40	40
226	Improve turning radius of ramp - 101 Consumers		-	240	-	-	-	-	240
227	New Concrete Floor in Sign Shed - Ajax Depot		-	48	-	-	-	-	48
228	Paving of Rear Yard and Site Repairs - Orono Depot		-	-	-	-	-	122	122


## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
229	Renovation & Optimization - 101 Consumers (Traffic Portion)		5,847	-	-	-	-	-	-
230	Replacement of Fire System - Oshawa/Whitby Depot		67	-	-	-	-	-	-
231	Roof Replacement for Administration section - 101 Consumers		-	-	-	-	-	495	495
232	Salt and Brine Storage Building - Orono Depot Expansion		-	-	-	-	-	1,167	1,167
<b>Building &amp; Structures Subtotal</b>			<b>21,662</b>	<b>15,390</b>	<b>69,140</b>	<b>389</b>	<b>2,467</b>	<b>8,090</b>	<b>95,476</b>
<b>Machinery &amp; Equipment</b>									
233	48" Round Shoring - Sunderland Depot		-	3	-	-	-	3	6
234	Asphalt Content Ignition Furnace - Construction		-	-	-	-	-	7	7
235	Bar Pullout Tester - Construction		4	-	-	-	-	-	-
236	Bench Oven - Construction		5	-	-	-	-	-	-
237	Concrete End Grinder - Construction		8	-	-	-	-	-	-
238	Concrete Testing Equipment - Construction		-	-	-	-	-	9	9
239	Electronic Scale - Construction		-	-	-	-	-	3	3
240	Gyratory Compactor/Molds/Equipment - Construction		23	-	-	-	-	-	-
241	Integrated Control Technology - Security Project - Various Locations		7	-	-	-	-	-	-
242	Lab Oven - Construction		-	-	-	-	-	4	4
243	Latex Printer/Cutter - Traffic Engineering & Operations		-	35	-	-	-	-	35
244	Metal Detector - Sunderland Depot		-	-	-	-	-	-	-
245	Nuclear Densometer - Construction		4	-	5	-	-	-	5

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
246	Pipe Locator - Sunderland Depot	-	3	-	-	-	-	3	6
247	Portable Traffic Safety Devices - Traffic Engineering & Operations	-	25	25	25	25	25	75	175
248	Portable Variable Message Signs - Traffic Engineering & Operations	-	-	200	-	-	-	-	200
249	Pressure Washer - Sunderland Depot	-	3	3	-	-	-	-	6
250	Rollover flat bed applicator - Traffic Engineering & Operations	-	32	-	-	-	-	-	32
251	Snow Fence Replacement - Sunderland Depot	-	-	-	-	-	-	6	6
252	Survey GPS Instrument - Construction	-	10	10	10	10	10	54	94
253	Survey Total Station Replacement - Construction	-	-	-	-	-	-	39	39
254	Temporary Traffic Control Sign replacement - Sunderland Depot	-	2	2	-	-	2	4	10
255	Trench box replacement - Sunderland Depot	-	-	-	-	-	-	5	5
<b>Machinery &amp; Equipment Subtotal</b>			<b>51</b>	<b>113</b>	<b>245</b>	<b>35</b>	<b>37</b>	<b>212</b>	<b>642</b>
<b>Information Technology Infrastructure</b>									
256	Computers & Monitors Refresh - Financial Services	208	299	226	206	286	1,210	2,227	
257	dTIMS Software Upgrades - Transportation-Infrastructure	120	-	-	-	-	50	50	
258	Fuel Management System & Infrastructure Replacement - Various Locations	-	-	217	-	-	-	217	
259	Large Format Colour Plotter - Traffic Engineering & Operations	-	15	-	-	-	25	40	
260	Scanner and Wide Format Black & White Printer - Construction	-	-	-	22	-	-	22	



## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
261	Standard Laptops		2	5	-	-	-	-	5
262	Power Laptops		27	66	32	20	11	38	167
263	Power Laptops (with Monitors)		-	22	8	8	8	24	70
<b>Information Technology Infrastructure Subtotal</b>			<b>357</b>	<b>407</b>	<b>483</b>	<b>256</b>	<b>305</b>	<b>1,347</b>	<b>2,798</b>
<b>Vehicles</b>									
264	1 Ton High Roof Van - Ajax Depot		-	42	-	-	-	-	42
265	1 Ton Van - 289 Water St.		300	-	-	-	-	-	-
266	1/2 Ton Pick-up Truck - Various Locations		765	662	113	28	56	169	1,028
267	3 Ton Crew Cab - Various Locations		570	-	-	-	-	-	-
268	3/4 Ton Pick Up - Scugog Depot		-	28	-	-	-	-	28
269	3/4 Ton Van - Various Locations		900	-	-	-	-	-	-
270	5 Ton Flatbed - Traffic Engineering & Operations		-	400	-	-	-	-	400
271	6 Ton Tandem - Various Locations		3,000	-	-	-	-	-	-
272	Asphalt Grinder Attachment (Skid Steer Loader) - Oshawa/Whitby Depot		-	-	-	8	-	-	8
273	Asphalt Hot Box - Oshawa/Whitby Depot		65	-	-	-	-	-	-
274	Backhoe with Breaker Attachment - Sunderland Depot		-	125	-	-	-	-	125
275	Chain Saw - Various Locations		34	-	-	-	-	-	-
276	Concrete Saw - Various Locations		74	-	-	-	-	-	-
277	Cube Van - Various Locations		350	-	-	-	-	-	-
278	Econo Van - Various Locations		525	-	-	-	-	-	-
279	Emergency Fleet Equipment Replacement - Fleet		151	-	-	-	-	-	-


## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
280	Fleet Replacement Program Based on Useful Life - Fleet	-	3,787	2,259	4,571	1,814	22,188	34,619	
281	Forklift - Various Locations	-	25	-	-	-	-	25	
282	Geodimeter - Construction	125	-	-	-	-	-	-	
283	Hybrid Van - Oshawa/Whitby Depot	-	17	-	-	-	-	17	
284	Miscellaneous Trailer - Various Locations	135	-	-	-	-	-	-	
285	Pole Saw - Various Locations	10	-	-	-	-	-	-	
286	Portable Generator - Ajax Depot	6	-	-	-	-	-	-	
287	Rubber Tire Roller Compaction Unit - Orono Depot	-	20	-	-	-	-	20	
288	Sidewalk Plow/Snowblower - Oshawa/Whitby Depot	-	-	-	-	-	50	50	
289	Signal Board - Sunderland Depot	18	-	-	-	-	-	-	
290	Snow Blower for skid steer loader - Oshawa/Whitby Depot	-	10	-	-	-	-	10	
291	Street Flusher - Oshawa/Whitby Depot	-	-	-	117	-	-	117	
292	Street Sweeper attachment for Roadside Mower/Tractor - Oshawa/Whitby Depot	-	8	-	-	-	-	8	
293	Tamper - Scugog Depot	7	-	-	-	-	-	-	
294	Tandem Axle Truck - Oshawa/Whitby Depot	-	-	-	-	-	83	83	
295	Tandem Trailer - Oshawa/Whitby Depot	45	-	-	-	-	-	-	
296	Tow Motor - Waste Facilities	150	-	-	-	-	-	-	
297	Tractor - Ajax Depot	-	100	-	-	-	-	100	
298	Water Pump - Various Locations	15	-	-	-	-	-	-	

## Appendix B: 2023-2032 Regional Roads and Infrastructure Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
299	Weed Eater Combo Unit - Various Locations		84	-	-	-	-	-	-
300	Medium Articulated Loader - Waste Facilities		350	-	-	-	-	-	-
<b>Vehicles Subtotal</b>			<b>7,679</b>	<b>5,224</b>	<b>2,372</b>	<b>4,724</b>	<b>1,870</b>	<b>22,490</b>	<b>36,680</b>
<b>Furniture and Fixtures</b>									
301	A/V Equipment and Technology Upgrades - Various Locations		10	10	10	10	10	20	60
302	Office Furniture - Various Locations		-	1	-	1	-	-	2
303	Parts Cabinets - Ajax Depot		-	16	-	-	-	-	16
304	Parts Cabinets - Oshawa/Whitby Depot		-	109	-	-	-	-	109
<b>Furniture and Fixtures Subtotal</b>			<b>10</b>	<b>136</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>20</b>	<b>187</b>
<b>Total Capital Regional Roads and Infrastructure</b>			<b>213,037</b>	<b>216,828</b>	<b>242,172</b>	<b>159,361</b>	<b>165,689</b>	<b>777,315</b>	<b>1,561,365</b>

\* Rows and columns may not add due to rounding

\*\* Pre-construction includes expenditures for land purchases, utility relocates, preliminary studies, design, etc.

\*\*\* Projects with regularly recurring expenditures include allowances, machinery and equipment, information technology, vehicles and furniture and fixtures, etc. do not include separate pre-construction and construction capital financing

\*\*\*\* Appendix B includes financing of the following development charge shortfalls as follows:

	2023	2024	2025	2026	2027	2028 - 2032	Grand Total
<b>DC Shortfall</b>							
Residential DC Shortfall	-	-	-	-	-	-	-
Commercial DC Shortfall	-	-	-	-	-	-	-
Institutional DC Shortfall	3,284	-	8,227	9,664	9,495	47,845	78,515
Industrial DC Shortfall	828	-	347	901	873	4,195	7,144
<b>Total DC Shortfall</b>	<b>4,112</b>	<b>-</b>	<b>8,574</b>	<b>10,565</b>	<b>10,368</b>	<b>52,040</b>	<b>85,659</b>
<b>Shortfall Financing Source</b>							
Regional Roads Levy	4,112	-	8,575	10,564	10,368	52,040	85,659
<b>Total Funding</b>	<b>4,112</b>	<b>-</b>	<b>8,575</b>	<b>10,564</b>	<b>10,368</b>	<b>52,040</b>	<b>85,659</b>

**Appendix C: 2023 Solid Waste Management Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix D for the comprehensive 2023 capital budget and 2024-2032 forecast

Durham Region Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture				
<b>Solid Waste Management</b>															
<b>Building and Structures</b>															
4	Modifications and/or new waste management facilities - Optimization of older WMF sites and/or new sites for efficiencies/growth - Oshawa WMF	-		-	1,000	-	-	-	-	-	-	1,000	-	8,000	9,000
8	Scale House - Various Locations	1	Replacement	-	-	-	-	-	-	-	510	510	-	-	510
<b>Building and Structures Subtotal</b>		<b>1</b>		<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>510</b>	<b>1,510</b>	<b>-</b>	<b>8,000</b>	<b>9,510</b>
<b>Machinery &amp; Equipment</b>															
15	Integrated Control Technology - Security Project - Various Locations	7	New	-	-	-	-	-	-	-	25	25	-	-	25
16	Replace Weigh Scale - Various Locations	1	Replacement	-	-	-	-	-	-	-	150	150	-	-	150
17	Waste Oil Storage Tank Replacement - Brock WMF	1	Replacement	-	-	-	-	-	-	-	28	28	-	-	28
18	Roll-off Bin Replacement Program - Waste Facilities	17	Replacement	-	-	-	-	-	-	-	107	107	-	-	107
<b>Machinery &amp; Equipment Subtotal</b>		<b>26</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>310</b>	<b>310</b>	<b>-</b>	<b>-</b>	<b>310</b>
<b>Information Technology Infrastructure</b>															
19	Computers & Monitors Refresh - Financial Services	1	Replacement	-	-	-	-	-	-	-	60	60	-	-	60
<b>Information Technology Infrastructure Subtotal</b>		<b>1</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>60</b>
<b>Total Capital Solid Waste Management</b>				<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>880</b>	<b>1,880</b>	<b>-</b>	<b>8,000</b>	<b>9,880</b>

## Appendix D: 2023 - 2032 Solid Waste Management Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Solid Waste Management</b>									
<b>Building &amp; Structures</b>									
1	Durham York Energy Centre - Expansion environmental assessment (EA) and consulting (could take 4 to 10 years to complete)	Pre-Construction	-	-	10,000	-	-	-	10,000
		Construction	-	-	-	-	-	-	-
		Total	-	-	10,000	-	-	-	10,000
2	Durham York Energy Centre - Consultant investigation - additional waste heat utilization / project construction	Pre-Construction	-	100	900	-	-	-	1,000
		Construction	-	-	-	-	-	-	-
		Total	-	100	900	-	-	-	1,000
3	Modifications and/or new waste management facilities - Optimization of older WMF sites and/or new sites for efficiencies/growth - Brock WMF	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	2,100	-	-	-	-	2,100
		Total	-	2,100	-	-	-	-	2,100
4	Modifications and/or new waste management facilities - Optimization of older WMF sites and/or new sites for efficiencies/growth - Oshawa WMF	Pre-Construction	-	-	-	-	-	-	-
		Construction	1,000	4,000	4,000	-	-	-	8,000
		Total	1,000	4,000	4,000	-	-	-	8,000
5	Modifications and/or new waste management facilities - Optimization of older WMF sites and/or new sites for efficiencies/growth - Scugog WMF	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	150	-	2,100	-	2,250
		Total	-	-	150	-	2,100	-	2,250
6	Modifications and/or new waste management facilities - Optimization of older WMF sites and/or new sites for efficiencies/growth - North/West Facility	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	100	4,500	4,500	-	-	9,100
		Total	-	100	4,500	4,500	-	-	9,100
7	Extension of Concrete Retaining Wall - Brock WMF	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	99	-	-	-	-	99
		Total	-	99	-	-	-	-	99
8	Scale House - Various Locations	Pre-Construction	-	-	-	-	-	-	-
		Construction	510	-	-	-	-	95	95
		Total	510	-	-	-	-	95	95


## Appendix D: 2023 - 2032 Solid Waste Management Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
9	Equipment Storage Building - Oshawa WMF	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	540	-	-	-	-	540
		Total	-	540	-	-	-	-	540
10	Perimeter Chain Link Fence Replacement - Oshawa WMF	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	172	-	-	-	-	172
		Total	-	172	-	-	-	-	172
11	Replace Inbound Scale House #2 - Oshawa WMF	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	100	-	-	-	-	100
		Total	-	100	-	-	-	-	100
12	Resurfacing Asphalt Paving - Oshawa WMF	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	-	-	350	270	620
		Total	-	-	-	-	350	270	620
13	South Customer Disposal Area Enlargement - Oshawa WMF	Pre-Construction	-	275	-	-	-	-	275
		Construction	-	-	1,575	-	-	-	1,575
		Total	-	275	1,575	-	-	-	1,850
14	Pave Area to North and East of Site - Scugog WMF	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	215	-	-	-	-	215
		Total	-	215	-	-	-	-	215
<b>Building &amp; Structures Subtotal</b>			<b>1,510</b>	<b>7,701</b>	<b>21,125</b>	<b>4,500</b>	<b>2,450</b>	<b>365</b>	<b>36,141</b>
<b>Machinery &amp; Equipment</b>									
15	Integrated Control Technology - Security Project - Various Locations		25	-	-	-	-	-	-
16	Replace Weigh Scale - Various Locations		150	600	150	150	-	-	900
17	Waste Oil Storage Tank Replacement - Brock WMF		28	-	-	-	-	-	-

## Appendix D: 2023 - 2032 Solid Waste Management Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
18	Roll-off Bin Replacement Program - Waste Facilities		107	107	107	107	107	535	963
<b>Machinery &amp; Equipment Subtotal</b>			<b>310</b>	<b>707</b>	<b>257</b>	<b>257</b>	<b>107</b>	<b>535</b>	<b>1,863</b>
<b>Information Technology Infrastructure</b>									
19	Computers & Monitors Refresh - Financial Services		60	54	71	65	54	326	570
20	Power Laptop		-	3	-	-	-	-	3
21	Tablet		-	7	-	-	-	-	7
22	Computer Printer - Waste Facilities		-	3	3	3	3	15	27
<b>Information Technology Infrastructure Subtotal</b>			<b>60</b>	<b>67</b>	<b>74</b>	<b>68</b>	<b>57</b>	<b>341</b>	<b>607</b>
<b>Vehicles</b>									
23	1/2 Ton Pick-up Truck - Various Locations		-	5	-	-	-	-	5
24	Forklift - Various Locations		-	125	-	-	-	-	125
25	Vehicles for By-Law officers - Waste Admin - By-Law		-	170	-	-	-	-	170
<b>Vehicles Subtotal</b>			<b>-</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300</b>
<b>Landfill Remediation / Rehabilitation</b>									
26	Oshawa Landfill - Remediation - Erosion and leachate control		-	-	500	325	125	3,650	4,600
27	Scott Landfill - Landfill Reclamation (Mining)		-	-	400	4,723	-	-	5,123
28	Scugog Landfill - Remediation - Purchase Contaminant Attenuation Zone		-	-	100	1,400	-	-	1,500
<b>Landfill Remediation / Rehabilitation Subtotal</b>			<b>-</b>	<b>-</b>	<b>1,000</b>	<b>6,448</b>	<b>125</b>	<b>3,650</b>	<b>11,223</b>
<b>Total Capital Solid Waste Management</b>			<b>1,880</b>	<b>8,775</b>	<b>22,456</b>	<b>11,273</b>	<b>2,739</b>	<b>4,891</b>	<b>50,134</b>



# Durham Budget

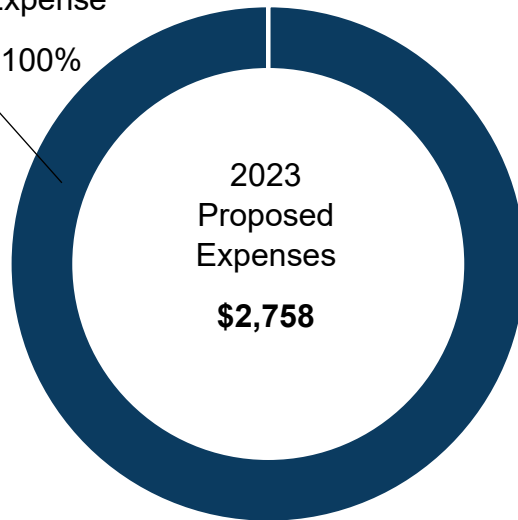
# 2023

# REGIONAL COUNCIL

Regional Council represents the public and considers the well-being and interests of the Region. Regional Council composition includes the Regional Chair, the Mayors and Regional Councillors from the eight local area municipalities

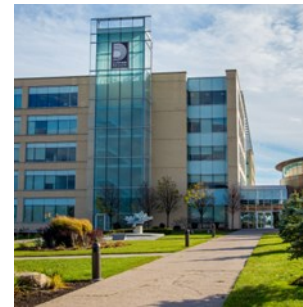
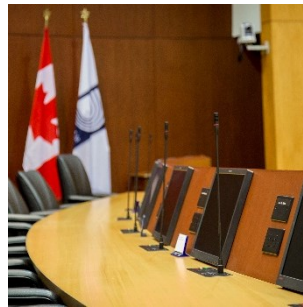
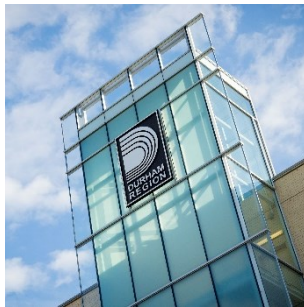
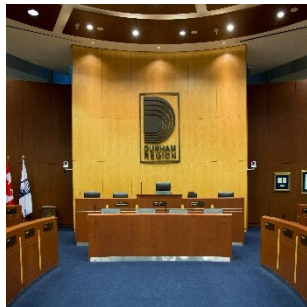
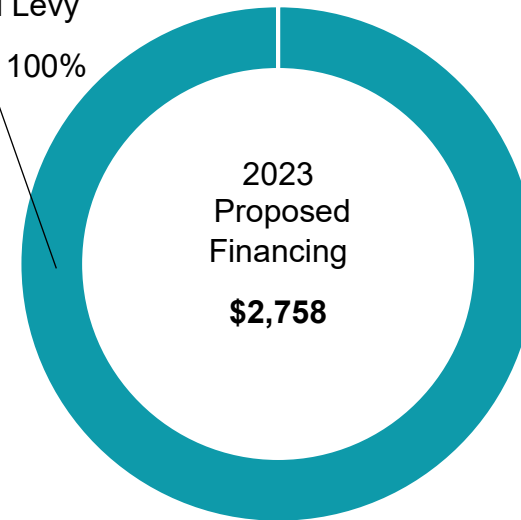
## Program Expense

\$2,758 | 100%



## General Levy

\$2,758 | 100%



Amounts are in \$,000's





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## Major Programs and Services

### Regional Council

According to the *Municipal Act 2001* the purpose of Regional Council is “to be responsible and accountable” for matters within their jurisdiction and carry out the powers and duties assigned to them by the Municipal Act including providing the services and other things the municipality considers necessary or desirable for the municipality; managing and preserving the public assets of the municipality; fostering the current and future economic, social and environmental well-being of the municipality; and delivering and participating in Provincial programs and initiatives.

### Headquarters Shared Costs – Regional Council Portion

The allocated share of costs attributable to Regional Council for the operation of the Regional Headquarters facility.

## Strategic Priorities

For 2023 some of the key priorities and planned actions focus on:

### Service Excellence




Continue working collaboratively to promote environmental sustainability, community vitality, economic prosperity, social investment, and service excellence

## Key Targets for 2023

- Continue to convene and hold Council and Committee meetings to provide strategic direction and accountability for the Corporation and ensure programs and services are effective, timely and responsive to the needs of residents and businesses


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
					
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	2,148	2,161	2,199		
Personnel Related	28	145	145		
Supplies and Memberships	170	169	169		
Materials & Services	-	1	1		
Equipment Maintenance & Repairs	-	4	4		
Headquarters Shared Costs	212	212	240		
<b>Operating Expenses Subtotal</b>	<b>2,558</b>	<b>2,692</b>	<b>2,758</b>	<b>66</b>	<b>2.5%</b>
<b>Total Expenses</b>	<b>2,558</b>	<b>2,692</b>	<b>2,758</b>	<b>66</b>	<b>2.5%</b>
<b>Property Tax Requirement Regional Council</b>	<b>2,558</b>	<b>2,692</b>	<b>2,758</b>	<b>66</b>	<b>2.5%</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

		2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance	
			Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Regional Council</b>														
1	Regional Council	2,346	2,480	-	-	-	2,480	2,518	-	-	-	2,518	38	
2	Headquarters Shared Cost - Regional Council Portion	212	212	-	-	-	212	240	-	-	-	240	28	
<b>Regional Council Subtotal</b>		<b>2,558</b>	<b>2,692</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,692</b>	<b>2,758</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,758</b>	<b>66</b>	<b>2.5%</b>
<b>Regional Council</b>		<b>2,558</b>	<b>2,692</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,692</b>	<b>2,758</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,758</b>	<b>66</b>	<b>2.5%</b>

## Details of Budget Changes

<b>Base Adjustments: Regional Council</b>	<b>2023 Impact</b> (\$ 000's)
Economic Increases	38
Increases in the Regional Council's share of the costs for the operation and maintenance of Regional Headquarters	28
<b>Base Adjustments: Regional Council Subtotal</b>	<b>66</b>
<b>Net Changes: Regional Council</b>	<b>66</b>

## Staffing Details

<b>Regional Council</b>	<b>Full Time Equivalents</b> (FTE's)
<b>2022 Approved Complement</b>	<u>28.0</u>
<b>Regional Council Subtotal</b>	<b>28.0</b>
<b>Total Complement: Regional Council</b>	<b>28.0</b>

## Looking Forward

Durham Region provides a wide range of programs and services to a growing and increasingly diverse community of residents, businesses, and visitors.

Regional Council, guided by the 2020 to 2024 Durham Region Strategic Plan, is committed to taking steps to implement – in partnership with the community - the vision of a better Durham Region: the best place to live, work, play, innovate and invest.



# Durham Budget

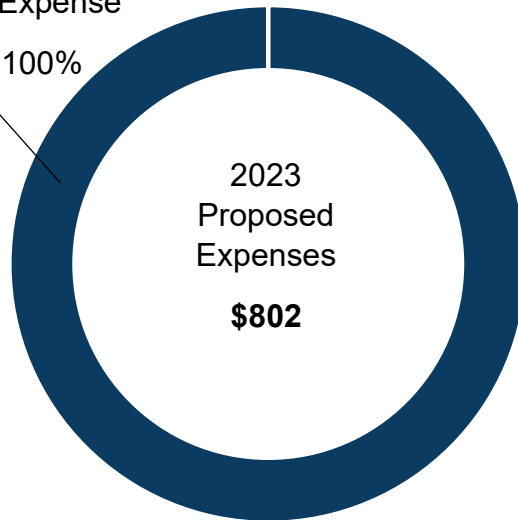
# 2023

# OFFICE OF THE REGIONAL CHAIR

The Regional Chair is the head of Regional Council and Chief Executive Officer of the Regional Corporation. This position is selected via direct election, in accordance with the Municipal Elections Act, 1996

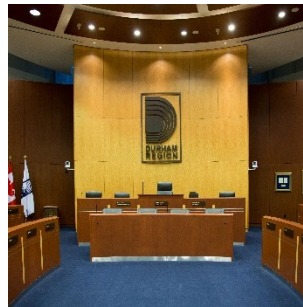
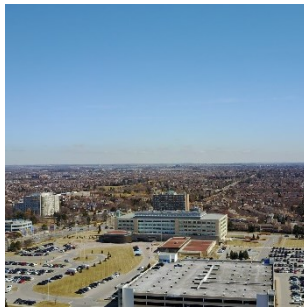
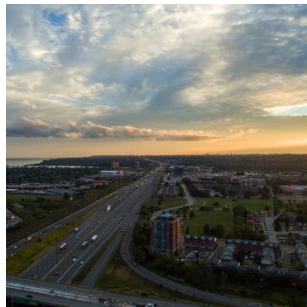
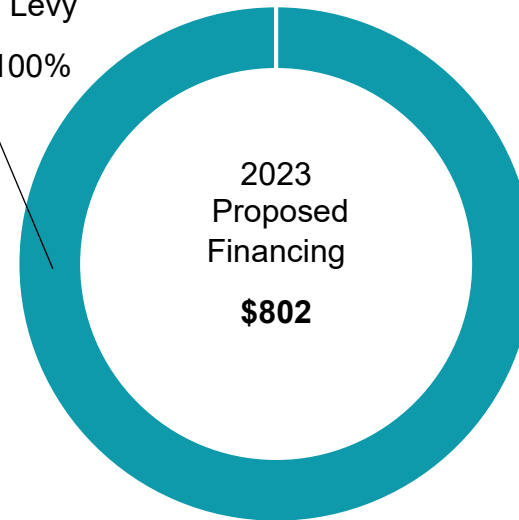
Program Expense

\$802 | 100%



General Levy

\$802 | 100%



Amounts are in \$,000's



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Appendix A:             2023 Office of the Regional Chair Capital Projects

Appendix B:             2023-2032 Office of the Regional Chair Capital Forecast

## Major Programs and Services

### Regional Chair's Office

Presides over all meetings of Regional Council and Regional Committee of the Whole, represents the Region on a variety of boards, committees and organizations, and advances the Regional position and perspective with other levels of government and other agencies.

### Headquarters Shared Costs – Office of the Regional Chair Portion

The allocated share of costs attributable to Office of the Regional Chair for the operation of Regional Headquarters facility.

## Strategic Priorities

For 2023 some of the key priorities and planned actions focus on:

### Service Excellence



Ensure Durham residents and businesses enjoy a high quality of life with quality programs and services that promote environmental sustainability, community vitality, economic prosperity, social investment, and service excellence

## Key Targets for 2023

- Continue serving as a member of all Regional Committees and as Chief Executive Officer of the Durham Region Transit Commission and the Regional Corporation
- Promote Durham Region locally, nationally and internationally – particularly in supporting the local economy
- Provide leadership, information and recommendations to Council in navigating local and broader economic, political and social environments and associated risks and uncertainties facing the Region in the delivery of its programs and services



## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	552	495	606		
Personnel Related	4	64	64		
Communications	6	20	20		
Supplies	3	1	1		
Materials & Services	-	2	2		
Rentals - Tribute Communities Centre Box	14	20	20		
Financial Expenses	1	1	1		
Headquarters Shared Costs	74	74	83		
<b>Gross Operating Expenses</b>	<b>654</b>	<b>677</b>	<b>797</b>	<b>120</b>	<b>17.7%</b>
<b>Capital Expenses</b>					
Replacement	5	5	5		
<b>Capital Expenses Subtotal</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>659</b>	<b>682</b>	<b>802</b>	<b>120</b>	<b>17.6%</b>
<b>Property Tax Requirement Office of the Regional Chair</b>	<b>659</b>	<b>682</b>	<b>802</b>	<b>120</b>	<b>17.6%</b>


## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Office of the Regional Chair</b>														
1 Regional Chair's Office	585	603	5	-	-	608	714	5	-	-	719	111		
2 Headquarters Shared Cost - Regional Chair's Office Portion	74	74	-	-	-	74	83	-	-	-	83	9		
<b>Office of the Regional Chair Subtotal</b>	<b>659</b>	<b>677</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>682</b>	<b>797</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>802</b>	<b>120</b>	<b>17.6%</b>	
<b>Property Tax Requirement Office of the Regional Chair</b>	<b>659</b>	<b>677</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>682</b>	<b>797</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>802</b>	<b>120</b>	<b>17.6%</b>	

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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Office of the Regional Chair</b>									
<b>Capital Expenditures</b>									
Information Technology		-	-	8	-	-	8	8	24
Furniture & Fixtures		5	5	5	5	5	5	25	45
<b>Capital Expenditure Subtotal</b>		<b>5</b>	<b>5</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>13</b>	<b>33</b>	<b>69</b>
<b>Capital Financing</b>									
General Levy		5	5	13	5	5	13	33	69
<b>Capital Financing Subtotal</b>		<b>5</b>	<b>5</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>13</b>	<b>33</b>	<b>69</b>
<b>Total Capital</b>									
<b>Office of the Regional Chair</b>		<b>5</b>	<b>5</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>13</b>	<b>33</b>	<b>69</b>

## Details of Budget Changes

	<b>2023 Impact</b> (\$ 000's)
<b>Strategic Investments:</b> Office of the Regional Chair	
New position – details of the 1.0 FTE approved in-year are provided in Staffing Details	102
<b>Strategic Investments:</b> Office of the Regional Chair Subtotal	<b>102</b>
<b>Base Adjustments:</b> Office of the Regional Chair	
Economic Increases	9
Increase in the Office of the Regional Chair's share of costs for the operation and maintenance of Regional Headquarters	9
<b>Base Adjustments:</b> Office of the Regional Chair Subtotal	<b>18</b>
<b>Net Changes:</b> Office of the Regional Chair	<b>120</b>

## Staffing Details

	<b>Full Time Equivalents (FTE's)</b>
<b>Office of the Regional Chair</b>	
<b>2022 Approved Complement</b>	<u>3.0</u>
<b>Positions Approved In-Year</b>	
Administrative Assistant 1 to provide additional support to the Office of the Regional Chair (as per Section 8.1 of the Budget Management Policy)	1.0
<b>Total Positions Approved In-Year</b>	<u>1.0</u>
<b>Office of the Regional Chair Subtotal</b>	<b>4.0</b>
<b>Total Complement: Office of the Regional Chair</b>	<b>4.0</b>


## Looking Forward

Durham Region provides a wide range of programs and services to a growing and increasingly diverse community of residents, businesses and visitors.

The Office of the Regional Chair remains committed to meeting with residents to better understand the issues that matter to them. Working collaboratively with Regional Council, community groups and the Corporation the Office of the Regional Chair is focused on delivering the vision of a better Durham Region: the best place to live, work, play, innovate and invest.

**Appendix A: 2023 Office of the Regional Chair Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
Other	Reserve/ Reserve Funds			Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy						
<b>Office of the Regional Chair</b>																
<b>Furniture &amp; Fixtures</b>																
Furniture & Fixtures		Replacement	-	-	-	-	-	-	-	-	-	5	5	-	45	50
<b>Furniture &amp; Fixtures Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>5</b>	<b>5</b>	-	<b>45</b>	<b>50</b>
<b>Total Office of the Regional Chair</b>			-	-	-	-	-	-	-	-	-	<b>5</b>	<b>5</b>	-	<b>45</b>	<b>50</b>

## Appendix B: 2023-2032 Office of the Regional Chair Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Office of the Regional Chair</b>							
<b>Information Technology</b>							
1 Standard Laptop	-	4	-	-	4	4	12
2 Tablet	-	4	-	-	4	4	12
<b>Information Technology Subtotal</b>	<b>-</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>8</b>	<b>24</b>
<b>Furniture &amp; Fixtures</b>							
3 Furniture & Fixtures	5	5	5	5	5	25	45
<b>Furniture &amp; Fixtures Subtotal</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>25</b>	<b>45</b>
<b>Total Office of the Regional Chair</b>	<b>5</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>13</b>	<b>33</b>	<b>69</b>

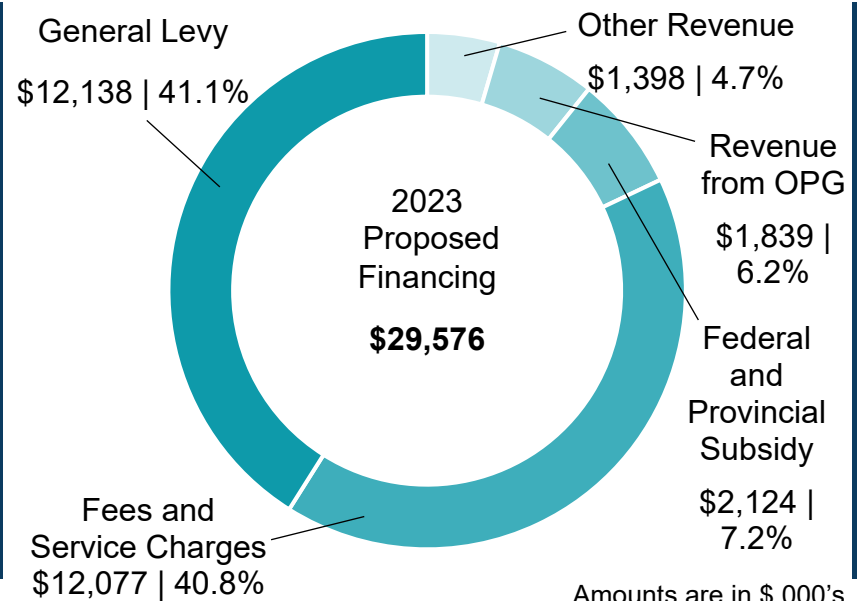
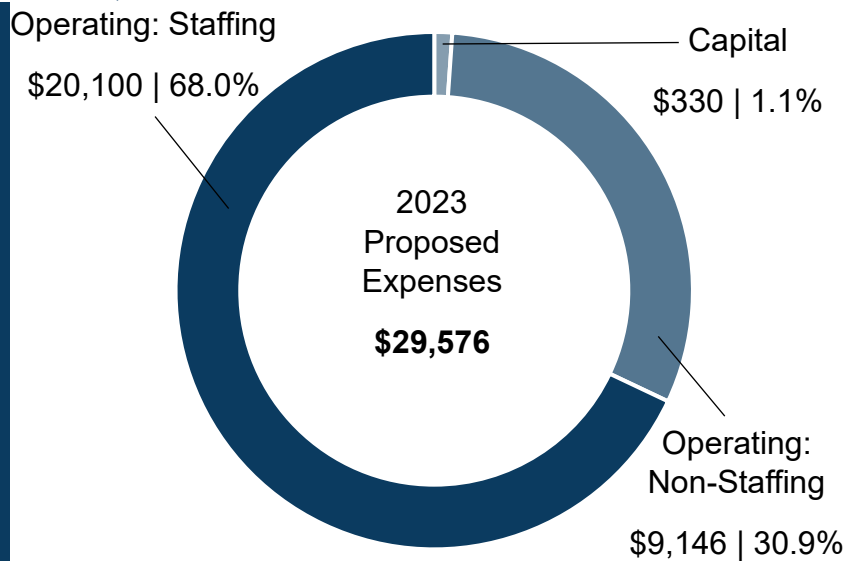


# Durham Budget

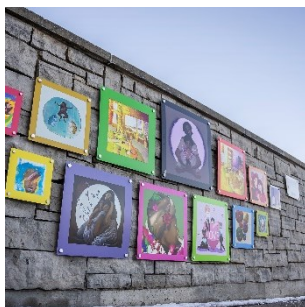
# 2023

# OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

The CAO's Office ensures good governance in leading the implementation of strategic corporate initiatives, including action on climate change, strategic planning and organizational performance, innovation, policy, communications and engagement, intergovernmental and community relations, diversity, equity, inclusion and accessibility, community safety and well-being, Durham's emergency management program, legal services, and Provincial Offences Act courts.



Amounts are in \$,000's





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# Major Programs and Services

## **Office of the Chief Administrative Officer**

### **Chief Administrative Officer**

The Chief Administrative Officer (CAO) provides overall leadership and direction to foster efficient and effective operations in a collaborative, high performing work environment. With a focus on modernization, innovation and continuous improvement, the CAO ensures accountability, transparency and good governance while providing quality advice and support to Regional Council. Divisions within the CAO's Office identify, build and maintain strong, collaborative partnerships and focus on interdepartmental and intergovernmental initiatives that require extensive coordination and collaboration across public, private and not-for-profit sectors.

### **Communications and Engagement**

The Communications and Engagement team delivers strategic, two-way communications to help improve relationships and achieve organizational goals. This office leads the Corporation's internal and external communications programs, relationship building and advocacy with federal and provincial governments on strategic Regional priorities, crisis communications, media relations, digital and social media, corporate identity, and engagement efforts to incorporate community input and feedback into Regional program and service delivery.

### **Strategic Initiatives**

The Strategic Initiatives division leads the development and implementation of corporate strategies and plans, providing advice and enhancing the integration of policies and initiatives across internal departments and externally across public, private and non-profit sectors. Current priorities include the Regional Strategic Plan and organizational performance, leading the corporate and community response to Regional Council's declaration of a climate emergency through relentless implementation of approved climate action plans, interdepartmental policy development and analysis on key files; cross-sectoral information sharing and partnership development; leading the CityStudio experiential learning program with Durham's local post-secondary institutions, DRPS and some local area municipalities; and enhancing innovation capacity through enterprise resources, tools and techniques to support strong corporate decision making.

## Major Programs and Services Continued

### **Diversity, Equity and Inclusion**

The Diversity, Equity and Inclusion (DEI) division provides a dedicated focus to the Region's anti-racism, equity and inclusion initiatives. As a key priority across the entire corporation, the DEI office is developing a new Regional DEI Strategy, prioritizing an Indigenous Engagement Protocol, undertaking an Equity Audit of workforce trends, and an updated Employee Census. The office leads broad community-facing activities, including the Durham Region Anti-Racism Taskforce (DRART), the Accessibility Advisory Committee, the Durham Local Immigration Partnership, and implementation of the Region's Community Safety and Well-Being Plan (CSWB), ensuring Durham remains a place where everyone feels welcome and safe, has a sense of belonging, and where individuals and families can have access to education, health care, food, housing, income, as well as meet their needs for social and cultural expression.

### **Durham Emergency Management Office**

Durham Emergency Management (DEM) coordinates with area municipalities to develop, implement and maintain an emergency management program that focuses on risk assessments, emergency plans and procedures, training, exercises, business continuity, public education, and awareness. The office is the lead agency responsible for all aspects related to the nuclear emergency management program for both the Pickering and Darlington facilities.

DEM also leads the Business Continuity Management (BCM) program which is the holistic process that identifies and analyzes all parts of an organization to create plans to recover business processes in the event of a disruption or possible disruption. The business continuity process plays an important role when determining and planning for staff shortages.

### **Legal Services**

Provide legal services to Regional Council, all Regional departments, in addition to supporting several external clients in a timely and cost-effective manner.

### **Provincial Offences Act Administration**

Provide a modern, professional, neutral and quality Provincial Offences Court service in the Region of Durham, according to the Memorandum of Understanding with the Provincial government and in partnership with justice stakeholders, including the judiciary. Activities include providing provincial offences prosecution services, services to collect administrative monetary penalties and fines for traffic offences. Justice services are provided in both official languages to the public in compliance with federal regulations.

# Strategic Priorities

For 2023 some of the key priorities and planned actions focus on:

## Environmental Sustainability



Continue to implement the Durham Greener Homes Program to help homeowners reduce energy costs and greenhouse gas emissions while generating local jobs and investment, expanding the program to include flood readiness



Launch a building benchmarking and disclosure program to support voluntary energy use reporting, increasing awareness and creating demand for energy efficiency improvements. This is the first step in the development of a comprehensive platform to mobilize deep energy retrofits in commercial, institutional, and multi-residential buildings in Durham Region as part of implementing the low carbon pathway approved in the Durham Community Energy Plan



Continue to integrate a climate lens into the annual business planning and budget process to align corporate capital and operating plans with achieving the Region's greenhouse gas reduction target of net zero by 2045. Support the implementation of short-term GHG reduction projects including energy efficiency retrofits and low carbon fleet transitions as demonstrations of corporate leadership



Continue to work with local area municipalities, Conservation Authorities, and other public and private sector partners to advance flood hazard identification and mapping to support the development and implementation of an evidence-informed flood risk resilience strategy to address the increasing risks of flooding due to climate change



Establish an independent entity with Ontario Tech University to facilitate community oversight and accountability for the implementation of climate action in Durham. This is the result of the 2022 priority to research, develop and launch a sustainable energy alliance that focusses on the strategic alignment between local governments, post secondary institutions, the energy sector and business partners to address the acceleration of climate action on a regional scale

## Strategic Priorities Continued



Advance the feasibility study for a low carbon district energy project in the Courtice Transit Oriented Community area in collaboration with the Municipality of Clarington

### Community Vitality



Continue to implement the Community Safety and Well-Being (CSWB) Plan by building robust community capacity to ensure residents get the right services at the right time. The CSWB aligns existing relationships, plans and strategies at the Regional, area municipal, and community level to ensure individuals and families can meet their needs for education, health care, food, housing, income, as well as social and cultural expression



Continue to identify areas for reconciliation and cultural safety relevant to Indigenous residents and employees to better understand, live alongside of, and work with Indigenous Peoples



Continue the work of the new Durham Region Anti-Racism Taskforce (DRART) with community stakeholders, Regional staff, and other relevant partners to ensure that Durham Region successfully implements its anti-racism framework in a manner consistent with the principles of the Ontario Human Rights Code and Region of Durham's aim to demonstrate leadership in addressing systemic racism



Develop and launch a Public Art Program that engages with the community and local artists to place artwork on Regional infrastructure

# Strategic Priorities Continued

## Economic Prosperity



Continue to implement the Regional Intelligent Communities framework by supporting signature community projects including expanding the successful Business Showcase Event, and hosting challenges to demonstrate innovative technology

## Service Excellence



Expand on the continued momentum and success of CityStudio Durham, including the continuation of a CityStudio Summer Innovation Fellowship Program where students, faculty and regional staff collaborate to address complex challenges



Continue to advance the Region's innovation capacity by bringing to life the Durham Drivers of Innovation framework and deliver year two of the three-year organizational innovation strategy



Expand the membership for Durham's Community Data Consortium and facilitate the sharing and use of data across organizations to inform policy and program design and tell our collective community story



Continue to enhance communications of our commitment to strategic goals and share results with the community to support transparency and accountability

## Strategic Priorities Continued



Develop a new Diversity, Equity and Inclusion strategy informed by jurisdictional scan data, an Indigenous Engagement Protocol, an employee census and Regional demographics. This new strategy is essential in advancing DEI strategies that will support the Region's recovery plan



Undertake an Equity Audit to examine equity-related data for trends in workforce patterns, and in the workplace experiences of employees to identify practices which may create barriers to inclusive employment and workplaces for designated equity deserving groups. This review will ensure that employment practices within the organization are equitable and safe and do not cause harm or exclude groups of employees



Continue to implement a government relations strategy to advance key priorities with the provincial and federal governments

## Key Targets for 2023

### Office of the Chief Administrative Officer

- Continue to work with Conservation Authorities to plant more than 100,000 trees in 2023, and close to 750,000 trees by 2025
- Deliver 200 home energy retrofits through the Durham Greener Homes Program
- Increase the number of CityStudio Durham collaborations with academic institutions
- Coordinate the implementation of 40 electric vehicle charging stations across corporate facilities to enable accelerated fleet electrification
- Issue three challenges to the business community to promote the co-development of innovative solutions to municipal challenges
- Establish a public art program that engages the community, including local artists, to install at least one piece of artwork on Regional infrastructure




## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	15,934	17,253	20,100		
Personnel Related	407	389	481		
Communications	667	832	1,310		
Supplies	80	120	160		
Computer Maintenance & Operations	388	262	301		
Materials & Services	348	400	391		
Equipment Maintenance & Repairs	15	57	53		
Vehicle Operations	-	1	1		
Outside Agency Expenses	210	2,188	1,665		
Professional Services	1,970	2,502	2,548		
Leased Facilities Expenses	-	-	41		
Financial Expenses	190	103	103		
Minor Assets & Equipment	56	80	73		
Major Repairs & Renovations	90	31	31		
Headquarters Shared Costs	1,312	1,312	1,501		
<b>Operating Expenses Subtotal</b>	<b>21,667</b>	<b>25,530</b>	<b>28,759</b>	<b>3,229</b>	<b>12.6%</b>
<b>Internal Transfers &amp; Recoveries</b>					
NextGen Fees	6	6	6		
Emergency Management Charge	-	-	349		
Finance Charge (POA Collections)	1,100	1,100	1,130		
Recoveries - Communications	(656)	(656)	(660)		
Recoveries - Legal Services	(223)	(223)	(338)		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>227</b>	<b>227</b>	<b>487</b>	<b>260</b>	<b>114.5%</b>
<b>Gross Operating Expenses</b>	<b>21,894</b>	<b>25,757</b>	<b>29,246</b>	<b>3,489</b>	<b>13.5%</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Capital Expenses</b>					
New	134	42	172		
Replacement	70	79	158		
<b>Capital Expenses Subtotal</b>	<b>204</b>	<b>121</b>	<b>330</b>	<b>209</b>	<b>172.7%</b>
<b>Total Expenses</b>	<b>22,098</b>	<b>25,878</b>	<b>29,576</b>	<b>3,698</b>	<b>14.3%</b>
<b>Operating Revenue</b>					
Provincial Subsidy	(273)	(290)	(295)		
Federal Subsidy	(790)	(787)	(1,829)		
Grants	-	-	(50)		
Recovery from OPG	(1,189)	(1,189)	(1,679)		
Fees & Service Charges	(283)	(328)	(328)		
POA Fines	(7,546)	(11,804)	(11,804)		
Revenue from Municipalities	(53)	(180)	(180)		
Climate Mitigation and Environmental Reserve Fund	(100)	(100)	(150)		
Revenue from Related Entities	(964)	(963)	(963)		
<b>Operating Revenue Subtotal</b>	<b>(11,198)</b>	<b>(15,641)</b>	<b>(17,278)</b>	<b>(1,637)</b>	<b>(10.5%)</b>
<b>Capital Financing</b>					
Recovery from OPG	-	-	(160)		
<b>Capital Financing Subtotal</b>	<b>-</b>	<b>-</b>	<b>(160)</b>	<b>(160)</b>	<b>(100%)</b>
<b>Total Revenues and Financing</b>	<b>(11,198)</b>	<b>(15,641)</b>	<b>(17,438)</b>	<b>(1,797)</b>	<b>(11.5%)</b>
<b>Property Tax Requirement Office of the Chief Administrative Officer</b>	<b>10,900</b>	<b>10,237</b>	<b>12,138</b>	<b>1,901</b>	<b>18.6%</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Restated Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Chief Administrative Officer</b>														
1 Chief Administrative Officer	842	877	8	-	-	885	892	8	-	-	900	15		
<b>Chief Administrative Officer Subtotal</b>	<b>842</b>	<b>877</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>885</b>	<b>892</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>900</b>	<b>15</b>	<b>1.7%</b>	
<b>Communications and Engagement</b>														
2 Communications and Engagement	2,452	3,105	10	-	(344)	2,771	3,119	25	-	(348)	2,796	25		
<b>Communications and Engagement Subtotal</b>	<b>2,452</b>	<b>3,105</b>	<b>10</b>	<b>-</b>	<b>(344)</b>	<b>2,771</b>	<b>3,119</b>	<b>25</b>	<b>-</b>	<b>(348)</b>	<b>2,796</b>	<b>25</b>	<b>0.9%</b>	
<b>Strategic Initiatives</b>														
3 Strategic Initiatives	2,867	3,522	8	(505)	-	3,025	4,291	20	(465)	(200)	3,646	621		
<b>Strategic Initiatives Subtotal</b>	<b>2,867</b>	<b>3,522</b>	<b>8</b>	<b>(505)</b>	<b>-</b>	<b>3,025</b>	<b>4,291</b>	<b>20</b>	<b>(465)</b>	<b>(200)</b>	<b>3,646</b>	<b>621</b>	<b>20.5%</b>	
<b>Diversity, Equity and Inclusion</b>														
4 Diversity, Equity and Inclusion	1,367	1,678	12	(282)	(100)	1,308	3,242	13	(1,364)	-	1,891	583		
<b>Diversity, Equity and Inclusion Subtotal</b>	<b>1,367</b>	<b>1,678</b>	<b>12</b>	<b>(282)</b>	<b>(100)</b>	<b>1,308</b>	<b>3,242</b>	<b>13</b>	<b>(1,364)</b>	<b>-</b>	<b>1,891</b>	<b>583</b>	<b>44.6%</b>	
<b>Durham Emergency Management Office</b>														
5 Durham Emergency Management Office	711	1,991	-	-	(1,189)	802	2,528	172	-	(1,840)	860	58		
<b>Durham Emergency Management Office Subtotal</b>	<b>711</b>	<b>1,991</b>	<b>-</b>	<b>-</b>	<b>(1,189)</b>	<b>802</b>	<b>2,528</b>	<b>172</b>	<b>-</b>	<b>(1,840)</b>	<b>860</b>	<b>58</b>	<b>7.2%</b>	
<b>Legal Services</b>														
6 Legal Services	2,661	3,691	40	-	(826)	2,905	3,963	13	-	(821)	3,155	250		
<b>Legal Services Subtotal</b>	<b>2,661</b>	<b>3,691</b>	<b>40</b>	<b>-</b>	<b>(826)</b>	<b>2,905</b>	<b>3,963</b>	<b>13</b>	<b>-</b>	<b>(821)</b>	<b>3,155</b>	<b>250</b>	<b>8.6%</b>	


## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Restated Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Provincial Offences Act</b>														
7 Provincial Offences Act Program	7,546	8,705	43	(290)	(301)	8,157	9,546	79	(295)	(302)	9,028	871		
8 Provincial Offences Act Fines	(7,546)	-	-	-	(11,804)	(11,804)	-	-	-	(11,803)	(11,803)	1		
<b>Subtotal</b>	<b>-</b>	<b>8,705</b>	<b>43</b>	<b>(290)</b>	<b>(12,105)</b>	<b>(3,647)</b>	<b>9,546</b>	<b>79</b>	<b>(295)</b>	<b>(12,105)</b>	<b>(2,775)</b>	<b>872</b>		
9 Municipal Share Provincial Offences Act Disbursement (60%)	-	2,188	-	-	-	2,188	1,665	-	-	-	1,665	(523)		
<b>Provincial Offences Act Subtotal</b>	<b>-</b>	<b>10,893</b>	<b>43</b>	<b>(290)</b>	<b>(12,105)</b>	<b>(1,459)</b>	<b>11,211</b>	<b>79</b>	<b>(295)</b>	<b>(12,105)</b>	<b>(1,110)</b>	<b>349</b>	<b>23.9%</b>	
<b>Office of the Chief Administrative Officer</b>	<b>10,900</b>	<b>25,757</b>	<b>121</b>	<b>(1,077)</b>	<b>(14,564)</b>	<b>10,237</b>	<b>29,246</b>	<b>330</b>	<b>(2,124)</b>	<b>(15,314)</b>	<b>12,138</b>	<b>1,901</b>	<b>18.6%</b>	


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Chief Administrative Officer</b>								
<b>Capital Expenditures</b>								
Information Technology	2	2	-	-	-	-	-	-
Furniture & Fixtures	6	6	6	6	6	6	30	54
<b>Capital Expenditure Subtotal</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>30</b>	<b>54</b>
<b>Capital Financing</b>								
General Levy	8	8	6	6	6	6	30	54
<b>Capital Financing Subtotal</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>30</b>	<b>54</b>
<b>Total Chief Administrative Officer</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>30</b>	<b>54</b>
<b>Corporate Communications</b>								
<b>Capital Expenditures</b>								
Information Technology	10	25	45	6	22	45	103	221
<b>Capital Expenditure Subtotal</b>	<b>10</b>	<b>25</b>	<b>45</b>	<b>6</b>	<b>22</b>	<b>45</b>	<b>103</b>	<b>221</b>
<b>Capital Financing</b>								
General Levy	10	25	45	6	22	45	103	221
<b>Capital Financing Subtotal</b>	<b>10</b>	<b>25</b>	<b>45</b>	<b>6</b>	<b>22</b>	<b>45</b>	<b>103</b>	<b>221</b>
<b>Total Corporate Communications</b>	<b>10</b>	<b>25</b>	<b>45</b>	<b>6</b>	<b>22</b>	<b>45</b>	<b>103</b>	<b>221</b>

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Strategic Initiatives</b>								
<b>Capital Expenditures</b>								
Information Technology	8	20	12	18	18	12	84	144
<b>Capital Expenditure Subtotal</b>	<b>8</b>	<b>20</b>	<b>12</b>	<b>18</b>	<b>18</b>	<b>12</b>	<b>84</b>	<b>144</b>
<b>Capital Financing</b>								
General Levy	8	20	12	18	18	12	84	144
<b>Capital Financing Subtotal</b>	<b>8</b>	<b>20</b>	<b>12</b>	<b>18</b>	<b>18</b>	<b>12</b>	<b>84</b>	<b>144</b>
<b>Total Capital Strategic Initiatives</b>	<b>8</b>	<b>20</b>	<b>12</b>	<b>18</b>	<b>18</b>	<b>12</b>	<b>84</b>	<b>144</b>
<b>Diversity, Equity and Inclusion</b>								
<b>Capital Expenditures</b>								
Information Technology	12	13	7	9	-	7	25	48
<b>Capital Expenditure Subtotal</b>	<b>12</b>	<b>13</b>	<b>7</b>	<b>9</b>	<b>-</b>	<b>7</b>	<b>25</b>	<b>48</b>
<b>Capital Financing</b>								
General Levy	12	13	7	9	-	7	25	48
<b>Capital Financing Subtotal</b>	<b>12</b>	<b>13</b>	<b>7</b>	<b>9</b>	<b>-</b>	<b>7</b>	<b>25</b>	<b>48</b>
<b>Total Capital Diversity, Equity And Inclusion</b>	<b>12</b>	<b>13</b>	<b>7</b>	<b>9</b>	<b>-</b>	<b>7</b>	<b>25</b>	<b>48</b>


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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Durham Emergency Management Office</b>								
<b>Capital Expenditures</b>								
Information Technology	-	172	20	-	-	20	20	60
<b>Capital Expenditure Subtotal</b>	<b>-</b>	<b>172</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>20</b>	<b>60</b>
<b>Capital Financing</b>								
General Levy	-	12	20	-	-	20	20	60
Deferred OPG Funding from Reserve	-	160	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>-</b>	<b>172</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>20</b>	<b>60</b>
<b>Total Capital Durham Emergency Management Office</b>	<b>-</b>	<b>172</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>20</b>	<b>60</b>
<b>Legal Services</b>								
<b>Capital Expenditures</b>								
Information Technology	31	13	-	22	7	-	57	86
Furniture & Fixtures	9	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>	<b>40</b>	<b>13</b>	<b>-</b>	<b>22</b>	<b>7</b>	<b>-</b>	<b>57</b>	<b>86</b>
<b>Capital Financing</b>								
General Levy	40	13	-	22	7	-	57	86
<b>Capital Financing Subtotal</b>	<b>40</b>	<b>13</b>	<b>-</b>	<b>22</b>	<b>7</b>	<b>-</b>	<b>57</b>	<b>86</b>
<b>Total Capital Legal Services</b>	<b>40</b>	<b>13</b>	<b>-</b>	<b>22</b>	<b>7</b>	<b>-</b>	<b>57</b>	<b>86</b>

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Provincial Offences Act</b>								
<b>Capital Expenditures</b>								
Information Technology	43	79	77	34	72	2	212	397
<b>Capital Expenditure Subtotal</b>	<b>43</b>	<b>79</b>	<b>77</b>	<b>34</b>	<b>72</b>	<b>2</b>	<b>212</b>	<b>397</b>
<b>Capital Financing</b>								
General Levy	43	79	77	34	72	2	212	397
<b>Capital Financing Subtotal</b>	<b>43</b>	<b>79</b>	<b>77</b>	<b>34</b>	<b>72</b>	<b>2</b>	<b>212</b>	<b>397</b>
<b>Total Capital Provincial Offences Act</b>	<b>43</b>	<b>79</b>	<b>77</b>	<b>34</b>	<b>72</b>	<b>2</b>	<b>212</b>	<b>397</b>
<b>Total Capital Office of the Chief Administrative Officer</b>	<b>121</b>	<b>330</b>	<b>167</b>	<b>95</b>	<b>125</b>	<b>92</b>	<b>531</b>	<b>1,010</b>



## Details of Budget Changes

### Strategic Investments: Office of the CAO

**2023 Impact**  
(\$ 000's)

Implement the transfer of the responsibility for the prosecution of Part III and Part IX charges from the Province of Ontario, Ministry of the Attorney General to the Region as approved by Council on June 29, 2022 through report 2022-A-21 including 5.0 FTEs (\$605k) partially offset by reduced provincial fees (\$80k). Net share to the Region is 40 per cent	210
New positions – details of the remaining 4.0 FTEs are provided in the Staffing Details section (Annualized impact of \$616k)	309
Temporary Solicitor resources (\$110k) for Legal Services to support the Transit Oriented Development and Rapid Transit Office. These costs are fully recovered from the Transit Oriented Development and Rapid Transit Office.	-
Federal Building Safer Communities investments of \$965k which has been offset by program costs. Costs include temporary salaries and benefits (\$441k), personnel related costs (\$68k), supplies (\$55k), professional services (\$375k), and rental space (\$26k)	-
Increase in federal investment in the Local Immigration Partnership program of \$118k. Offsetting program costs include temporary salaries and benefits	-
Complete an equity audit to enhance the equity of all employment systems, policies and processes across the Corporation	50
Development of a protocol and framework for meaningful and ongoing engagement with Indigenous communities to support a reciprocal and respectful relationship	75
Establishment of the Building Benchmarking and Disclosure Support program to increase awareness among key building industry stakeholders and create demand for energy efficiency improvements	150
Establishment of the Durham Climate Commission as an independent entity with OntarioTech University to facilitate community oversight and accountability for the implementation of climate action in Durham	100

## Details of Budget Changes Continued

Expansion of the Durham Greener Homes flood risk mitigation measures. The program includes education for homeowners on do-it-yourself retrofit opportunities as well more complex home flood retrofit measures 150

Net investment in capital – see Appendix A for detailed project listing 49

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**Strategic Investments: Office of the CAO Subtotal 1,093**

**Base Adjustments: Office of the CAO** **2023 Impact**  
(\$ 000's)

Economic increases 285

Annualizations and position regrades 596

Line-by-line savings (261)

Increase in the Office of the CAO's share of the operations and maintenance of the Regional Headquarters 188

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**Base Adjustments: Office of the CAO Subtotal 808**

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**Net Changes: Office of the CAO 1,901**

## Staffing Details

	Full Time Equivalents (FTE's)
<b>Chief Administrative Officer</b>	
<b>2022 Approved Complement (Restated)</b>	<u>3.0</u>
<b>Chief Administrative Officer Subtotal</b>	<b>3.0</b>
<hr/>	
<b>Communications and Engagement</b>	Full Time Equivalents (FTE's)
<b>2022 Approved Complement (Restated)</b>	<u>25.0</u>
<b>Position Transfers</b>	
Manager, Corporate Initiatives transferred to Strategic Initiatives	(1.0)
<b>Total Positions Transfers</b>	<u>(1.0)</u>
<b>Communications and Engagement Subtotal</b>	<b>24.0</b>
<hr/>	
<b>Strategic Initiatives</b>	Full Time Equivalents (FTE's)
<b>2022 Approved Complement (Restated)</b>	<u>14.0</u>
<b>Position Transfers</b>	
Manager, Corporate Initiatives transferred from Communications and Engagement	1.0

## Staffing Details Continued

<b>Total Positions Transfers</b>	<u>1.0</u>
<b>Proposed New Positions</b>	
Policy Advisor to advance the Region's climate change strategies	1.0
<b>Total Proposed New Positions</b>	<u>1.0</u>
<b>Strategic Initiatives Subtotal</b>	<b>16.0</b>

	<b>Full Time Equivalents (FTE's)</b>
<b>Diversity, Equity and Inclusion</b>	
<b>2022 Approved Complement (Restated)</b>	<u>10.0</u>
<b>Proposed New Positions</b>	
Investment and Grant Coordinator to develop and submit funding applications for the Region and area municipal partners	1.0
Administrative Assistant 1 to support the Diversity, Equity and Inclusion division	1.0
<b>Total Proposed New Positions</b>	<u>2.0</u>
<b>Diversity, Equity and Inclusion Subtotal</b>	<b>12.0</b>

## Staffing Details Continued

Durham Emergency Management Office	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>11.0</u>
<b>Durham Emergency Management Office Subtotal</b>	<b>11.0</b>

Legal Services	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>19.0</u>
<b>Proposed New Positions</b>	
Solicitor to support the growth in contractual, corporate, commercial, planning and employment activities	1.0
<b>Total Proposed New Positions</b>	<u>1.0</u>
<b>Legal Services Subtotal</b>	<b>20.0</b>

## Staffing Details Continued

Provincial Offences Act	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>42.0</u>
<b>Positions Approved In Year</b>	
Prosecutors to meet demand resulting from the transfer of responsibility from the province to the Region for prosecution of Part III and Part IX provincial offences as approved by Council on June 29, 2022 through Report 2022-A-21	3.0
Prosecution Assistants to meet demand resulting from the transfer of responsibility from the Province to the Region for prosecution of Part III and Part IX provincial offences as approved by Council on June 29, 2022 through Report 2022-A-21	2.0
<b>Total Positions Approved In Year</b>	<u>5.0</u>
<b>Provincial Offences Act Subtotal</b>	<b>47.0</b>
<b>Total Complement: Office of the Chief Administrative Officer</b>	<b>133.0</b>

## Looking Forward

The Office of the Chief Administrative Officer is implementing the vision of a healthy and prosperous Durham Region by:

- Advancing strategies that will support the Region's post-pandemic recovery;
- Following the Region of Durham's declaration of a climate emergency in early 2020, and adoption of net zero carbon targets for both Regional operations, and the community at large, continuing to deliver on the implementation of the Corporate Climate Change Master Plan, Durham Community Energy Plan, and Durham Community Climate Adaptation Plan;
- Strengthening the Region's relationship with Indigenous communities through the Indigenous Engagement Protocol and enhanced government-to-government relationships;
- Launching an Equity Audit to leverage data-driven insights to converge on those practices which may create barriers to inclusive employment and workplaces for designated equity groups; and
- Building on the current momentum of modernization initiatives by supporting innovative projects.

**Appendix A: 2023 Office of the Chief Administrative Officer Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Region <b>Durham Budget</b> 2023	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
<b>Chief Administrative Officer</b>																
<b>Information Technology</b>																
Standard Laptops	1	Replacement	-	-	-	-	-	-	-	-	-	2	2	-	-	2
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>2</b>	<b>2</b>	-	-	<b>2</b>
<b>Furniture &amp; Fixtures</b>																
Furniture & Fixtures	1	Replacement	-	-	-	-	-	-	-	-	-	6	6	-	-	6
<b>Furniture &amp; Fixtures Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>6</b>	<b>6</b>	-	-	<b>6</b>
<b>Chief Administrative Officer Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>8</b>	<b>8</b>	-	-	<b>8</b>
<b>Corporate Communications</b>																
<b>Information Technology</b>																
Power Laptops	8	Replacement	-	-	-	-	-	-	-	-	-	25	25	-	-	25
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>25</b>	<b>25</b>	-	-	<b>25</b>
<b>Corporate Communications Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>25</b>	<b>25</b>	-	-	<b>25</b>
<b>Strategic Initiatives</b>																
<b>Information Technology</b>																
Power Laptops	1	Replacement	-	-	-	-	-	-	-	-	-	3	3	-	-	3
Standard Laptops	8	Replacement	-	-	-	-	-	-	-	-	-	15	15	-	-	15
Standard Laptops	1	New	-	-	-	-	-	-	-	-	-	2	2	-	-	2
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>20</b>	<b>20</b>	-	-	<b>20</b>
<b>Strategic Initiatives Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>20</b>	<b>20</b>	-	-	<b>20</b>
<b>Diversity, Equity and Inclusion</b>																
<b>Information Technology</b>																
Standard Laptops	5	Replacement	-	-	-	-	-	-	-	-	-	9	9	-	-	9
Standard Laptops	2	New	-	-	-	-	-	-	-	-	-	4	4	-	-	4
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>13</b>	<b>13</b>	-	-	<b>13</b>
<b>Diversity, Equity and Inclusion Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>13</b>	<b>13</b>	-	-	<b>13</b>



**Appendix A: 2023 Office of the Chief Administrative Officer Capital Projects (\$,000's)**


Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Region <b>Durham Budget</b> 2023	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy				
<b>Durham Emergency Management Office</b>															
<b>Information Technology</b>															
Computer Software	1	New	-	160	-	-	-	-	-	-	-	160	-	-	160
Standard Laptops	7	Replacement	-	-	-	-	-	-	-	-	12	12	-	-	12
<b>Information Technology Subtotal</b>			-	<b>160</b>	-	-	-	-	-	-	<b>12</b>	<b>172</b>	-	-	<b>172</b>
<b>Durham Emergency Management Office Capital Subtotal</b>			-	<b>160</b>	-	-	-	-	-	-	<b>12</b>	<b>172</b>	-	-	<b>172</b>
<b>Legal Services</b>															
<b>Information Technology</b>															
Mobile Laptops	1	Replacement	-	-	-	-	-	-	-	-	3	3	-	-	3
Mobile Laptops	2	New	-	-	-	-	-	-	-	-	6	6	-	-	6
Standard Laptops	2	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	<b>13</b>	<b>13</b>	-	-	<b>13</b>
<b>Legal Services Capital Subtotal</b>			-	-	-	-	-	-	-	-	<b>13</b>	<b>13</b>	-	-	<b>13</b>
<b>Provincial Offences Act</b>															
<b>Information Technology</b>															
Mobile Laptops	7	Replacement	-	-	-	-	-	-	-	-	21	21	-	-	21
Standard Laptops	26	Replacement	-	-	-	-	-	-	-	-	47	47	-	-	47
Standard Laptops	6	Replacement	-	-	-	-	-	-	-	-	11	11	-	-	11
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	<b>79</b>	<b>79</b>	-	-	<b>79</b>
<b>Provincial Offences Act Capital Subtotal</b>			-	-	-	-	-	-	-	-	<b>79</b>	<b>79</b>	-	-	<b>79</b>
<b>Total Capital Office of the Chief Administrative Officer</b>			-	<b>160</b>	-	-	-	-	-	-	<b>170</b>	<b>330</b>	-	-	<b>330</b>

<sup>1</sup> Reserve financing for the Durham Emergency Management Office in 2023 is deferred funding from OPG of \$160,000.


### Appendix B: 2023 - 2032 Office of the Chief Administrative Officer Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Chief Administrative Officer</b>							
<b>Information Technology</b>							
Standard Laptops	2	-	-	-	-	-	-
<b>Information Technology Subtotal</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Furniture and Fixtures</b>							
Furniture & Fixtures	6	6	6	6	6	30	54
<b>Furniture and Fixtures Subtotal</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>30</b>	<b>54</b>
<b>Chief Administrative Officer Total Capital</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>30</b>	<b>54</b>
<b>Corporate Communications</b>							
<b>Information Technology</b>							
Power Laptops	25	45	6	22	45	103	221
<b>Information Technology Subtotal</b>	<b>25</b>	<b>45</b>	<b>6</b>	<b>22</b>	<b>45</b>	<b>103</b>	<b>221</b>
<b>Corporate Communications Total Capital</b>	<b>25</b>	<b>45</b>	<b>6</b>	<b>22</b>	<b>45</b>	<b>103</b>	<b>221</b>
<b>Strategic Initiatives</b>							
<b>Information Technology</b>							
Power Laptops	3	-	-	-	-	3	3
Standard Laptops	17	12	18	18	12	81	141
<b>Information Technology Subtotal</b>	<b>20</b>	<b>12</b>	<b>18</b>	<b>18</b>	<b>12</b>	<b>84</b>	<b>144</b>
<b>Strategic Initiatives Total Capital</b>	<b>20</b>	<b>12</b>	<b>18</b>	<b>18</b>	<b>12</b>	<b>84</b>	<b>144</b>


## Appendix B: 2023 - 2032 Office of the Chief Administrative Officer Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Diversity, Equity and Inclusion</b>							
<b>Information Technology</b>							
Standard Laptops	13	7	9	-	7	25	48
<b>Information Technology Subtotal</b>	<b>13</b>	<b>7</b>	<b>9</b>	<b>-</b>	<b>7</b>	<b>25</b>	<b>48</b>
<b>Diversity, Equity and Inclusion Total Capital</b>	<b>13</b>	<b>7</b>	<b>9</b>	<b>-</b>	<b>7</b>	<b>25</b>	<b>48</b>
<b>Durham Emergency Management Office</b>							
<b>Information Technology</b>							
Computer Software	160	-	-	-	-	-	-
Standard Laptops	12	20	-	-	20	20	60
<b>Information Technology Subtotal</b>	<b>172</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>20</b>	<b>60</b>
<b>Durham Emergency Management Office Total Capital</b>	<b>172</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>20</b>	<b>60</b>
<b>Legal Services</b>							
<b>Information Technology</b>							
Mobile Laptops	9	-	9	3	-	23	35
Standard Laptops	4	-	9	4	-	27	40
Tablets	-	-	4	-	-	7	11
<b>Information Technology Subtotal</b>	<b>13</b>	<b>-</b>	<b>22</b>	<b>7</b>	<b>-</b>	<b>57</b>	<b>86</b>
<b>Legal Services Total Capital</b>	<b>13</b>	<b>-</b>	<b>22</b>	<b>7</b>	<b>-</b>	<b>57</b>	<b>86</b>

**Appendix B: 2023 - 2032 Office of the Chief Administrative Officer Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Provincial Offences Act</b>							
<b>Information Technology</b>							
Mobile Laptops	21	-	12	15	-	52	79
Power Laptops	-	-	3	-	-	6	9
Standard Laptops	58	2	19	57	2	154	234
Tribunal Room Upgrade	-	75	-	-	-	-	75
<b>Information Technology Subtotal</b>	<b>79</b>	<b>77</b>	<b>34</b>	<b>72</b>	<b>2</b>	<b>212</b>	<b>397</b>
<b>Provincial Offences Act Total Capital</b>	<b>79</b>	<b>77</b>	<b>34</b>	<b>72</b>	<b>2</b>	<b>212</b>	<b>397</b>
<b>Total Capital Office of the Chief Administrative Officer</b>	<b>330</b>	<b>167</b>	<b>95</b>	<b>125</b>	<b>92</b>	<b>531</b>	<b>1,010</b>



Responsible for empowering the organization to meet constituent demands by providing the right people, processes and technologies for each division resulting in effective and efficient services to the citizenship

Operating: Staffing

\$21,366 | 69.1%

Capital

\$167 | 0.5%

2023  
Proposed  
Expenses  
**\$30,920**

Operating:  
Non-Staffing

\$9,387 | 30.4%

General Levy

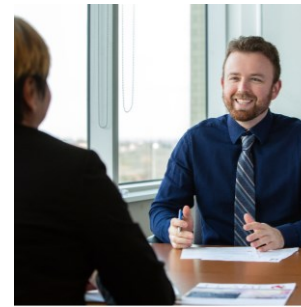
\$29,982 | 97.0%

Other Revenue

\$938 | 3.0%

2023  
Proposed  
Financing  
**\$30,920**

Amounts are in \$,000's



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Major Programs and Services

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Appendix B:              2023 – 2032 Corporate Services Capital Forecast

## Major Programs and Services

### Human Resources

#### **Commissioner's Office**

Provide overall leadership, direction, guidance and co-ordination between divisions and sections of the Corporate Services Department.

#### **Talent Acquisition and Organization Development**

Lead the organization in attracting and retaining a diverse and highly skilled talent pool to support service delivery to the community inclusive of recruitment, succession planning, employee development and providing progressive metrics of accomplishment.

#### **Compensation and Benefits**

Provide a fulsome, competitive, and fiscally responsible total compensation package to attract and retain a diverse, multi-generational workforce.

#### **Health, Safety and Wellness**

Lead the organization in providing a healthy workplace in compliance with health and safety legislation and in adopting best standards for wellness support programs.

#### **Labour Relations**

Provide support and expertise to ensure harmonious relationships with the Region's six bargaining units including attendance support, workplace investigations and promoting the Region's Civility and Respect in the Workplace program.

#### **Headquarters Shared Cost - Human Resources Portion**

The allocated share of costs attributable to the Human Resources Division for the operation of Regional Headquarters facility.

### Information Technology

#### **Administration**

Provide strategic planning and support within Information Technology.

#### **Engagement and Innovation**

Provide, manage, and support software applications across Regional departments. Actively promote innovative solutions that focus on collaboration, productivity, and business automation.

## Major Programs and Services Continued

### **Geographic Information Services and Data Analytics**

Provide internal and external access to a Corporate Geographic Information framework, enabling effective use of data, resources, and technology. Develop new services in data analytics and visualization.

### **Asset Management Systems**

Develop and maintain Enterprise asset and operational tracking applications. Enable electronic asset lifecycle planning to efficiently track, monitor and support Regional asset management.

### **Technical Services**

Provide administration and technical expertise for the corporate IT infrastructure, which is comprised of Data Services, Storage and Email Services. Work with other IT support staff within the Region while supporting the many unique needs of all customers and providing leadership and guidance by evaluating new technologies that benefit the Region.

### **Service Delivery**

Provides frontline support to solve technology-related issues and inquiries for Regional staff to ensure business service levels are maintained. Actively manage all device deployment and maintenance.

### **Security**

Manage and consistently monitor network security to ensure all Regional systems, equipment and information is protected against external threats. Actively promote and provide education on data security to ensure compliance with Information and Privacy Commissioner guidelines.

### **Wide Area Network (WAN)**

Manage the Regional hardware and software network ensuring that departments have appropriate IT bandwidth to complete operations.

### **Data and Infrastructure Protection**

Ensure Regional Electronic Data is protected, backed up and secure.

### **Telecommunications**

Implement and maintain all telephony related technology systems and services. Support mobile technologies for field staff and the development of a mobile workforce.



## Major Programs and Services Continued

### **Corporate IT Support**

Provide general maintenance for the operation and support of Regional information technology systems.

### **Headquarters Shared Cost - Information Technology Portion**

The allocated share of costs attributable to the Information Technology Division for the operation of Regional Headquarters facility.

### **Legislative Services**

#### **Council Services**

Ensure compliance with legislative requirements under the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act, the Municipal Conflict of Interest Act, and the Municipal Elections Act.

Manage the legislative process for Regional Council, Standing Committees, Committee of the Whole, Advisory Committees, the Durham Region Transit Commission, and various Boards by preparing agendas and minutes.

#### **Information Management**

Lead the provision of information governance, records and information management training and consulting services to the Corporation, as well as manage Regional archives.

#### **Access and Privacy Office**

Co-ordinate Freedom of Information (FOI) access requests under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Personal Health Information Protection Act (PHIPA). Conduct Privacy Impact Assessments (PIAs), resolve privacy breaches, provide policy and procedural guidance, address privacy complaints, and provide education and consultation on privacy best practices, both internally and externally.

#### **Headquarters Shared Cost – Legislative Services Portion**

The allocated share of costs attributable to the Legislative Services Division for the operation of the Regional Headquarters facility.

### **Service Durham**

The Service Durham budget is included in the Regional Headquarters Budget package.

# Strategic Priorities

For 2023 some of the key priorities and planned actions focus on:

## Service Excellence



Continue implementation of the MyDurham311 program and transition all customer service areas to Service Durham, modernizing our customer service delivery and providing a seamless customer experience.



Continue leading information governance initiatives and the implementation of the Enterprise Information Management Strategy for the corporation. Begin applying newly developed electronic records classification schemes onto existing electronic records. Prepare for the acquisition of an Enterprise Content Management software to apply retention to electronic records.



Provide ongoing training for new hybrid meeting technologies that will facilitate greater access and participation in Council and committee meetings.



Deliver digital literacy programs and services to Regional employees that focus on IT security, digital enablement, and a modernized workforce.



Promote the use of analytics tools to enable Regional staff to serve our citizens.

## Strategic Priorities Continued



Further promote the Regional mentorship program for staff seeking professional growth opportunities from other employees within the Region.



Introduce and implement a new electronic information records management system to enhance the ability of staff to retrieve information more quickly and efficiently, thus responding to customer inquiries more quickly and efficiently.



Identify further modernizations and efficiencies to HR processes by providing 24/7 information bytes to employees on variety of topics and services.




Broaden our Health and Safety metrics by implementing a Health and Safety software, allowing for real-time data on commonplace workplace accidents. Continue and enhance the support for employee wellness and engagement within a hybrid virtual work environment. Continue to enhance the Wellness program for staff with ongoing support of the 24/7 virtual mental health platform and continue the development and implementation of a mental health strategy.

## Key Targets for 2023

- Provide an increase in Council and Committee meetings, compared to 117 in 2022 (an election year)
- Process 95-100% of Freedom of Information Requests within 30 days through the Corporate Privacy Office
- Continue to provide records and information management training to Regional staff, with 129 training sessions held and over 320 employees trained in 2022
- Provide support to approximately 25,000 IT related employee inquiries through itHelp contact centre channels
- Maintain Regional core technology to have 99% uptime while promoting a modern technology portfolio that remains secure to outside threats
- Launch Health and Safety software enabling real-time metrics reporting
- Develop a Wellness Strategy with emphasis on mental health supports
- Launch an accessible (24/7) wellness module to support the Region's Healthy Workplace model
- Continue to identify modernizations in human resources services by offering virtual platforms to access human resources services in recruitment and learning
- Modernize the Region's sick program with a short-term disability program
- Continue to offer virtual organizational development programs to reduce costs and optimize participation capacity
- Identify efficiencies in compensation processes which are fiscally responsible and competitive in attracting and retaining a highly skilled and diverse workforce


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	19,851	20,090	21,366		
Personnel Related	843	1,029	1,054		
Communications	121	233	202		
Supplies	92	168	132		
Computer Maintenance & Operations	7,840	8,402	9,122		
Materials & Services	85	90	99		
Equipment Maintenance & Repairs	10	17	15		
Professional Services	1,825	1,597	1,444		
Financial Expenses	4	4	4		
Minor Assets & Equipment	5	19	19		
Major Repairs & Renovations	-	10	10		
Headquarters Shared Costs	735	735	833		
<b>Operating Expenses Subtotal</b>	<b>31,411</b>	<b>32,394</b>	<b>34,300</b>	<b>1,906</b>	<b>5.9%</b>
<b>Internal Transfers &amp; Recoveries</b>					
Family Services Charge	215	215	215		
Departmental Recoveries	(3,143)	(3,143)	(3,762)		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>(2,928)</b>	<b>(2,928)</b>	<b>(3,547)</b>	<b>(619)</b>	<b>(21.1%)</b>
<b>Gross Operating Expenses</b>	<b>28,483</b>	<b>29,466</b>	<b>30,753</b>	<b>1,287</b>	<b>4.4%</b>
<b>Capital Expenses</b>					
New	22	22	23		
Replacement	131	131	144		
<b>Capital Expenses Subtotal</b>	<b>153</b>	<b>153</b>	<b>167</b>	<b>14</b>	<b>9.2%</b>
<b>Total Expenses</b>	<b>28,636</b>	<b>29,619</b>	<b>30,920</b>	<b>1,301</b>	<b>4.4%</b>
<b>Revenues and Financing</b>					

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Operating Revenue</b>					
Sale of Publications	(6)	(6)	(6)		
Revenue from Municipalities	(282)	(110)	(135)		
Innovation and Modernization Reserve Fund	(250)	(250)	-		
Revenue from Related Entities	(726)	(727)	(797)		
<b>Operating Revenue Subtotal</b>	<b>(1,264)</b>	<b>(1,093)</b>	<b>(938)</b>	<b>155</b>	<b>14.2%</b>
<b>Total Revenues and Financing</b>	<b>(1,264)</b>	<b>(1,093)</b>	<b>(938)</b>	<b>155</b>	<b>14.2%</b>
<b>Property Tax Requirement Corporate Services</b>	<b>27,372</b>	<b>28,526</b>	<b>29,982</b>	<b>1,456</b>	<b>5.1%</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets (Restated)					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Human Resources</b>													
1 Administration	707	661	41	-	(40)	662	652	49	-	(40)	661	(1)	
2 Human Resources Services	7,390	7,671	5	-	(373)	7,303	8,203	11	-	(382)	7,832	529	
3 Headquarters Shared Cost - Human Resources Portion	234	234	-	-	-	234	266	-	-	-	266	32	
<b>Human Resources Subtotal</b>	<b>8,331</b>	<b>8,566</b>	<b>46</b>	<b>-</b>	<b>(413)</b>	<b>8,199</b>	<b>9,121</b>	<b>60</b>	<b>-</b>	<b>(422)</b>	<b>8,759</b>	<b>560 6.8%</b>	
<b>Information Technology</b>													
1 Administration	1,144	983	73	-	(50)	1,006	1,139	48	-	(50)	1,137	131	
2 Engagement and Innovation	2,078	1,754	-	-	-	1,754	1,683	6	-	(25)	1,664	(90)	
3 Geographic Information Services and Data Analytics	1,052	1,629	-	-	(178)	1,451	1,635	-	-	(178)	1,457	6	
4 Asset Management Systems	765	1,296	-	-	-	1,296	1,316	-	-	-	1,316	20	
5 Technical Services	1,763	1,761	-	-	-	1,761	1,730	-	-	-	1,730	(31)	
6 Service Delivery	1,586	1,509	3	-	-	1,512	1,577	-	-	-	1,577	65	
7 Security	1,515	1,518	3	-	-	1,521	1,609	3	-	-	1,612	91	
8 Wide Area Network (WAN)	1,431	1,787	-	-	(123)	1,664	1,796	-	-	(133)	1,663	(1)	
9 Data and Infrastructure Protection	544	581	-	-	-	581	571	-	-	-	571	(10)	
10 Telecommunications	188	98	-	-	-	98	98	-	-	-	98	-	
11 Corporate IT Support	3,604	3,677	-	-	(22)	3,655	4,229	-	-	(73)	4,156	501	
12 Headquarters Shared Cost - Information Technology Portion	380	380	-	-	-	380	431	-	-	-	431	51	
<b>Information Technology Subtotal</b>	<b>16,050</b>	<b>16,973</b>	<b>79</b>	<b>-</b>	<b>(373)</b>	<b>16,679</b>	<b>17,814</b>	<b>57</b>	<b>-</b>	<b>(459)</b>	<b>17,412</b>	<b>733 4.4%</b>	

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets (Restated)					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Legislative Services</b>														
1 Council Services	1,388	1,781	23	-	(57)	1,747	1,813	46	-	(57)	1,802	55		
2 Information Management	1,180	1,634	5	-	(250)	1,389	1,455	2	-	-	1,457	68		
3 Access and Privacy Office	302	391	-	-	-	391	413	2	-	-	415	24		
4 Headquarters Shared Cost - Legislative Services Portion	121	121	-	-	-	121	137	-	-	-	137	16		
<b>Legislative Services Subtotal</b>	<b>2,991</b>	<b>3,927</b>	<b>28</b>	<b>-</b>	<b>(307)</b>	<b>3,648</b>	<b>3,818</b>	<b>50</b>	<b>-</b>	<b>(57)</b>	<b>3,811</b>	<b>163</b>	<b>4.5%</b>	
<b>Corporate Services</b>	<b>27,372</b>	<b>29,466</b>	<b>153</b>	<b>-</b>	<b>(1,093)</b>	<b>28,526</b>	<b>30,753</b>	<b>167</b>	<b>-</b>	<b>(938)</b>	<b>29,982</b>	<b>1,456</b>	<b>5.1%</b>	



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

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

Durham Budget	2023	2022 Restated Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Human Resources</b>									
<b>Capital Expenditures</b>									
Machinery & Equipment		-	-	25	25			50	100
Information Technology		43	60	6	27	52	6	164	255
Furniture & Fixtures		3		-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>		<b>46</b>	<b>60</b>	<b>31</b>	<b>52</b>	<b>52</b>	<b>6</b>	<b>214</b>	<b>355</b>
<b>Capital Financing</b>									
General Levy		46	60	31	52	52	6	214	355
<b>Capital Financing Subtotal</b>		<b>46</b>	<b>60</b>	<b>31</b>	<b>52</b>	<b>52</b>	<b>6</b>	<b>214</b>	<b>355</b>
<b>Total Capital Human Resources</b>		<b>46</b>	<b>60</b>	<b>31</b>	<b>52</b>	<b>52</b>	<b>6</b>	<b>214</b>	<b>355</b>
<b>Information Technology</b>									
<b>Capital Expenditures</b>									
Machinery & Equipment		-	-	-	-	-	-	-	-
Information Technology		73	57	189	50	47	49	611	946
Furniture & Fixtures		6		-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>		<b>79</b>	<b>57</b>	<b>189</b>	<b>50</b>	<b>47</b>	<b>49</b>	<b>611</b>	<b>946</b>
<b>Capital Financing</b>									
General Levy		79	57	189	50	47	49	611	946
<b>Capital Financing Subtotal</b>		<b>79</b>	<b>57</b>	<b>189</b>	<b>50</b>	<b>47</b>	<b>49</b>	<b>611</b>	<b>946</b>
<b>Total Capital Information Technology</b>		<b>79</b>	<b>57</b>	<b>189</b>	<b>50</b>	<b>47</b>	<b>49</b>	<b>611</b>	<b>946</b>

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

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

Durham Budget	2023	2022 Restated Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Legislative Services</b>									
<b>Capital Expenditures</b>									
Information Technology		25	50	5	23	32	5	114	179
Furniture & Fixtures		3	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>		<b>28</b>	<b>50</b>	<b>5</b>	<b>23</b>	<b>32</b>	<b>5</b>	<b>114</b>	<b>179</b>
<b>Capital Financing</b>									
General Levy		28	50	5	23	32	5	114	179
<b>Capital Financing Subtotal</b>		<b>28</b>	<b>50</b>	<b>5</b>	<b>23</b>	<b>32</b>	<b>5</b>	<b>114</b>	<b>179</b>
<b>Total Capital Legislative Services</b>		<b>28</b>	<b>50</b>	<b>5</b>	<b>23</b>	<b>32</b>	<b>5</b>	<b>114</b>	<b>179</b>
<b>Total Capital Corporate Services</b>		<b>153</b>	<b>167</b>	<b>225</b>	<b>125</b>	<b>131</b>	<b>60</b>	<b>939</b>	<b>1,480</b>

## Details of Budget Changes

<b>Strategic Investments: Human Resources</b>	<b>2023 Impact</b> (\$ 000's)
New and transferred positions – details of the 4.0 FTEs new positions and 1.0 FTE transferred position are provided in Staffing Details (Annualized impact of \$323k)	207
LifeSpeak Services to enhance the Region's Mental Health Program and resources for employees.	96
Net investment in capital – See Appendix A for detailed project listing	15
<b>Strategic Investments: Human Resources Subtotal</b>	<b>318</b>
<b>Base Adjustments: Human Resources</b>	<b>2023 Impact</b> (\$ 000's)
Economic Increases	160
Annualization of 1.0 FTE approved in 2022 Budget	50
Increase in Human Resources' share of costs related to operation and maintenance of Regional Headquarters	32
<b>Base Adjustments: Human Resources Subtotal</b>	<b>242</b>
<b>Net Changes: Human Resources</b>	<b>560</b>

## Details of Budget Changes Continued

<b>Strategic Investments:</b> Information Technology	<b>2023 Impact</b> (\$ 000's)
New positions – details of the 3.0 FTEs are provided in Staffing Details (Annualized impact of \$223k)	101
Incremental cost of software licenses for growth in Region's workforce, additional license requirements and inflationary pressures	500
<b>Strategic Investments:</b> Information Technology Subtotal	<b>601</b>
<hr/>	
<b>Base Adjustments:</b> Information Technology	<b>2023 Impact</b> (\$ 000's)
Economic Increases	70
Annualization of 1.0 FTE approved in 2022 Budget	50
Line-by-line savings	(39)
Increase in Information Technology's share of costs related to operation and maintenance of Regional Headquarters	51
<b>Base Adjustments:</b> Information Technology Subtotal	<b>132</b>
<hr/>	
<b>Net Changes:</b> Information Technology	<b>733</b>

## Details of Budget Changes Continued

<b>Strategic Investments: Legislative Services</b>	<b>2023 Impact</b> (\$ 000's)
New positions – details of the 2.0 FTEs are provided in Staffing Details (Annualized impact of \$204k)	102
Annualization of software maintenance costs related to the new electronic meeting management system in Council Chambers.	57
Net investment in capital – See Appendix A for detailed project listing	22
<b>Strategic Investments: Legislative Services Subtotal</b>	<b>181</b>
<b>Base Adjustments: Legislative Services</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	39
Line-by-line savings	(73)
Increase in Legislative Services' share of costs related to operation and maintenance of Regional Headquarters	16
<b>Base Adjustments: Legislative Services Subtotal</b>	<b>(18)</b>
<b>Net Changes: Legislative Services</b>	<b>163</b>
<b>Net Changes: Corporate Services</b>	<b>1,456</b>

## Staffing Details

Human Resources	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>56.0</u>
<b>Position Transfers</b>	
Manager, HRIS and Finance transferred from Legislative Service (0.1) and Service Durham (0.9)	1.0
<b>Total Position Transfers</b>	<u>1.0</u>
<b>Proposed New Positions</b>	
Recruiter to support the expansion of the Region's co-op and internship programs and support the Region's talent pipeline, with a focus on engaging with diverse community agencies	1.0
HR Assistant – Talent Acquisition to support recruiting for Long Term Care Homes	1.0
Disability Management Coordinator to support the Region's transition from the sick leave program to Short Term Income Protection Program (STIPP)	1.0
Disability Management Specialist to provide disability management services for paramedic services including developing programs to improve employee wellness and reduce employee absences	1.0
<b>Total Proposed New Positions</b>	<u>4.0</u>
<b>Human Resources Subtotal</b>	<b>61.0</b>

## Staffing Details Continued

Information Technology	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>73.0</u>
<b>Proposed New Positions</b>	
Policy Advisor	1.0
Senior Application Specialist to support the customer relationship management software utilized by Service Durham	1.0
Application Analyst to support the Enterprise Maintenance Management System	1.0
<b>Total Proposed New Positions</b>	<u>3.0</u>
<b>Information Technology Subtotal</b>	<b>76.0</b>

## Staffing Details Continued

Legislative Services	Full Time Equivalents (FTE's)
<b>2022 Approved Complement (Restated)</b>	<u>28.1</u>
<b>Position Transfers</b>	
Manager, Administration and Customer Service transferred to Human Resources	(0.1)
<b>Total Position Transfers</b>	<u>(0.1)</u>
<b>Proposed New Positions</b>	
ECM Specialist to support Information Management and provide on-going support for Enterprise Content Management configurations and security requirements for regional business units	1.0
Clerk 3 to support Corporate Access and Privacy including processing FOI access requests, management of privacy incidents, ongoing privacy awareness activities	1.0
<b>Total Proposed New Positions</b>	<u>2.0</u>
<b>Legislative Services Subtotal</b>	<b>30.0</b>
<b>Total Complement: Corporate Services</b>	<b>167.0</b>



## Looking Forward

The Corporate Services Department is anticipating a series of changes that may impact the department and the organization as a whole, including: updates to labour law which may impact employee base benefits and potential contract negotiations; and updates to privacy laws and data management which could potentially affect cloud management services.

The Department will continue to monitor the changing legislative environment - performing regular analysis of the anticipated impacts on current Regional process and procedures.

Human Resources will continue to support and promote 24/7 access to LifeSpeak, a wellness and mental health platform for employees. The LifeSpeak program was well received in 2022 and access by employees is anticipated to increase into 2023 and beyond.

The Department will continue to promote focus on the customer experience by working with departmental representatives to implement the Council-approved MyDurham311 program which will enhance the customer journey and provide a consistent, convenient, and customized experience for the customer.

Corporate Services will continue to work with departments on the implementation of the Enterprise Information Management Strategy as presented and approved by Regional Council to move from a paper-based organization to a more digital organization.

Corporate Services will provide further support to several Regional projects, such as: Broadband, Rapid Transit Office, Transportation Oriented Design, the Region's vaccination response, amongst others. During 2022 the Human Resources Division, in conjunction with Legal Services, successfully completed several collective agreement negotiations. Other new and existing initiatives that will take place within the Human Resources Division include:

- Further promotion of the Workforce Planning and Mentorship Program
- Continuation of the review of job postings and the implementation of changes to reflect inclusive language and the removal of barriers to competition processes
- Continue to update Human Resources' Dashboard
- Conduct additional Civility and Respect activities to promote and maintain awareness and support for a healthy workplace
- Continue to utilize and implement enhancement of virtual recruiting tools and methods

## Looking Forward Continued

- Review Job Evaluation process to determine efficiencies
- Incorporate Anti-Racism component into respective Human Resources Policies
- Implement Corporate Health and Safety software to identify compliance vulnerabilities

As a service Department that provides support to the Corporation, all divisions within Corporate Services are connected to all projects and activities throughout the Region and provide specific project support to meet the needs of departments, in addition to oversight of regular activities with respect to the employee lifecycle, technology lifecycle, customer service and legislative requirements.


**Appendix A: 2023 Corporate Services Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Budget 2023	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
<b>Human Resources</b>																
<b>Information Technology</b>																
	2	Replacement	-	-	-	-	-	-	-	-	-	6	6	-	-	6
2 Power Laptop																
	6	New	-	-	-	-	-	-	-	-	-	11	11	-	-	11
3 Standard Laptop																
	22	Replacement	-	-	-	-	-	-	-	-	-	39	39	-	-	39
3 Standard Laptop																
	1	Replacement	-	-	-	-	-	-	-	-	-	4	4	-	-	4
4 Tablet																
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>60</b>	<b>60</b>	-	-	<b>60</b>
<b>Human Resources Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>60</b>	<b>60</b>	-	-	<b>60</b>
<b>Information Technology</b>																
<b>Information Technology</b>																
	3	New	-	-	-	-	-	-	-	-	-	9	9	-	-	9
6 Mobile Laptop																
	8	Replacement	-	-	-	-	-	-	-	-	-	24	24	-	-	24
6 Mobile Laptop																
	2	Replacement	-	-	-	-	-	-	-	-	-	6	6	-	-	6
7 Power Laptop																
	6	Replacement	-	-	-	-	-	-	-	-	-	11	11	-	-	11
8 Standard Laptop																
	2	Replacement	-	-	-	-	-	-	-	-	-	7	7	-	-	7
9 Tablet																
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>57</b>	<b>57</b>	-	-	<b>57</b>
<b>Information Technology Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>57</b>	<b>57</b>	-	-	<b>57</b>
<b>Legislative Services</b>																
<b>Information Technology</b>																
	8	Replacement	-	-	-	-	-	-	-	-	-	24	24	-	-	24
16 Mobile Laptop																
	2	New	-	-	-	-	-	-	-	-	-	4	4	-	-	4
18 Standard Laptop																
	12	Replacement	-	-	-	-	-	-	-	-	-	22	22	-	-	22
18 Standard Laptop																
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>50</b>	<b>50</b>	-	-	<b>50</b>
<b>Legislative Services Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>50</b>	<b>50</b>	-	-	<b>50</b>
<b>Total Capital Corporate Services</b>			-	-	-	-	-	-	-	-	-	<b>167</b>	<b>167</b>	-	-	<b>167</b>

**Appendix B: 2023 - 2032 Corporate Services Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Human Resources</b>							
<b>Machinery &amp; Equipment</b>							
1 Portacount	-	25	25	-	-	50	100
<b>Machinery &amp; Equipment Subtotal</b>	<b>-</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>100</b>
<b>Information Technology</b>							
2 Power Laptop	6	-	6	6	-	25	37
3 Standard Laptop	50	6	21	46	6	139	218
4 Tablet	4	-	-	-	-	-	-
<b>Information Technology Subtotal</b>	<b>60</b>	<b>6</b>	<b>27</b>	<b>52</b>	<b>6</b>	<b>164</b>	<b>255</b>
<b>Human Resources Total Capital</b>	<b>60</b>	<b>31</b>	<b>52</b>	<b>52</b>	<b>6</b>	<b>214</b>	<b>355</b>

### Appendix B: 2023 - 2032 Corporate Services Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

Durham Budget 2023	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Information Technology</b>							
<b>Information Technology</b>							
5 Digital/Analog Converter	-	50	-	-	-	50	100
6 Mobile Laptop	33	9	26	23	9	107	174
7 Power Laptop	6	-	9	6	-	31	46
8 Standard Laptop	11	-	15	11	-	53	79
9 Tablet	7	40	-	7	40	54	141
10 Upgrade/Implement Data Circuits	-	90	-	-	-	-	90
11 VOIP Hardware/Software	-	-	-	-	-	315	315
<b>Information Technology Subtotal</b>	<b>57</b>	<b>189</b>	<b>50</b>	<b>47</b>	<b>49</b>	<b>610</b>	<b>945</b>
<b>Information Technology Total Capital</b>	<b>57</b>	<b>189</b>	<b>50</b>	<b>47</b>	<b>49</b>	<b>610</b>	<b>945</b>
<b>Legislative Services</b>							
<b>Information Technology</b>							
16 Mobile Laptop	24	3	-	9	3	21	36
17 Power Laptop	-	-	6	-	-	12	18
18 Standard Laptop	26	2	17	23	2	82	126
<b>Information Technology Subtotal</b>	<b>50</b>	<b>5</b>	<b>23</b>	<b>32</b>	<b>5</b>	<b>115</b>	<b>180</b>
<b>Legislative Services Total Capital</b>	<b>50</b>	<b>5</b>	<b>23</b>	<b>32</b>	<b>5</b>	<b>115</b>	<b>180</b>
<b>Total Capital Corporate Services</b>	<b>167</b>	<b>225</b>	<b>125</b>	<b>131</b>	<b>60</b>	<b>939</b>	<b>1,480</b>



# Durham Budget

# 2023

# 9-1-1 EMERGENCY SERVICE SYSTEM

Ensuring the residents and public in Durham Region have immediate access – 24 hours a day 7 days a week - to all emergency services through one central number: 9-1-1

Operating: Staffing

\$4,613 | 90.9%

Operating: Non-Staffing

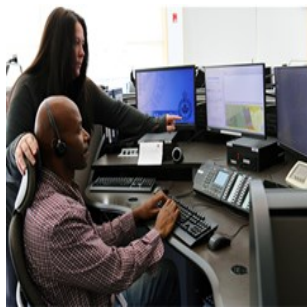
\$462 | 9.1%

2023  
Proposed  
Expenses  
**\$5,075**

Property Tax

\$5,075 | 100.0%

2023  
Proposed  
Financing  
**\$5,075**



Amounts are in \$,000's

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Appendix A:            2023 – 2032 9-1-1 Emergency Service System  
                              Capital Forecast

## Major Programs and Services

### 9-1-1 Emergency Service System

To ensure the Public Safety Answering Points (PSAPs) in the Region can respond to any and all Emergency 9-1-1 calls for Police, Fire and/or Ambulance services.

To facilitate training for 9-1-1 Emergency Service System personnel to enhance/advance their call taking skills.

To ensure that the newest technology trends are researched and made available to the citizens of Durham Region.

To support the installation of Next Generation 9-1-1 (NG 9-1-1) systems which will pave the road to future improvements like higher location accuracy, the acceptance and processing of texts, pictures and videos, and crash analytics.

The call center is governed by a 9-1-1 Management Board that oversees the operating policies and procedures exclusive to 9-1-1 service delivery.

### Asset Replacement Reserve

To provide sustainable funding for the replacement of the 9-1-1 Emergency Service System assets in alignment with the Region's Asset Management Plan and prudent asset management practices to maximize value of the Region's assets over their life cycle.

## Strategic Priorities

For 2023 key priorities and planned actions focus on:

### Community Vitality



Upgrade of Next Generation 9-1-1 (NG 9-1-1) systems will allow residents to not only call 9-1-1 but text and use other future modes of communication. 9-1-1 Emergency Service System will coordinate with PSAP partners in Durham Region to ensure full functionality of NG 9-1-1 regardless of the caller's emergency type. It is expected that Durham Region PSAP will migrate to the new NG 9-1-1 nationwide network in 2023



## Strategic Priorities *Continued*



Utilize GPS technology to continue to enhance location services to improve accuracy when locating callers including contact information provided for seniors with Alzheimer's Disease. Additional integrations with the 9-1-1 systems will allow the PSAP to use location information from 3rd party sources

### Service Excellence



Optimize organizational assets and partnerships to implement the NG 9-1-1 systems to deliver modern, high quality services and modernize the 9-1-1 systems in Durham Region

## Key Targets for 2023

- Calls answered within 8 seconds, 96 per cent of the time - consistent with 2022 levels
- 259,875 projected calls - 5% increase over the 2022 projected call volume levels
- Achieve the Durham Region Public Safety standard of a minimum of 6 call takers 24/7 - consistent with 2022 levels

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Related	24	30	30		
Communications	98	123	123		
Supplies	9	12	12		
Computer Maintenance & Operations	112	120	189		
Equipment Maintenance & Repairs	-	1	1		
Professional Services	10	7	7		
Contribution to Reserves / Reserve Funds	100	100	100		
<b>Operating Expenses Subtotal</b>	<b>353</b>	<b>393</b>	<b>462</b>	<b>69</b>	<b>17.6%</b>
<b>Internal Transfers &amp; Recoveries</b>					
Police-Payroll Charge	4,259	4,259	4,613		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>4,259</b>	<b>4,259</b>	<b>4,613</b>	<b>354</b>	<b>8.3%</b>
<b>Gross Operating Expenses</b>	<b>4,612</b>	<b>4,652</b>	<b>5,075</b>	<b>423</b>	<b>9.1%</b>
<b>Capital Expenses</b>					
Replacement	303	303	-		
<b>Capital Expenses Subtotal</b>	<b>303</b>	<b>303</b>	<b>-</b>	<b>(303)</b>	<b>(100.0%)</b>
<b>Total Expenses</b>	<b>4,915</b>	<b>4,955</b>	<b>5,075</b>	<b>120</b>	<b>2.4%</b>
<b>Revenues and Financing</b>					
<b>Capital Financing</b>					
Emergency 9-1-1 Equipment Replacement Reserve	(303)	(303)	-		
<b>Capital Financing Subtotal</b>	<b>(303)</b>	<b>(303)</b>	<b>-</b>	<b>303</b>	<b>100.0%</b>
<b>Total Revenues and Financing</b>	<b>(303)</b>	<b>(303)</b>	<b>-</b>	<b>303</b>	<b>100.0%</b>
<b>Property Tax Requirement 9-1-1 Emergency Service System</b>	<b>4,612</b>	<b>4,652</b>	<b>5,075</b>	<b>423</b>	<b>9.1%</b>


**Financial Details: Summary by Program (\$,000's)**

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>9-1-1 Emergency Service System</b>														
1 9-1-1 Emergency Service System	4,512	4,552	303	-	(303)	4,552	4,975	-	-	-	4,975	423		
2 Asset Replacement Reserve	100	100	-	-	-	100	100	-	-	-	100	-		
<b>9-1-1 Emergency Service System Subtotal</b>	<b>4,612</b>	<b>4,652</b>	<b>303</b>	<b>-</b>	<b>(303)</b>	<b>4,652</b>	<b>5,075</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,075</b>	<b>423</b>	<b>9.1%</b>	
<b>Property Tax Requirement 9-1-1 Emergency Service System</b>	<b>4,612</b>	<b>4,652</b>	<b>303</b>	<b>-</b>	<b>(303)</b>	<b>4,652</b>	<b>5,075</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,075</b>	<b>423</b>	<b>9.1%</b>	

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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>9-1-1 Emergency Service System</b>									
<b>Capital Expenditures</b>									
Information Technology		303	-	103	180	362	-	859	1,504
<b>Capital Expenditure Subtotal</b>		<b>303</b>	<b>-</b>	<b>103</b>	<b>180</b>	<b>362</b>	<b>-</b>	<b>859</b>	<b>1,504</b>
<b>Capital Financing</b>									
Reserves / Reserve Funds		303	-	93	180	362	-	849	1,484
General Levy		-	-	10	-	-	-	10	20
<b>Capital Financing Subtotal</b>		<b>303</b>	<b>-</b>	<b>103</b>	<b>180</b>	<b>362</b>	<b>-</b>	<b>859</b>	<b>1,504</b>
<b>Total Capital</b>									
<b>9-1-1 Emergency Service System</b>		<b>303</b>	<b>-</b>	<b>103</b>	<b>180</b>	<b>362</b>	<b>-</b>	<b>859</b>	<b>1,504</b>

## Details of Budget Changes

<b>Strategic Investments: 9-1-1 Emergency Service System</b>	<b>2023 Impact</b> (\$ 000's)
Annual maintenance costs to maintain the Server/San Virtualization (PBX 9-1-1 Primary/Backup)	52
<b>Strategic Investments: 9-1-1 Emergency Service System Subtotal</b>	<b>52</b>
<b>Base Adjustments: 9-1-1 Emergency Service System</b>	<b>2023 Impact</b> (\$ 000's)
Annualization of the four new positions approved in the 2022 budget	260
Adjustment of Durham Regional Police Service cross charge	94
Inflationary increases on maintenance contracts	17
<b>Base Adjustments: 9-1-1 Emergency Service System Subtotal</b>	<b>371</b>
<b>Net Changes: 9-1-1 Emergency Service System</b>	<b>423</b>

## Staffing Details

35 resources are cross charged from Durham Regional Police Service.

- 32 of 77 Durham Regional Police Service Communicators are charged to 9-1-1 Emergency Service System.
- 3 of 9 Durham Regional Police Service Communication Supervisors are charged to 9-1-1 Emergency Service System.

These positions are required to maintain the required number of 9-1-1 operator positions 24 hours a day and are consistent with the staffing levels approved in the 2022 9-1-1 Emergency Service System Business Plan and Budget.

## Looking Forward

The Region of Durham is enhancing and modernizing its 9-1-1 Emergency Service System to provide residents with increased flexibility and more options to ensure they have immediate access to the emergency services they need when they need it.

Telecommunications networks are evolving and can now offer more than just traditional voice services. Next Generation 9-1-1 is a Canadian wide initiative affecting all public-safety access points coast to coast. To support Next Generation 9-1-1 the Region is making investments in IT infrastructure, in software upgrades and in training enhancements to provide enhanced access to emergency services that more fully leverage technological advancements to better support the changing needs of Durham residents. It is projected that over the forecast period the hardware and software maintenance costs will increase to support the new IT infrastructure and software upgrades.

9-1-1 Emergency Service System is evaluating future resources required to support the addition of the Text to 9-1-1 capability and the time required to handle these emergency calls.

It is expected that 2023 will be the year that Durham Region PSAP's migrate to the new NG9-1-1 Nation Wide Network.

## Appendix A: 2023-2032 9-1-1 Emergency Service System Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>9-1-1 Emergency Service System</b>							
<b>Information Technology</b>							
1 Computer Hardware (Recorder/Logger)	-	-	180	-	-	180	360
2 Computer Hardware (server/San)	-	-	-	269	-	269	538
3 Computer Hardware (PBX)	-	-	-	-	-	120	120
4 Reader Board	-	10	-	-	-	10	20
5 Software Upgrade	-	93	-	93	-	280	466
<b>Information Technology Subtotal</b>	<b>-</b>	<b>103</b>	<b>180</b>	<b>362</b>	<b>-</b>	<b>859</b>	<b>1,504</b>
<b>Total 9-1-1 Emergency Service System</b>	<b>-</b>	<b>103</b>	<b>180</b>	<b>362</b>	<b>-</b>	<b>859</b>	<b>1,504</b>

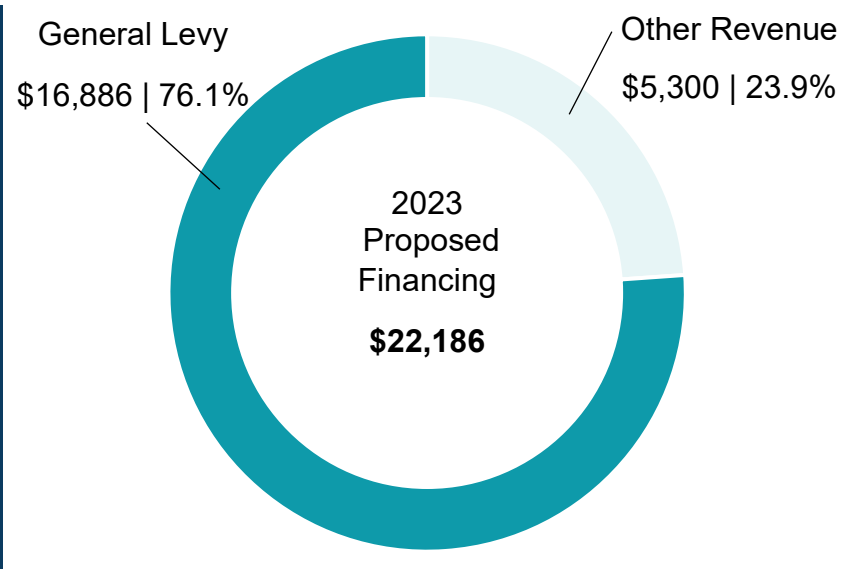
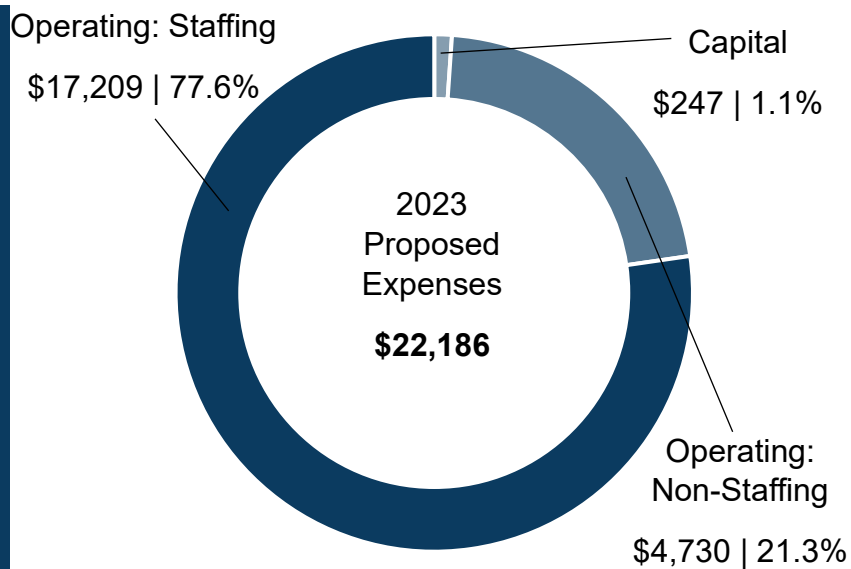


# Durham Budget

# 2023

# FINANCE DEPARTMENT

Provide financial stewardship and policy advice to guide business decisions so that resources are invested in the Regional programs and services the community values



Amounts are in \$,000's





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# Major Programs and Services

## **Finance Department**

### **Business Planning and Budgeting**

Lead the annual business planning and budget process including the development of the annual Strategic Property Tax Study and the Water Supply and Sanitary Sewerage User Rate Study. The business planning and budget process ensures resource allocations are aligned with Regional Council's strategic objectives and meet service, infrastructure and legislative requirements. This is achieved through the delivery of Business Plans and Budgets, the Multi-Year Economic and Financial Forecast, the Ten-Year Capital Plan, and the Asset Management Plan.

### **Risk Management, Economic Studies and Procurement**

Oversee and coordinate risk management to minimize the adverse effects of risk on the Region and members of the Durham Municipal Insurance Pool. Provide long term strategic, financial and economic advice, analysis and strategies, including business case development, development charges, credit rating reviews and performance measurement to Regional Council and Regional Departments. Obtain goods and services on behalf of the Region through a fair and open competitive centralized procurement process that promotes value-for-money, and the provision of mail, postage, courier, inventory, disposal of assets, centralized high speed print services and shipping/receiving at Regional Headquarters.

### **Administration**

Ensure that the statutory duties and responsibilities of the Treasurer are carried out to promote and maintain the financial strength, stability and accountability of the Region including providing advice to Regional Council, the Finance and Administration Committee, and the Corporation more broadly.

### **Internal Audit**

Promote accountability of the Regional Corporation for the quality and value of its stewardship over public funds, support best practices in the Corporation through risk and business consulting services, independent and objective assurance services, and business process reviews to strengthen internal controls, streamline processes and continuously improve financial activities to manage business risks.

### **Financial Services**

Provide innovative and effective centralized financial management, reporting and accounting services to the Regional Corporation, including Durham Region Transit, the Durham Regional Local Housing Corporation, and Durham Regional Police Services.

## Major Programs and Services Continued

### Provincial Offences Act - Default Fine Collections

Collect outstanding Provincial Offences fines in default, and provide collection services.

### Financial Solutions and Portfolio Management

Provide the Corporation with fully supported and secure financial applications and management of the Region's investment portfolio and debt issuance requirements.

### COMRA/PARA

Funding of the COMRA Marine Rescue Association ("COMRA") and the Pickering Auxiliary Rescue Association ("PARA"), to provide marine search and rescue capability in Canadian waters of Lake Ontario adjacent to the Region of Durham.

### Headquarters Shared Cost - Finance Portion

The allocated share of costs attributable to Finance Department for the operation of the Regional Headquarters facility.

## Strategic Priorities

For 2023 some of the key priorities and planned actions focus on:

### Service Excellence



Lead the updates to the Region's Development Charges by-law and related policies including changes announced by the Province in Bill 23, *More Homes Built Fast Act, 2022*



Implement substantive system upgrades to PeopleSoft Financial and Human Capital Management systems that drive enhanced reporting and leverage dashboards

## Strategic Priorities Continued



Partner corporately to implement the Region's Cyber Security Program to ensure the continual delivery of services securely



Continue the implementation of the Region's modernized investment policy for optimizing returns under sound financial management of the Region's investment portfolio



Increase the Region's on-line payments program allowing residents to pay for more regional services online



Expand rollout of the WorkForce Management solution to the Oral Health Division providing management of scheduling, time and attendance for staff



Collaborate with Regional partners to further integrate climate change adaptation and mitigation measures into business planning processes



Continue to advance the multi-year review and modernization of the Region's business planning and budget function including embedding enhanced public engagement into the process

# Key Targets for 2023

## Finance Department

- \$396,000 dollars collected per POA staff member - a 5% increase from 2021 actuals
- Every dollar spent in the collection of POA defaulted fines is expected to result in \$2.23 recovered - consistent with 2021 budgeted levels
- 6,000 staff actively using the PeopleSoft Financials, Human Capital Management, Enterprise Learning Management, and Employee Portal applications including 4,600 Regional staff and 1,400 police staff
- Continue to innovate by modernizing financial applications in order to better serve our business partners and our community
- New opportunities are made available for residents to learn more about the Region's Budget and to provide their input
- Enhance opportunities for e-commerce across additional departments
- Work with Provincial agencies to reduce the number of reports required - in 2022 approximately 320 reports
- Continue support to transition residential water meters to remote frequency to move away from manual meter reads - 47% of approximately 179,000 meters complete


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	21,262	21,329	22,585		
Personnel Related	215	223	236		
Communications	728	794	809		
Supplies	161	218	135		
Computer Maintenance & Operations	1,197	1,197	1,212		
Materials & Services	73	105	40		
Equipment Maintenance & Repairs	219	240	304		
Vehicle Operations	23	31	31		
Outside Agency Expenses	113	113	121		
Professional Services	515	715	850		
Financial Expenses	22	22	23		
Minor Assets & Equipment	5	11	121		
Contribution to Reserves / Reserve Funds	18	18	18		
Headquarters Shared Costs	699	699	830		
<b>Operating Expenses Subtotal</b>	<b>25,250</b>	<b>25,715</b>	<b>27,315</b>	<b>1,600</b>	<b>6.2%</b>
<b>Internal Transfers &amp; Recoveries</b>					
Departmental Recoveries	(5,317)	(5,317)	(5,376)		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>(5,317)</b>	<b>(5,317)</b>	<b>(5,376)</b>	<b>(59)</b>	<b>(1.1%)</b>
<b>Gross Operating Expenses</b>	<b>19,933</b>	<b>20,398</b>	<b>21,939</b>	<b>1,541</b>	<b>7.6%</b>
<b>Capital Expenses</b>					
New	9	9	17		
Replacement	184	184	230		
<b>Capital Expenses Subtotal</b>	<b>193</b>	<b>193</b>	<b>247</b>	<b>54</b>	<b>28.0%</b>
<b>Total Expenses</b>	<b>20,126</b>	<b>20,591</b>	<b>22,186</b>	<b>1,595</b>	<b>7.7%</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Operating Revenue</b>					
Fees & Service Charges	(766)	(766)	(784)		
Sundry Revenue	(38)	(26)	(27)		
Revenue from Municipalities	(150)	(150)	(150)		
Investment & Interest Income	(1,075)	(1,075)	(1,490)		
Recoveries from Reserve and Reserve Funds	(326)	(370)	(383)		
Revenue from Related Entities	(2,333)	(2,333)	(2,416)		
<b>Operating Revenue Subtotal</b>	<b>(4,688)</b>	<b>(4,720)</b>	<b>(5,250)</b>	<b>(530)</b>	<b>(11.2%)</b>
<b>Capital Financing</b>					
Recoveries from Reserve	-	-	(50)		
<b>Capital Financing Subtotal</b>	<b>-</b>	<b>-</b>	<b>(50)</b>	<b>(50)</b>	<b>(100%)</b>
<b>Total Revenues and Financing</b>	<b>(4,688)</b>	<b>(4,720)</b>	<b>(5,300)</b>	<b>(580)</b>	<b>(12.3%)</b>
<b>Property Tax Requirement Finance Department</b>	<b>15,438</b>	<b>15,871</b>	<b>16,886</b>	<b>1,015</b>	<b>6.4%</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Projected Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Finance Department</b>													
1 Business Planning and Budgeting	2,146	2,290	-	-	-	2,290	2,368	-	-	-	2,368	78	
2 Risk Management, Economic Studies and Procurement	3,303	5,115	-	-	(1,597)	3,518	5,247	50	-	(1,681)	3,616	98	
3 Administration	40	1,299	-	-	(1,020)	279	1,477	-	-	(1,435)	42	(237)	
4 Internal Audit, Compliance and Controls	499	645	-	-	(170)	475	953	-	-	(174)	779	304	
5 Financial Services	5,721	6,240	4	-	(689)	5,555	6,608	-	-	(700)	5,908	353	
6 POA - Default Fine Collections	(22)	251	8	-	(280)	(21)	251	8	-	(280)	(21)	-	
7 Financial Solutions and Portfolio Management	2,939	3,746	181	-	(964)	2,963	4,084	189	-	(1,030)	3,243	280	
8 COMRA/PARA	113	113	-	-	-	113	121	-	-	-	121	8	
9 Headquarters Shared Cost - Finance Portion	699	699	-	-	-	699	830	-	-	-	830	131	
<b>Finance Department Subtotal</b>	<b>15,438</b>	<b>20,398</b>	<b>193</b>	<b>-</b>	<b>(4,720)</b>	<b>15,871</b>	<b>21,939</b>	<b>247</b>	<b>-</b>	<b>(5,300)</b>	<b>16,886</b>	<b>1,015</b>	<b>6.4%</b>
<b>Finance Department</b>	<b>15,438</b>	<b>20,398</b>	<b>193</b>	<b>-</b>	<b>(4,720)</b>	<b>15,871</b>	<b>21,939</b>	<b>247</b>	<b>-</b>	<b>(5,300)</b>	<b>16,886</b>	<b>1,015</b>	<b>6.4%</b>



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

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

Durham Budget	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Finance Department</b>									
<b>Capital Expenditures</b>									
Machinery & Equipment		-	-	-	-	-	-	40	40
Information Technology		193	197	112	112	111	112	556	1,003
Vehicles		-	50	-	50	-	55	165	270
<b>Capital Expenditure Subtotal</b>		<b>193</b>	<b>247</b>	<b>112</b>	<b>162</b>	<b>111</b>	<b>167</b>	<b>761</b>	<b>1,313</b>
<b>Capital Financing</b>									
General Levy		193	197	112	112	111	112	596	1,043
Reserve Fund		-	50	-	50	-	55	165	270
<b>Capital Financing Subtotal</b>		<b>193</b>	<b>247</b>	<b>112</b>	<b>162</b>	<b>111</b>	<b>167</b>	<b>761</b>	<b>1,313</b>
<b>Total Capital Finance Department</b>		<b>193</b>	<b>247</b>	<b>112</b>	<b>162</b>	<b>111</b>	<b>167</b>	<b>761</b>	<b>1,313</b>

## Details of Budget Changes

### Strategic Investments: Finance Department

**2023 Impact**  
(\$ 000's)

New positions – details of the 6.0 FTEs are provided in Staffing Details. Annualized impact of (\$717k)	402
Temporary staffing resources to support internal audit projects related to cyber security and risk management and audit policy	268
Advance the use of Bloomberg to support the implementation of the Region's modernized investment policy	80
Operational resilience software to support information technology risk management	30
Net investment in capital – see Appendix A for detailed project listing	3
<b>Strategic Investments: Finance Department Subtotal</b>	<b>783</b>

### Base Adjustments: Finance Department

**2023 Impact**  
(\$ 000's)

Economic increases	199
Annualization of 4.0 FTEs approved in the 2022 budget	229

## Details of Budget Changes Continued

Inflationary increases	55
Line-by-line savings	(381)
Increase in Finance's share of costs for the operation and maintenance of Regional Headquarters	131
<b>Base Adjustments: Finance Department Subtotal</b>	<b>233</b>

**Net Changes: Finance Department** **1,016**

## Staffing Details

Finance Department	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>152.5</u>
<b>Positions Approved In-Year</b>	
New Clerk 2 position to provide additional support to the Finance Department (as per Section 8.1 of the Budget Management Policy)	1.0
<b>Total Positions Approved In-Year</b>	<u>1.0</u>
<b>Proposed New Positions</b>	
Supervisor Accounting Service to improve the timeliness and responsiveness to internal customers, provide better reporting and support transparency and accountability by providing clear and consistent communication and sharing of results with internal customers, members of the Durham Municipal Insurance Pool, and external legacy housing providers	1.0
Financial Analyst 2 to handle payroll processing for a growing workforce	1.0
Senior Accounting Clerk to address the timeliness of processing of the increasing workload volume and enhance reporting to operational areas	1.0
Senior Financial Analyst 2 to address the timeliness and accuracy of processing of the increasing workload volume	1.0
PeopleSoft Administrator in Application Services	1.0
<b>Total Proposed New Positions</b>	<u>5.0</u>
<b>Finance Department Subtotal</b>	<b>6.0</b>
<b>Total Complement: Finance Department</b>	<b>158.5</b>

## Looking Forward

As part of the Region's commitment to provide exceptional value to Durham taxpayers through responsive and effective customer service delivery the Finance Department is - led by a clear vision, modernized technologies and streamlined organizational structures – committed to providing exceptional value to Durham taxpayers through the delivery of a series of transformations. These transformations include:

- Implement substantive system enhancements that drive enhanced transparency in the Region's financial outlook and leverages dashboards and other innovative reporting mechanisms;
- Advance the Region's Long-Term Financial Planning Framework – through a focus on policy development and performance measurement – to deliver on a commitment to financial sustainability, flexibility and affordability;
- Champion the multi-year business planning and budget process review and modernization project that will:
  - Review and streamline business planning and budget processes;
  - Procure and implement a new 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; and
  - Embed enhanced public engagement in the Region's business planning and budget process;
- Advance investment opportunities and returns in alignment with the updated Statement of Investment Policy and Goals to improve the financial sustainability of the Region; and
- Leverage a modernized internal audit function to provide value added consulting and assurance services to the Corporation.

These transformations will ensure the Corporation - and the Region as a whole - continues to the benefit from economic and financial expertise that effectively translates data-driven insights and best practices into timely and viable advice.

## Appendix A: 2023 Finance Department Capital Projects (\$,000's)

Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
<b>Finance Department</b>																
<b>Information Technology</b>																
2 Standard Laptop	8	New	-	-	-	-	-	-	-	-	-	17	17	-	17	
2 Standard Laptop	80	Replacement	-	-	-	-	-	-	-	-	-	152	152	-	152	
3 Power Laptop	7	Replacement	-	-	-	-	-	-	-	-	-	22	22	-	22	
4 Mobile Laptop	2	Replacement	-	-	-	-	-	-	-	-	-	6	6	-	6	
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>197</b>	<b>197</b>	-	-	<b>197</b>
<b>Vehicles</b>																
5 Courier vans	1	Replacement	-	50	-	-	-	-	-	-	-	-	50	-	270	320
<b>Vehicles Subtotal</b>			-	<b>50</b>	-	-	-	-	-	-	-	-	<b>50</b>	-	<b>270</b>	<b>320</b>
<b>Total Capital Finance Department</b>			-	<b>50</b>	-	-	-	-	-	-	-	<b>197</b>	<b>247</b>	-	<b>270</b>	<b>517</b>

## Appendix B: 2023-2032 Finance Department Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

Durham Budget 2023	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Finance Department</b>							
<b>Machinery &amp; Equipment</b>							
1 Postage/Mail Machine	-	-	-	-	-	40	40
<b>Machinery and Equipment Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40</b>	<b>40</b>
<b>Information Technology</b>							
2 Standard Laptop	169	103	93	105	103	498	902
3 Power Laptop	22	6	16	3	6	44	75
4 Mobile Laptop	6	3	3	3	3	14	26
<b>Information Technology Subtotal</b>	<b>197</b>	<b>112</b>	<b>112</b>	<b>111</b>	<b>112</b>	<b>556</b>	<b>1,003</b>
<b>Vehicles</b>							
5 Courier vans	50	-	50	-	55	165	270
<b>Vehicles Subtotal</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>55</b>	<b>165</b>	<b>270</b>
<b>Total Capital Finance Department</b>	<b>247</b>	<b>112</b>	<b>162</b>	<b>111</b>	<b>167</b>	<b>761</b>	<b>1,313</b>

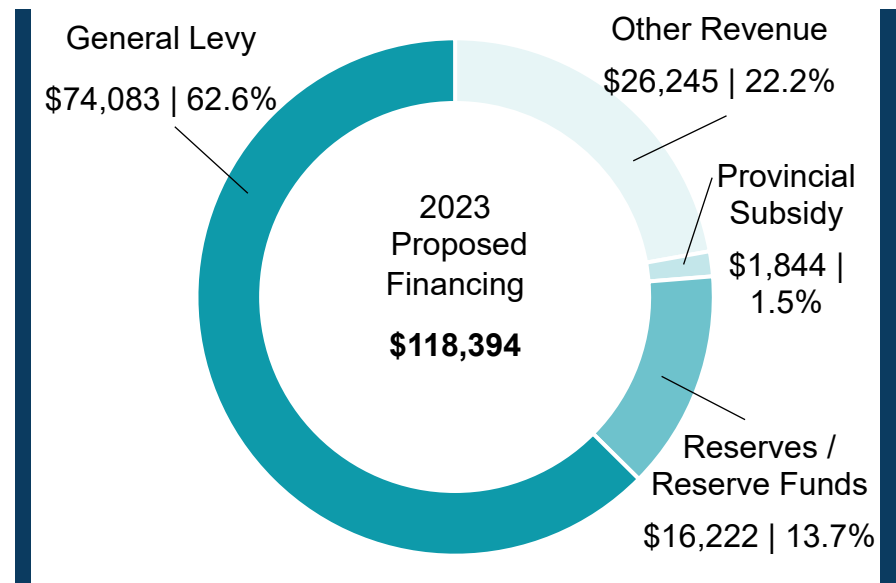
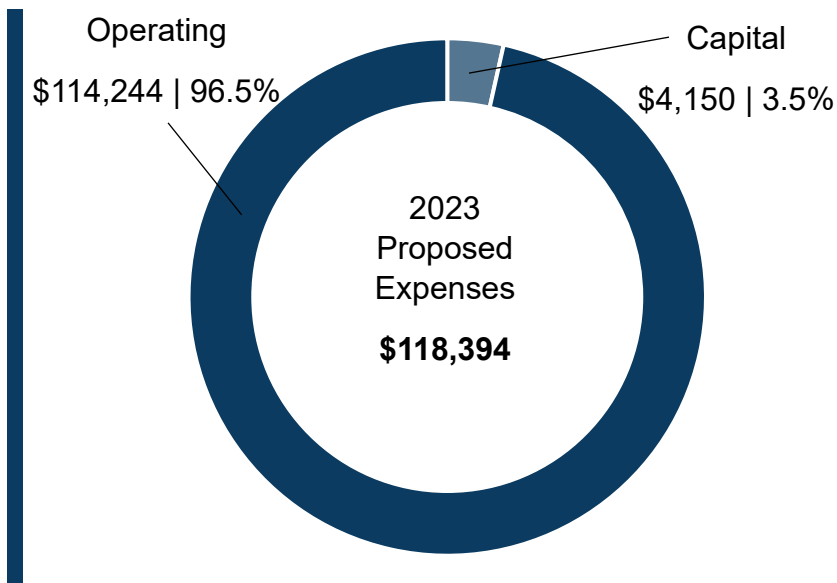


# Durham Budget

# 2023

# CORPORATE ITEMS

Those items which contribute to the Regional administration of programs and services but that are not directly related to the operations of any one department



Amounts are in \$,000's





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# Major Programs and Services

## Personnel Related

### Fire Coordination

Payment for fire coordination services.

### CUPE 1764 President's Wages

Payment for salary and benefits of CUPE 1764 President.

### AMO OMERS Support Funding

Funds will be administered as a separate and distinct business activity exclusively for OMERS related activities. AMO will fully and frequently report on this fund to municipal employer participants.

### Employee Committee

Provide employees with an opportunity to participate in activities with their families and colleagues, while exploring and experiencing a variety of venues within Durham Region.

### Applicant Tracking Software

Provide a tool to enable the Region of Durham to attract and recruit active and passive job seekers via the internet; track all applications received via the internet; and enable hiring managers to ask key questions to serve as a screening tool and help identify qualified candidates quickly.

### Post Retirement Benefit Underfunded Liabilities

Provide funding for post retirement benefit liabilities.

## Corporate Requirements

### Integrity Commissioner and Municipal Ombudsman

To support the accountability and transparency portfolio which includes the Region's Integrity Commissioner and Ombudsman. To meet legislated requirements in accordance with the Municipal Act, to have an Integrity Commissioner to provide for the functions as outlined in the Act. To provide for an Ombudsman in accordance with the Municipal Act.

## Major Programs and Services Continued

### **Municipal Elections**

Conduct the election for the office of the Regional Chair in accordance with the Municipal Elections Act, 1996, the Municipal Act, and the Education Act. To meet all legislated deadlines. To provide impartial administration of municipal elections.

### **Regional Materials and Supplies**

To maintain proper inventory of office materials and supplies for corporate events.

### **Regional Chair/CAO's Consulting Group Fees**

Contribution to Emergency Services Steering Committee.

### **Property Assessment**

Payment made to the Municipal Property Assessment Corporation for property assessment activities.

### **Official Plan Review**

To conduct a municipal comprehensive review of the Regional Official Plan in accordance with the Provincial Policy Statement and updated Provincial Plans (Greenbelt, Oak Ridges Moraine and Growth Plan).

### **Broadband Strategy**

Region of Durham corporate activities to support Durham OneNet Inc.

### **Project Woodward**

The Region will pursue taking an active development role for its vacant 20 acre parcel on the north side of Energy Drive, in the Clarington Energy Park, with the goal of establishing a clean energy innovation hub for business. Throughout development, the Region will seek to attract and select Energy, Engineering, and Environment Sector businesses to invest and locate in this hub. Early-stage development costs include permitting, environmental studies, conceptual designs, and the development of a business case.

### **Employment Survey**

To conduct the annual Region of Durham Employment Survey.

## Major Programs and Services Continued

### **Community Improvement Plan**

Section 28 of the Planning Act gives municipalities the ability to prepare Community Improvement Plans (CIPs), provided they have enabling policies in their official plans. Community Improvement Plans are intended to encourage rehabilitation initiatives and/or stimulate development. Once implemented, a CIP allows municipalities to develop and administer programs that may include tax assistance, grants or loans to assist in the rehabilitation of lands and/or buildings within the defined Community Improvement Project Area. Additional funding has been proposed for 2023 for the At Home Incentive Program to support community partners in the development of additional affordable housing.

### **Seaton Project Management**

Lead Regional efforts regarding the development of Seaton in the City of Pickering. This involves facilitating and coordinating activities of the Interdepartmental Team including facilitating the completion of studies and financial arrangements, liaising with the Province and Seaton landowners, developing and implementing front-ending agreements and development charge by-laws and preparing and presenting Committee Reports.

### **More Homes Built Faster Act (Bill 23) Provision**

While the Region continues to advocate for provincial funding to mitigate the negative financial impact of the *More Homes Built Fast Act, 2022* to property taxpayers and ratepayers in the Region, it is prudent to begin to set funds aside to address the significant financial impacts resulting from Bill 23. In particular there are a number of significant resource requirements in the early years to plan for and implement the level of growth directed by the Province to achieve the home construction targets. To ensure that the Region delivers on its role in achieving more homes operating resources such as staffing and consulting support are necessary.

### **Farm 9-1-1**

To improve emergency response times through improved 9-1-1 sign coverage and documentation of property access points, with a focus on rural vacant properties and large properties with secondary entrances.

### **DRT Passes for ODSP Recipients**

Funding provided to Durham Region Transit for the provision of passes, free of charge, to Ontario Disability Support Program recipients.

## Major Programs and Services Continued

### **Mental Health Support Unit**

Funding, in partnership with the Durham Regional Police Service and Lakeridge Health, for community social and health services to reduce incidence of harm and suicide, ease visits to emergency rooms, reduce time spent in police custody as a place of safety, and contribute to enhanced interaction with citizens.

### **Community Support - Ukraine Relief Efforts**

Funding supporting a collective and coordinated response to provide supports to Ukrainian newcomers.

### **Performance Measurement**

To ensure we are meeting the service delivery needs of our residents in an efficient and cost effective manner. Measuring our performance allows us to determine which service areas are meeting performance standards and which areas need improvement.

### **Auction, Disposal of Material**

Costs and proceeds associated with the auction of Regional materials.

### **Electronic DC Application Phase II**

This e-business solution provides an alternative to processing paper-based Regional development charges forms, allowing users to complete and submit forms online.

### **Financial and Human Capital Management System**

On-going application licenses, maintenance fees, upgrade and maintenance costs for the Financial and Human Capital Management Systems.

### **Regional Asset Management Audits and Software**

To continue with detailed technical audits of Regionally owned facilities selected by the Works and Finance Departments, in accordance with the 2020 Asset Management Update Report.

### **Enterprise Maintenance Management**

Implementation of an integrated maintenance management application to support leading practices related to the maintenance management processes for Regional assets across the Region's business lines.

### **Zylmage**

A repository for Council and Committee Minutes, Commissioners' Reports and By-laws and Durham Region Transit Committee Minutes and Commissioners' Reports. This system is being retired and no funds are budgeted for this software in 2023.

## Major Programs and Services Continued

### **Technology and Cybersecurity Risk Management**

Building on the Security Strategy Assessment the Region is committed to creating a comprehensive security roadmap, protecting mission critical business processes, and information systems, and aligning the technology strategy, security strategy and roadmap in support of current business objectives and/or specific security concerns through a focus on more robust management, reporting, tracking, audits and assessments.

### **Insurance**

Funds set aside for claims where the Region self-insures.

### **Debt Issuance Expense**

Funds for the cost of issuing municipal debentures.

### **Working Capital Contingencies**

Working capital funding to sustain ongoing Regional operations.

### **Innovation and Modernization Initiatives Reserves Fund**

To support modernization of legacy processes and systems across departments.

### **Climate Change Mitigation and Environmental Reserve Fund**

To support initiatives to enhance the Region's response to climate change and environment concerns.

### **Infrastructure Renewal Fund**

Provides sustainable funding to support major infrastructure renewal projects.

### **Road Rehabilitation Reserve Fund**

Provides sustainable funding to address the rehabilitation needs of the road network.

### **Bridge Rehabilitation Reserve Fund**

Provides sustainable funding to address structures replacement and rehabilitation requirements.

### **Regional Roads Reserve**

Provide sustainable funding for the property tax portion of growth-related road projects.

### **Regional Headquarters Reserve**

Provide funding for capital improvements associated with the Regional Headquarters.

## Major Programs and Services Continued

### **Equipment Reserve Fund**

To fund the replacement of major equipment and fleet.

### **Social Housing Capital Provision**

One-time capital investment in 2020 to advance Council's commitment to the development of 1,000 new affordable housing units during the next five years and ready for occupancy over the following five years. Additional funds have been proposed for 2023 to support social housing redevelopment. Further reports will be provided to Committee / Council.

### **Paramedic Station**

Capital financing for new and replacement paramedic response stations including the Clarington station, a new South Whitby station and a replacement station in North Durham.

### **9-1-1 Phone System Backup Equipment**

Provide sustainable funding for improvements and replacement of the 9-1-1 Phone System Backup Equipment.

### **Regional Revitalization Reserve Fund**

Targeted regional funding for the Region's Revitalization Program in conjunction with lower tier municipalities within Community Improvement Plans.

### **Property Assessment Appeals**

To fund significant property assessment appeal settlements.

### **Assessment Adjustments**

Funding set aside through the 2016 Business Planning and Budget process to mitigate against future significant assessment losses.

### **Deferral for Seaton Growth**

To account for a potential timing difference between the related property tax revenue and the cost for providing Regional programs and services to the Seaton community.

## Major Programs and Services Continued

### Revenue/Recovery Programs

#### **Payment in Lieu**

Payments made by senior governments and related crown corporations in lieu of taxes for specific land/structures.

#### **Unallocated Revenues**

Interest and other corporate sundry revenue including anticipated revenue share from the Pickering Casino.

#### **Ontario Works Program Delivery – Departmental Services Recovery**

Provincial subsidy for Ontario Works to address corporate costs.

#### **Region of Durham Paramedic Services Program Delivery - Departmental Services Recovery**

Provincial subsidy for paramedic services to address corporate costs.

#### **Water Supply and Sanitary Sewerage - Inter Departmental Recovery**

Recovery of the shared costs to deliver the water supply and sanitary sewerage programs.

### Special Contributions

#### **Land Conservation and Protection Reserve Fund**

Funds dedicated to Regional land purchase for land conservation and protection.

#### **Durham Region Community Investment Grant**

Funds for capital infrastructure projects related to healthcare and post-secondary education institutions.



# Strategic Priorities

For 2023 some of the key priorities and planned actions focus on:

## Environmental Sustainability



Continue to support initiatives that enhance the Region's response to climate change and environment concerns

## Community Vitality



Support the Mental Health Support Unit to provide a range of mental health services to the community

## Economic Prosperity



Continue to advance initiatives that support a full service broadband network across the Region

## Social Investment



Increased investment to support community partners in the development of additional affordable housing

## Strategic Priorities Continued



Engage with the community and stakeholders to help inform social housing redevelopment projects

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Corporate Items</b>														
<b>Personnel Related:</b>														
1 Fire Coordination	3	4	-	-	-	4	4	-	-	-	4	-		
2 CUPE 1764 President's Wages	109	109	-	-	-	109	110	-	-	-	110	1		
3 AMO OMERS Support Funding	28	27	-	-	-	27	27	-	-	-	27	-		
4 Employee Committee	25	25	-	-	-	25	25	-	-	-	25	-		
5 Applicant Tracking Software	48	48	-	-	-	48	48	-	-	-	48	-		
6 Post Retirement Benefit Underfunded Liabilities	1,957	1,957	-	-	-	1,957	1,957	-	-	-	1,957	-		
<b>Personnel Related Subtotal</b>	<b>2,170</b>	<b>2,170</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,170</b>	<b>2,171</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,171</b>	<b>1</b>	<b>0.0%</b>	
<b>Corporate Requirements:</b>														
7 Integrity Commissioner and Municipal Ombudsman	67	95	-	-	-	95	95	-	-	-	95	-		
8 Municipal Elections - New Council	-	140	-	-	(130)	10	10	-	-	-	10	-		
9 Regional Materials and Supplies	17	25	-	-	-	25	62	-	-	(37)	25	-		
10 Regional Chair's/CAO's Consulting Group Fees	7	8	-	-	-	8	8	-	-	-	8	-		
11 Property Assessment	9,081	9,081	-	-	-	9,081	9,131	-	-	-	9,131	50		
12 Official Plan Review	300	300	-	-	-	300	300	-	-	-	300	-		
13 Broadband Strategy	(133)	(133)	-	-	-	(133)	380	-	-	(428)	(48)	85		
14 Project Woodward	-	425	-	-	(425)	-	250	-	-	(250)	-	-		
15 Employment Survey	134	147	-	-	-	147	147	-	-	-	147	-		
16 Community Improvement Plan	500	500	-	-	-	500	10,035	-	-	(9,535)	500	-		
17 Seaton Project Management	103	103	-	-	-	103	103	-	-	-	103	-		
18 More Homes Built Faster Act (Bill 23) Provision	-	-	-	-	-	-	1,900	-	-	-	1,900	1,900		
19 Farm 9-1-1	-	100	-	-	(100)	-	50	-	-	(50)	-	-		
20 DRT Passes for ODSP Recipients	350	350	-	-	-	350	350	-	-	-	350	-		
21 Mental Health Support Unit	450	450	-	-	-	450	450	-	-	-	450	-		
22 Community Support - Ukraine Relief Efforts	2,000	-	-	-	-	-	750	-	-	(750)	-	-		

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
23 Performance Measurement	162	162	-	-	-	162	162	-	-	-	162	-	-
24 Auction, Disposal of Material	-	19	-	-	(19)	-	19	-	-	(19)	-	-	
25 Electronic DC Application Phase II	110	110	-	-	-	110	110	-	-	-	110	-	
26 Financial and Human Capital Management System	951	812	-	-	(500)	312	812	-	-	(500)	312	-	
27 Regional Asset Management Audits and Software	269	269	-	-	-	269	269	-	-	-	269	-	
28 Enterprise Maintenance Management	604	1,401	-	-	(827)	574	836	-	-	-	836	262	
29 Zylmage	2	73	-	-	-	73	-	-	-	-	-	(73)	
30 Technology and Cyber Security Risk Management	-	150	-	-	(150)	-	2,070	-	-	(950)	1,120	1,120	
31 Insurance	129	129	-	-	-	129	139	-	-	-	139	10	
32 Debt Issuance Expense	41	38	-	-	-	38	38	-	-	-	38	-	
33 Working Capital Contingencies	1,000	1,000	-	-	-	1,000	1,000	-	-	-	1,000	-	
34 Innovation and Modernization Initiatives Reserve Fund	1,141	1,141	-	-	-	1,141	301	-	-	-	301	(840)	
35 Climate Change Mitigation and Environmental Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-	
36 Infrastructure Renewal Fund	16,986	16,986	-	-	-	16,986	16,986	-	-	-	16,986	-	
37 Road Rehabilitation Reserve Fund	26,050	26,050	-	-	-	26,050	26,050	-	-	-	26,050	-	
38 Bridge Rehabilitation Reserve Fund	5,525	5,525	-	-	-	5,525	5,525	-	-	-	5,525	-	
39 Regional Roads Reserve	12,549	12,549	-	-	-	12,549	12,549	-	-	-	12,549	-	
40 Regional Headquarters Reserve Fund	1,250	1,250	-	-	-	1,250	1,250	-	-	-	1,250	-	
41 Equipment Reserve Fund	750	750	-	-	-	750	750	-	-	-	750	-	
42 Social Housing Capital Provision	1,146	1,146	-	-	-	1,146	5,646	-	-	(2,500)	3,146	2,000	
43 Paramedic Station	1,783	1,783	-	-	-	1,783	-	4,150	-	(1,450)	2,700	917	
44 911 Phone System Backup Equipment	500	500	-	-	-	500	500	-	-	-	500	-	
45 Regional Revitalization Reserve Fund	1,860	1,860	-	-	-	1,860	1,860	-	-	-	1,860	-	
46 Property Assessment Appeals	1,000	1,200	-	-	(200)	1,000	1,200	-	-	(200)	1,000	-	


## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
47 Assessment Adjustments	392	392	-	-	-	392	392	-	-	-	392	-	
48 Deferral for Seaton Growth	5,527	5,527	-	-	-	5,527	7,047	-	-	-	7,047	1,520	
<b>Corporate Requirements Subtotal</b>	<b>92,603</b>	<b>92,413</b>	-	-	<b>(2,351)</b>	<b>90,062</b>	<b>109,532</b>	<b>4,150</b>	-	<b>(16,669)</b>	<b>97,013</b>	<b>6,951</b>	<b>7.7%</b>
<b>Revenue/Recovery Programs:</b>													
49 Payment in Lieu - General Purposes	(12,016)	-	-	-	(11,393)	(11,393)	-	-	-	(11,811)	(11,811)	(418)	
50 Payment in Lieu - Transit	(1,177)	-	-	-	(1,102)	(1,102)	-	-	-	(1,169)	(1,169)	(67)	
51 Payment in Lieu - Solid Waste	(855)	-	-	-	(976)	(976)	-	-	-	(842)	(842)	134	
52 Unallocated Revenues	(3,958)	-	-	-	(4,113)	(4,113)	2,339	-	-	(11,976)	(9,637)	(5,524)	
53 OW Program Delivery: Dept. Services Recovery	(900)	-	-	(900)	-	(900)	-	-	(900)	-	(900)	-	
54 RDPS Program Delivery: Dept Services Recovery	(872)	-	-	(872)	-	(872)	-	-	(944)	-	(944)	(72)	
55 Water/Sewer Inter Dept. Recovery	(6,288)	(6,288)	-	-	-	(6,288)	(6,315)	-	-	-	(6,315)	(27)	
<b>Revenue/Recovery Programs Subtotal</b>	<b>(26,066)</b>	<b>(6,288)</b>	-	<b>(1,772)</b>	<b>(17,584)</b>	<b>(25,644)</b>	<b>(3,976)</b>	-	<b>(1,844)</b>	<b>(25,798)</b>	<b>(31,618)</b>	<b>(5,974)</b>	<b>(23.3%)</b>
<b>Special Contributions:</b>													
56 Land Conservation and Protection Reserve Fund	393	393	-	-	-	393	297	-	-	-	297	(96)	
57 Trent University Durham	-	-	-	-	-	-	-	-	-	-	-	-	
58 Durham College	667	1,267	-	-	(600)	667	-	-	-	-	-	(667)	
59 Durham Region Community Investment Grant	5,553	5,553	-	-	-	5,553	6,220	-	-	-	6,220	667	
<b>Purchase of Special Services Subtotal</b>	<b>6,613</b>	<b>7,213</b>	-	-	<b>(600)</b>	<b>6,613</b>	<b>6,517</b>	-	-	-	<b>6,517</b>	<b>(96)</b>	<b>(1.5%)</b>
<b>Corporate Items</b>	<b>75,320</b>	<b>95,508</b>	-	<b>(1,772)</b>	<b>(20,535)</b>	<b>73,201</b>	<b>114,244</b>	<b>4,150</b>	<b>(1,844)</b>	<b>(42,467)</b>	<b>74,083</b>	<b>882</b>	<b>1.2%</b>

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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Corporate Items</b>									
<b>Capital Expenditures</b>									
Building & Structures		1,783	4,150	8,120	17,120	900	9,315	-	35,455
<b>Capital Expenditure Subtotal</b>		<b>1,783</b>	<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>
<b>Capital Financing</b>									
General Levy		1,783	2,700	2,700	2,700	900	2,700	-	9,000
Reserves / Reserve Funds		-	747	5,128	-	-	1,800	-	6,928
Residential DC's		-	703	292	-	-	-	-	292
Debentures		-	-	-	14,420	-	4,815	-	19,235
<b>Capital Financing Subtotal</b>		<b>1,783</b>	<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>
<b>Total Capital Corporate Items</b>		<b>1,783</b>	<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>

## Details of Budget Changes

<b>Strategic Investments: Corporate Items</b>	<b>2023 Impact</b> (\$ 000's)
Provision for anticipated regional impacts resulting from provincial Bill 23, <i>More Homes Built Faster Act, 2022</i>	1,900
Advance the Cyber Security Strategy Assessment for the Region and development of a comprehensive security roadmap to support more robust management, reporting, tracking, audits and assessments. Total incremental investment of \$2,070k with \$950k funded from reserve funds	1,120
Increased investment in the At Home Incentive Program to support community partners in the development of additional affordable housing (\$9.5 million in funding is from reserves and reserve funds)	-
An incremental increase of \$4.5 million for the redevelopment of the Region's social housing portfolio. A portion of this funding (\$2.5 million) is provided from a reserve	2,000
Regional support for Ukraine Relief Efforts (\$750k) funded from reserve	-
Annualization of operating costs related to full implementation of the Enterprise Maintenance Management System (EMMS). The system is now being utilized to manage maintenance activities, capture life cycle cost data and provide real time maintenance information.	262
Projected Pickering Casino revenue under the revenue sharing agreement with the City of Pickering. Funds are allocated through this budget to support housing and homelessness support programs	(4,500)
Increased capital investment for future paramedic stations in alignment with the 2023-2032 Region of Durham Paramedic Services Service and Financing Strategy (Report # 2023-COW-7) - see detailed project listing in Appendix A	917
<b>Strategic Investments: Corporate Items Subtotal</b>	<b>1,699</b>

## Details of Budget Changes Continued

### Base Adjustments: Corporate Items

**2023 Impact**  
(\$ 000's)

Inflation

61

Line-by-line savings

(878)

**Base Adjustments: Corporate Items Subtotal**

**(817)**

**Net Changes: Corporate Items**

**882**



**Appendix A: 2023 Corporate Items Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Corporate Items</b>																
<b>Building &amp; Structures</b>																
1	Bowmanville Paramedic Station - Replacement of Leased Facility	1	Replacement	-	747	-	-	-	703	-	-	-	1,450	-	8,120	9,570
3	South Whitby Paramedic Station	1	New	-	-	-	-	-	-	-	-	800	800	-	8,670	9,470
4	North Durham Paramedic Station	1	Replacement	-	-	-	-	-	-	-	-	1,900	1,900	-	8,450	10,350
<b>Building &amp; Structures Subtotal</b>				-	<b>747</b>	-	-	-	<b>703</b>	-	-	<b>2,700</b>	<b>4,150</b>	-	<b>25,240</b>	<b>29,390</b>
<b>Total Capital Corporate Items</b>				-	<b>747</b>	-	-	-	<b>703</b>	-	-	<b>2,700</b>	<b>4,150</b>	-	<b>25,240</b>	<b>29,390</b>

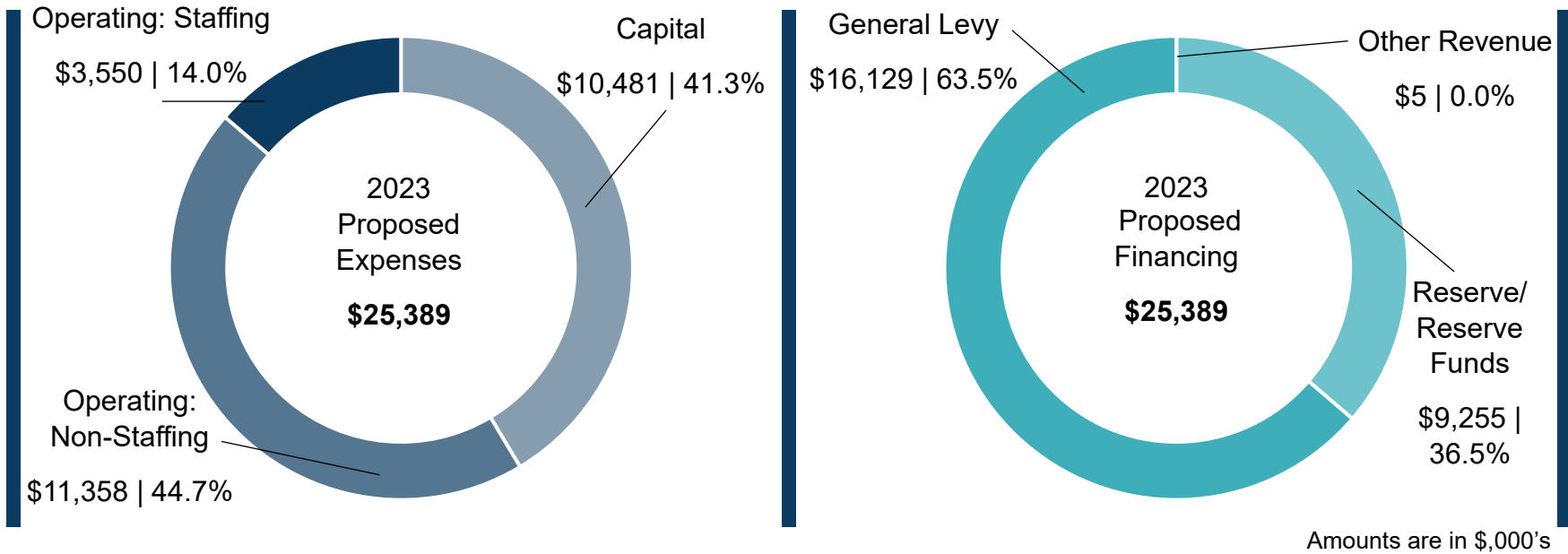
## Appendix B: 2023-2032 Corporate Items Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Corporate Items</b>									
<b>Building &amp; Structures</b>									
1	Bowmanville Paramedic Station - Replacement of Leased Facility	Pre-Construction	1,450	-	-	-	-	-	-
		Construction	-	8,120	-	-	-	-	8,120
		<b>Total</b>	<b>1,450</b>	<b>8,120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,120</b>
2	North Oshawa Paramedic Station	Pre-Construction	-	-	-	900	-	-	900
		Construction	-	-	-	-	9,315	-	9,315
		<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>10,215</b>
3	South Whitby Paramedic Station	Pre-Construction	800	-	-	-	-	-	-
		Construction	-	-	8,670	-	-	-	8,670
		<b>Total</b>	<b>800</b>	<b>-</b>	<b>8,670</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,670</b>
4	North Durham Paramedic Station	Pre-Construction	1,900	-	-	-	-	-	-
		Construction	-	-	8,450	-	-	-	8,450
		<b>Total</b>	<b>1,900</b>	<b>-</b>	<b>8,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,450</b>
<b>Building &amp; Structures Subtotal</b>			<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>
<b>Total Capital Corporate Items</b>			<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>



Advancing service excellence in the management and operations of the Region's Headquarters Building



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## Major Programs and Services

### Regional Headquarters

#### Regional Headquarters Facility

Operate and maintain Regional Headquarters in an efficient and cost-effective manner, providing a safe and vibrant facility for staff and visitors.

#### Service Durham

Provide front line assistance to visitors and callers inquiring about Regional service offerings or requiring assistance while at Regional Headquarters.

## Strategic Priorities

For 2023 some of the key priorities and planned actions include:

### Environmental Sustainability



Exploring further energy and green house gas (GHG) emission reduction options through upgrade and replacement of building components and the completion of feasibility studies for solar energy generation on site. Reconstruction of the West Entrance at Regional Headquarters and the installation of a revolving door will improve energy efficiency and occupant comfort in the lower level of the building. The revolving door system is estimated to be at least eight times more energy efficient than the existing sliding doors which are now 20 years old and reaching the end of their life expectancy. The revolving door system provides increased comfort and improved traffic flow; the doors are always open and receptive to pedestrians, but simultaneously always closed to the outside elements.



Optimizing and modernizing the footprint of Regional Headquarters eliminates GHG emissions, operating costs and energy needs associated with expanding Regional Headquarters. Workplace Modernization was founded on an approach that better utilizes space within the existing building. Combined with changes in the approach to work and other optimization and renewal projects, the need to expand this facility is no longer required for several decades, if at all.

## Strategic Priorities Continued

### Social Investment



Create spaces that are inclusive and welcoming, reflective of Durham’s diverse community. As part of Workplace Modernization, staff are implementing amenity improvements to build on the multifaith reflection space such as all gender washrooms and dedicated family/breastfeeding space. Accessibility improvements will also be part of the project work, including wayfinding for visually impaired visitors and direct elevator access from the lower level to the main level.

### Service Excellence



Advance Workplace Modernization, providing a variety of workspaces that support a collaborative, hybrid workforce and improve the way the public accesses services within Regional Headquarters. Workplace Modernization will ensure space is appropriate for a modern, mobile workforce, ensure natural light penetration into the building core and provide universally ergonomic space to accommodate a hybrid work model. Through this ongoing program, building deficiencies, accessibility improvements, energy efficiency measures and asset management requirements are also being addressed, expanding the scope of this program beyond simply maximizing space utilization. Work is completed in the most efficient way when bundled into construction packages, leveraging economies of scale, and reduces occupant disruption and rework. Changes to improve building security have been added to the program, along with changes to create safe and welcoming all gender and family amenities within the building



Support the delivery of myDurham311 and Service Durham through the provision of space modifications and design considerations to create one point of customer contact and a consolidated service desk within Regional Headquarters. Through these modifications, security improvements will also be introduced to limit free public access to specific areas of the building and separate public space from staff space



Create vibrant and accessible outdoor space where staff, visitors and the community can meet, enjoy community events and public art displays, and connect with each other. As part of the measures to address safety issues in the northwest courtyard, design work has included enhancements to make this a welcoming outdoor space for staff and visitors to Regional Headquarters

## Strategic Priorities Continued



Introduce the new customer service portal that will enable a self-service option to the residents of Durham by introducing AI capabilities to direct questions to answers.

## Key Targets for 2023

- Provide support to over 500,000 customer inquiries via Service Durham's 311 Contact Centre and Front Desk
- Improve the First Contact Resolution in the Contact Center by 15% as compared to 2022
- Introduce chat as a customer contact channel and deploy a 311 self-service customer portal
- Implement Enterprise-wide Customer Relation Management (CRM) system

## Financial Details: Summary by Account (\$,000's)


Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	2,792	3,194	3,550		
Personnel Related	27	187	192		
Communications	667	708	708		
Supplies	69	122	203		
Utilities	954	954	1,016		
Computer Maintenance & Operations	106	106	106		
Materials & Services	109	305	303		
Buildings & Grounds Operations	1,159	1,099	1,231		
Equipment Maintenance & Repairs	32	32	25		
Vehicle Operations	16	-	-		
Debt Charges	4,594	4,594	2,909		
Professional Services	24	180	240		
Contracted Services	1,031	931	1,226		
Financial Expenses	206	206	222		
Minor Assets & Equipment	-	300	40		
Major Repairs & Renovations	-	-	85		
Contribution to Reserves / Reserve Funds	-	-	1,685		
<b>Operating Expenses Subtotal</b>	<b>11,786</b>	<b>12,918</b>	<b>13,741</b>	<b>823</b>	<b>6.4%</b>
<b>Internal Transfers &amp; Recoveries</b>					
Inter-Departmental Transfers	1,063	1,063	1,167		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>1,063</b>	<b>1,063</b>	<b>1,167</b>	<b>104</b>	<b>9.8%</b>
<b>Gross Operating Expenses</b>	<b>12,849</b>	<b>13,981</b>	<b>14,908</b>	<b>927</b>	<b>6.6%</b>
<b>Capital Expenses</b>					
New	1,059	1,059	549		
Replacement	8,529	8,529	9,932		
<b>Capital Expenses Subtotal</b>	<b>9,588</b>	<b>9,588</b>	<b>10,481</b>	<b>893</b>	<b>9.3%</b>
<b>Total Expenses</b>	<b>22,437</b>	<b>23,569</b>	<b>25,389</b>	<b>1,820</b>	<b>7.7%</b>




## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Revenues and Financing</b>					
<b>Operating Revenue</b>					
Rents	-	(26)	(1)		
Sundry Revenue	(1)	(4)	(4)		
Innovation and Modernization Reserve Fund	(359)	(1,466)	(942)		
<b>Operating Revenue Subtotal</b>	<b>(360)</b>	<b>(1,496)</b>	<b>(947)</b>	<b>549</b>	<b>95.4%</b>
<b>Capital Financing</b>					
Capital Project Reserve	-	-	(1,685)		
Capital Impact Stabilization Reserve Fund	(7,000)	(7,000)	(6,228)		
Innovation and Modernization Reserve Fund	(400)	(400)	(400)		
<b>Capital Financing Subtotal</b>	<b>(7,400)</b>	<b>(7,400)</b>	<b>(8,313)</b>	<b>(913)</b>	<b>(12.3%)</b>
<b>Total Revenues and Financing</b>	<b>(7,760)</b>	<b>(8,896)</b>	<b>(9,260)</b>	<b>(364)</b>	<b>(4.1%)</b>
<b>Regional Headquarters Before Allocation to Departments</b>	<b>14,677</b>	<b>14,673</b>	<b>16,129</b>	<b>1,456</b>	<b>9.9%</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Allocation to Departments</b>					
Durham Regional Police Service	(1,793)	(1,793)	(2,031)		
Durham Region Transit	(76)	(76)	(86)		
Works:					
General Tax	(667)	(667)	(767)		
Sanitary Sewerage System	(1,157)	(1,157)	(1,310)		
Solid Waste Management	(222)	(222)	(516)		
Water Supply System	(1,157)	(1,157)	(1,310)		
Economic Development and Planning					
Economic Development & Tourism	(122)	(122)	(217)		
Planning	(463)	(463)	(534)		
Public Health	(2,198)	(2,198)	(2,491)		
Social Services:					
Children's Services	(633)	(633)	(717)		
Family Services	(369)	(369)	(418)		
Housing Services	(136)	(136)	(154)		
Social Assistance	(1,370)	(1,370)	(1,553)		
Regional Chair	(74)	(74)	(83)		
Regional Council	(212)	(212)	(240)		
Office of the Chief Administrative Officer					
Chief Administrative Office	(161)	(161)	(196)		
Legal Services	(114)	(114)	(129)		
Provincial Offences Act (POA)	(1,037)	(1,037)	(1,175)		
Corporate Services:					
Human Resources	(234)	(234)	(266)		
Information Technology	(380)	(380)	(431)		
Legislative Services	(121)	(121)	(137)		
Finance	(827)	(827)	(975)		
Utility Finance	(347)	(347)	(393)		
<b>Total Allocation to Departments</b>	<b>(13,870)</b>	<b>(13,870)</b>	<b>(16,129)</b>	<b>(2,259)</b>	<b>(16.3%)</b>
<b>Regional Headquarters</b>	<b>807</b>	<b>803</b>	<b>-</b>	<b>(803)</b>	<b>(79.7%)</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Regional Headquarters</b>														
1 Regional Headquarters Facility	-	10,644	9,163	-	(19,807)	-	11,339	10,056	-	(21,395)	-	-	-	
2 Service Durham Operations	807	3,337	425	-	(2,959)	803	3,569	425	-	(3,994)	-	(803)		
<b>Regional Headquarters Subtotal</b>	<b>807</b>	<b>13,981</b>	<b>9,588</b>	<b>-</b>	<b>(22,766)</b>	<b>803</b>	<b>14,908</b>	<b>10,481</b>	<b>-</b>	<b>(25,389)</b>	<b>-</b>	<b>(803)</b>	<b>(100%)</b>	
<b>Regional Headquarters</b>	<b>807</b>	<b>13,981</b>	<b>9,588</b>	<b>-</b>	<b>(22,766)</b>	<b>803</b>	<b>14,908</b>	<b>10,481</b>	<b>-</b>	<b>(25,389)</b>	<b>-</b>	<b>(803)</b>	<b>(100%)</b>	

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

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

Durham Budget	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Regional Headquarters</b>									
<b>Capital Expenditures</b>									
Building & Structures		9,163	9,967	13,649	14,499	14,414	380	12,349	55,291
Machinery & Equipment		-	89	1,088	600	-	-	1,500	3,188
<b>Capital Expenditure Subtotal</b>		<b>9,163</b>	<b>10,056</b>	<b>14,737</b>	<b>15,099</b>	<b>14,414</b>	<b>380</b>	<b>13,849</b>	<b>58,479</b>
<b>Capital Financing</b>									
General Levy		2,163	2,143	14,737	15,099	14,414	380	13,849	58,479
Capital Project Reserve		-	1,685	-	-	-	-	-	-
Capital Impact Stabilization Reserve Fund		7,000	6,228	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>		<b>9,163</b>	<b>10,056</b>	<b>14,737</b>	<b>15,099</b>	<b>14,414</b>	<b>380</b>	<b>13,849</b>	<b>58,479</b>
<b>Total Capital Regional Headquarters</b>		<b>9,163</b>	<b>10,056</b>	<b>14,737</b>	<b>15,099</b>	<b>14,414</b>	<b>380</b>	<b>13,849</b>	<b>58,479</b>
<b>Service Durham</b>									
<b>Capital Expenditures</b>									
Information Technology		100	400	9	9	115	9	255	397
Furniture & Fixtures		325	25	25	25	25	25	125	225
<b>Capital Expenditure Subtotal</b>		<b>425</b>	<b>425</b>	<b>34</b>	<b>34</b>	<b>140</b>	<b>34</b>	<b>380</b>	<b>622</b>
<b>Capital Financing</b>									
General Levy		25	25	34	34	140	34	380	622
Innovation and Modernization Reserve Fund		400	400	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>		<b>425</b>	<b>425</b>	<b>34</b>	<b>34</b>	<b>140</b>	<b>34</b>	<b>380</b>	<b>622</b>
<b>Total Capital Service Durham</b>		<b>425</b>	<b>425</b>	<b>34</b>	<b>34</b>	<b>140</b>	<b>34</b>	<b>380</b>	<b>622</b>
<b>Total Capital Regional Headquarters</b>		<b>9,588</b>	<b>10,481</b>	<b>14,771</b>	<b>15,133</b>	<b>14,554</b>	<b>414</b>	<b>14,229</b>	<b>59,101</b>

## Details of Budget Changes

<b>Strategic Investments: Regional Headquarters</b>	<b>2023 Impact</b> (\$ 000's)
Advancing the next stages of the Workplace Modernization Project (\$8,000k) partially funded from reserves (\$7,913k)	87
Pilot Lawn Naturalization Study (Durham Environmental Advisory Committee)	15
Decreased Revenues due to forecasted closure of Café	25
New Centralized Office Supplies Program	81
Net increase in Major Repairs and Renovations	85
<b>Strategic Investments: Regional Headquarters Subtotal</b>	<b>293</b>

<b>Base Adjustments: Regional Headquarters</b>	<b>2023 Impact</b> (\$ 000's)
Economic increase	17
Inflationary increases	526
Removal of one-time items	(135)
Adjustment to departmental allocation of costs	(701)
<b>Base Adjustments: Regional Headquarters Subtotal</b>	<b>(293)</b>

## Details of Budget Changes Continued

### Strategic Investments: Service Durham

**2023 Impact**  
(\$ 000's)

Incremental operating costs related to the first full year of the centralized customer service operations of Service Durham:

New Workforce Manager (1.0 FTE)	96
Reallocation of staffing (4.1 FTEs) and reclassification of full-time positions to support operations of Service Durham	373
Training and customer service skill building	100
Customer relationship management software licenses	100
Operating support costs	74
Self-service kiosk capital (\$100k). Reserve fund financing to offset cost	0

Decrease in resource requirements for the MyDurham 311 customer relationship management system implementation project (-\$424k). The decrease is offset by a decrease in reserve fund financing for the project.

### Strategic Investments: Service Durham Subtotal

**743**

### Base Adjustments: Service Durham

**2023 Impact**  
(\$ 000's)

Economic increase	13
Removal of one-time items	(1,559)

### Base Adjustments: Service Durham Subtotal

**(1,546)**

## Net Changes: Regional Headquarters

**(803)**

## Staffing Details

	<b>Full Time Equivalents (FTE's)</b>
<b>Regional Headquarters</b>	
<b>2022 Approved Complement</b>	<u>14.0</u>
<b>Regional Headquarters Subtotal</b>	<b>14.0</b>
<hr/>	
<b>Service Durham</b>	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement (Restated)</b>	<u>11.9</u>
<b>Proposed New Positions</b>	
Manager, Administration and Customer Service (transfer to HR)	(0.9)
Senior Customer Service Representatives (3 Clerks transferred from Solid Waste)	3.0
Customer Service Representative (Clerk transferred from Economic Development)	1.0
Supervisor (Employment Counsellor from Social Services)	1.0
Workforce Manager to optimize resources and productivity of Service Durham	1.0
<b>Total Proposed New Positions</b>	<u>5.1</u>
<b>Service Durham Subtotal</b>	<b>17.0</b>
<hr/>	
<b>Total Complement: Regional Headquarters</b>	<b>31.0</b>

## Looking Forward

The Region is committed to championing service excellence at Regional Headquarters by:

- Advancing and integrating technology through Workplace Modernization including digital signage and hybrid meeting room space;
- Evaluating opportunities to contribute to reduced emissions and partnering with academia to explore climate change mitigation measures and strategies;
- Providing a safe, clean, well-maintained, and inclusive facility for staff and visitors;
- Introducing further diversity initiatives and creating space for public art to reflect the changing neighbourhood and community that accesses Regional Headquarters;
- Addressing state of good repair, asset management requirements and building deficiencies within the facility;
- Focus on the customer experience by implementing the MyDurham311 program which will enhance the customer journey and provide a consistent, convenient, and customized experience for the customer; and
- Ensure visitors to Regional Headquarters have front counter access to Regional services and information to streamline and enhance their service experience.



**Appendix A: 2023 Regional Headquarters Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Regional Headquarters</b>																
<b>Building &amp; Structures</b>																
1	Accessible Ramp and Stair Replacement at Northeast Parking Garage Entrance	1	Replacement	-	-	-	-	-	-	-	-	325	325	-	-	325
2	All Gender Inclusive Washrooms and Change Rooms	3	Replacement	-	-	-	-	-	-	-	-	805	805	-	2,740	3,545
3	Asphalt Replacement of Existing Parking Lot and Replacment of Curbs and Sidewalks	4	Replacement	-	-	-	-	-	-	-	-	182	182	-	2,503	2,685
7	Installation of Structural Framing around Roof Opening in Penthouse	1	New	-	-	-	-	-	-	-	-	149	149	-	-	149
9	Maintenance of Parking Garage Waterproofing System	2	Replacement	-	-	-	-	-	-	-	-	30	30	-	552	582
12	NW & SW Stairwell Repairs in Parking Garage	1	Replacement	-	-	-	-	-	-	-	-	250	250	-	-	250
14	Physical Access Security Improvements & Rekeying	3	Replacement	-	-	-	-	-	-	-	-	15	15	-	30	45
15	Repiping of Cooling Tower and Installation of Access Platform	2	Replacement	-	-	-	-	-	-	-	-	62	62	-	200	262
18	Upgrade of Council Chambers Lighting and Controls	1	Replacement	-	-	-	-	-	-	-	-	149	149	-	-	149
20	Workplace Modernization	4	Replacement	-	7,913	-	-	-	-	-	-	87	8,000	21,562	33,455	63,017
<b>Building &amp; Structures Subtotal</b>				-	<b>7,913</b>	-	-	-	-	-	-	<b>2,054</b>	<b>9,967</b>	<b>21,562</b>	<b>39,480</b>	<b>71,009</b>

**Appendix A: 2023 Regional Headquarters Capital Projects (\$,000's)**

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Machinery &amp; Equipment</b>																
21	Humidifier Replacement	1	Replacement	-	-	-	-	-	-	-	-	34	34	-	-	34
27	Replacement of Gas Fired Domestic Hot Water Heaters	1	Replacement	-	-	-	-	-	-	-	-	55	55	-	-	55
<b>Machinery &amp; Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>89</b>	<b>89</b>	-	-	<b>89</b>
<b>Regional Headquarters Subtotal</b>				-	<b>7,913</b>	-	-	-	-	-	-	<b>2,143</b>	<b>10,056</b>	<b>21,562</b>	<b>39,480</b>	<b>71,098</b>
<b>Service Durham</b>																
<b>Information Technology</b>																
30	Self-Serve Kiosk		New		100								100	-	-	100
31	Call Centre Equipment		New	-	300	-	-	-	-	-	-	-	300	-	-	300
<b>Information Technology Subtotal</b>				-	<b>400</b>	-	-	-	-	-	-	-	<b>400</b>	-	-	<b>400</b>
<b>Furniture &amp; Fixtures</b>																
32	Call Centre Furniture		Replacement	-	-	-	-	-	-	-	-	25	25	-	-	25
<b>Furniture &amp; Fixtures Subtotal</b>				-	-	-	-	-	-	-	-	<b>25</b>	<b>25</b>	-	-	<b>25</b>
<b>Service Durham</b>				-	<b>400</b>	-	-	-	-	-	-	<b>25</b>	<b>425</b>	-	-	<b>425</b>
<b>Total Capital Regional Headquarters</b>				-	<b>8,313</b>	-	-	-	-	-	-	<b>2,168</b>	<b>10,481</b>	<b>21,562</b>	<b>39,480</b>	<b>71,523</b>


## Appendix B: 2023-2032 Regional Headquarters Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Regional Headquarters</b>									
<b>Building &amp; Structures</b>									
1	Accessible Ramp and Stair Replacement at Northeast Parking Garage Entrance	Pre-Construction	-	-	-	-	-	-	-
		Construction	325	-	-	-	-	-	-
		Total	325	-	-	-	-	-	-
2	All Gender Inclusive Washrooms and Change Rooms	Pre-Construction	-	-	-	-	-	-	-
		Construction	805	2,420	320	-	-	-	2,740
		Total	805	2,420	320	-	-	-	2,740
3	Asphalt Replacement of Existing Parking Lot and Replacment of Curbs and Sidewalks	Pre-Construction	-	-	-	-	-	-	-
		Construction	182	75	502	488	380	1,058	2,503
		Total	182	75	502	488	380	1,058	2,503
4	Expansion of the Parking Garage	Pre-Construction	-	-	-	-	-	1,000	1,000
		Construction	-	-	-	-	-	10,000	10,000
		Total	-	-	-	-	-	11,000	11,000
5	Green roof	Pre-Construction	-	-	109	-	-	-	109
		Construction	-	-	-	1,293	-	-	1,293
		Total	-	-	109	1,293	-	-	1,402
6	Install Snow Chute on Parking Garage	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	115	-	-	-	115
		Total	-	-	115	-	-	-	115
7	Installation of Structural Framing around Roof Opening in Penthouse	Pre-Construction	-	-	-	-	-	-	-
		Construction	149	-	-	-	-	-	-
		Total	149	-	-	-	-	-	-
8	Main Building Signage Replacement	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	220	-	-	-	-	220
		Total	-	220	-	-	-	-	220

## Appendix B: 2023-2032 Regional Headquarters Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

			Forecast						
Expenditure Category	2023 Proposed Budget	2024	2025	2026	2027	2028-2032	Forecast Total		
9 Maintenance of Parking Garage Waterproofing System	Pre-Construction	-	-	-	-	-	-		
	Construction	30	261	-	-	-	291		
	<b>Total</b>	<b>30</b>	<b>261</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>291</b>		
10 Modernization of Passenger Elevators	Pre-Construction	-	-	47	-	-	47		
	Construction	-	-	-	558	-	558		
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>47</b>	<b>558</b>	<b>-</b>	<b>605</b>		
11 New Exterior LED Colour Changing Lighting Control System	Pre-Construction	-	-	-	-	-	-		
	Construction	-	475	-	-	-	475		
	<b>Total</b>	<b>-</b>	<b>475</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>475</b>		
12 NW & SW Stairwell Repairs in Parking Garage	Pre-Construction	-	-	-	-	-	-		
	Construction	250	-	-	-	-	-		
	<b>Total</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
13 Parking Garage Gates Installation	Pre-Construction	-	-	-	-	-	-		
	Construction	-	-	-	75	-	75		
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>75</b>		
14 Physical Access Security Improvements & Rekeying	Pre-Construction	-	-	-	-	-	-		
	Construction	15	15	15	-	-	30		
	<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>30</b>		
15 Repiping of Cooling Tower and Installation of Access Platform	Pre-Construction	62	-	-	-	-	-		
	Construction	-	200	-	-	-	200		
	<b>Total</b>	<b>62</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>		
16 Replacement of Exterior & Parking Garage Lighting	Pre-Construction	-	-	-	-	-	-		
	Construction	-	-	264	-	-	264		
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>264</b>	<b>-</b>	<b>-</b>	<b>264</b>		
17 Roof Replacement Study	Pre-Construction	-	98	-	-	-	98		
	Construction	-	-	-	-	-	-		
	<b>Total</b>	<b>-</b>	<b>98</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>98</b>		


## Appendix B: 2023-2032 Regional Headquarters Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
18 Upgrade of Council Chambers Lighting and Controls	Pre-Construction	-	-	-	-	-	-	-	-
	Construction	149	-	-	-	-	-	-	-
	Total	149	-	-	-	-	-	-	-
19 UPS Refeed & Replacement	Pre-Construction	-	110	-	-	-	-	-	110
	Construction	-	-	1,447	-	-	-	-	1,447
	Total	-	110	1,447	-	-	-	-	1,557
20 Workplace Modernization	Pre-Construction	-	-	-	-	-	-	-	-
	Construction	8,000	9,775	11,680	12,000	-	-	-	33,455
	Total	8,000	9,775	11,680	12,000	-	-	-	33,455
<b>Building &amp; Structures Subtotal</b>			<b>9,967</b>	<b>13,649</b>	<b>14,499</b>	<b>14,414</b>	<b>380</b>	<b>12,349</b>	<b>55,291</b>
<b>Machinery &amp; Equipment</b>									
21 Humidifier Replacement	Pre-Construction	-	-	-	-	-	-	-	-
	Construction	34	-	-	-	-	-	-	-
	Total	34	-	-	-	-	-	-	-
22 Air Cooled Chiller for Shoudler Season (Jockey Chiller)	Pre-Construction	-	45	-	-	-	-	-	45
	Construction	-	342	-	-	-	-	-	342
	Total	-	387	-	-	-	-	-	387
23 Alarm & Intercom Installation - Parking Garage	Pre-Construction	-	-	-	-	-	-	-	-
	Construction	-	175	-	-	-	-	-	175
	Total	-	175	-	-	-	-	-	175
24 Generator/Load Bank Quick Connection	Pre-Construction	-	-	-	-	-	-	-	-
	Construction	-	266	-	-	-	-	-	266
	Total	-	266	-	-	-	-	-	266
25 Replacement of AC in Server Room	Pre-Construction	-	-	-	-	-	-	-	-
	Construction	-	50	600	-	-	-	-	650
	Total	-	50	600	-	-	-	-	650

## Appendix B: 2023-2032 Regional Headquarters Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
26	Replacement of Chiller 1 & 2	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	-	-	-	1,500	1,500
		<b>Total</b>	-	-	-	-	-	1,500	1,500
27	Replacement of Gas Fired Domestic Hot Water Heaters	Pre-Construction	-	-	-	-	-	-	-
		Construction	55	-	-	-	-	-	-
		<b>Total</b>	55	-	-	-	-	-	-
28	Replacement of UPS Batteries/Capacitors	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	210	-	-	-	-	210
		<b>Total</b>	-	210	-	-	-	-	210
<b>Machinery &amp; Equipment Subtotal</b>			<b>89</b>	<b>1,088</b>	<b>600</b>	<b>-</b>	<b>-</b>	<b>1,500</b>	<b>3,188</b>
<b>Regional Headquarters Subtotal</b>			<b>10,056</b>	<b>14,737</b>	<b>15,099</b>	<b>14,414</b>	<b>380</b>	<b>13,849</b>	<b>58,479</b>
<b>Service Durham</b>									
<b>Information Technology</b>									
29	Mobile Laptop		-	9	9	15	9	55	97
30	Self-Serve Kiosk		100	-	-	100	-	200	300
31	Call Centre Equipment		300	-	-	-	-	-	-
<b>Information Technology Subtotal</b>			<b>400</b>	<b>9</b>	<b>9</b>	<b>115</b>	<b>9</b>	<b>255</b>	<b>397</b>
<b>Furniture &amp; Fixtures</b>									
32	Mobile Laptop		25	25	25	25	25	125	225
<b>Furniture &amp; Fixtures Subtotal</b>			<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>125</b>	<b>225</b>
<b>Service Durham Subtotal</b>			<b>425</b>	<b>34</b>	<b>34</b>	<b>140</b>	<b>34</b>	<b>380</b>	<b>622</b>
<b>Total Capital Regional Headquarters</b>			<b>10,481</b>	<b>14,771</b>	<b>15,133</b>	<b>14,554</b>	<b>414</b>	<b>14,229</b>	<b>59,101</b>

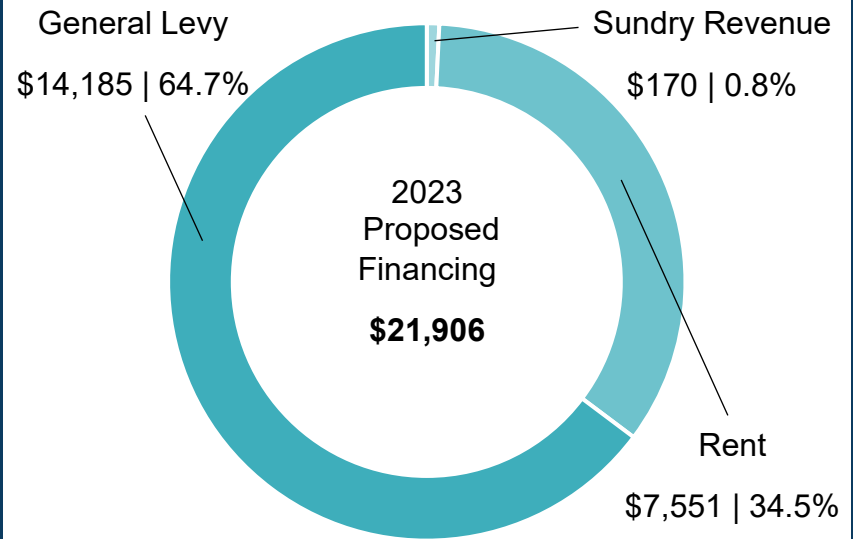
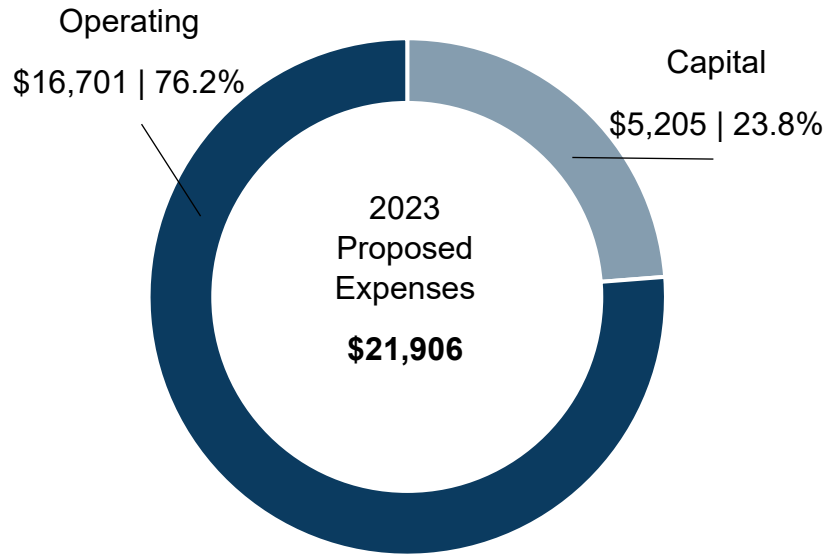


# Durham Budget

# 2023

# DURHAM REGIONAL LOCAL HOUSING CORPORATION

Provide effective property management services for the Durham Regional Local Housing Corporation (DRLHC) public housing stock



Amounts are in \$,000's

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## Major Programs and Services

### **Public Housing**

Provide effective property management services – including preventative and restorative property maintenance, capital planning and asset management - for 1,274 units at 23 sites, including rent-geared-to-income program delivery and 2 units designated to provide community support services.

### **Affordable Housing**

Provide effective property management services – including preventative and restorative property maintenance, capital planning and asset management - for 17 units at 2 sites, including 5 affordable housing units designated for seniors.

### **Tangible Capital Assets**

Consolidated capital program for the Durham Regional Local Housing Corporation.

# Strategic Priorities

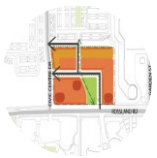
For 2023 key priorities and planned actions focus on:

## Community Vitality



Ensure attainable housing is available for Regional residents at all ages and stages of life

## Social Investment



Support the revitalization of Durham Regional Local Housing Corporation sites, including advancing the redevelopment of underutilized Regional sites to facilitate modern, safe mixed income communities while increasing the amount of affordable housing units. Engagement involving residents, the community, the City of Oshawa and all other interested parties will commence in 2023 to develop the vision and concepts for the redevelopment and revitalization work



Continue the revitalization of public housing to address sustainability

## Service Excellence



Support capital investments in Durham Regional Local Housing Corporation's aging public housing portfolio

## Strategic Priorities Continued

### Environmental Sustainability



Target capital investments that will lead to improved energy efficiency in Durham Regional Local Housing Corporation's public housing portfolio

## Key Targets for 2023

- \$10,706 - property management operating cost per unit – 2.3% increase over 2022 budgeted costs
- 15% - monthly arrears as a percentage of revenues – consistent with 2022, reflecting continued challenges to those experienced during the pandemic
- 45 days – average length of vacancy on unit turnover – consistent with 2022, reflecting ongoing supply chain challenges and increased repairs and renovations required in units at turnover

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Purchased Services from Durham Region	3,892	3,892	4,038		
Buildings & Grounds Maintenance	4,104	4,089	4,088		
Communication	49	66	66		
Professional Services	44	44	44		
Miscellaneous Services	2	11	11		
Computer Maintenance & Operations	12	116	116		
Financial Charges	234	314	336		
Property Taxes	2,501	2,709	2,792		
Utilities	1,738	2,295	2,352		
Contribution to Reserves/Reserve Funds	8	8	8		
Major Repairs & Renovations	3,283	3,283	2,850		
<b>Operating Expenses Subtotal</b>	<b>15,867</b>	<b>16,827</b>	<b>16,701</b>	<b>(126)</b>	<b>(0.7%)</b>
<b>Capital Expenses</b>					
Major Capital	25,671	25,671	5,205		
<b>Capital Expenses Subtotal</b>	<b>25,671</b>	<b>25,671</b>	<b>5,205</b>	<b>(20,466)</b>	<b>(79.7%)</b>
<b>Total Expenses</b>	<b>41,538</b>	<b>42,498</b>	<b>21,906</b>	<b>(20,592)</b>	<b>(48.5%)</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Revenues and Financing</b>					
<b>Operating Revenue</b>					
Rents	(7,556)	(7,367)	(7,551)		
Sundry Revenue	(160)	(170)	(170)		
<b>Operating Revenue Subtotal</b>	<b>(7,716)</b>	<b>(7,537)</b>	<b>(7,721)</b>	<b>(184)</b>	<b>(2.4%)</b>
<b>Capital Financing</b>					
Canada Community-Building Fund (Federal Gas Tax)	(6,800)	(6,800)	-		
Grant	(5,465)	(5,465)	-		
Debentures	(5,000)	(5,000)	-		
Other Financing	(2,677)	(2,677)	-		
Climate Change Mitigation Reserve Fund	(1,000)	(1,000)	-		
<b>Capital Financing Subtotal</b>	<b>(20,942)</b>	<b>(20,942)</b>	<b>-</b>	<b>20,942</b>	<b>100.0%</b>
<b>Total Revenues and Financing</b>	<b>(28,658)</b>	<b>(28,479)</b>	<b>(7,721)</b>	<b>20,758</b>	<b>72.9%</b>
<b>Property Tax Requirement Durham Regional Local Housing Corporation</b>	<b>12,880</b>	<b>14,019</b>	<b>14,185</b>	<b>166</b>	<b>1.2%</b>


## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget					2023 Proposed Budget					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Durham Regional Local Housing Corporation</b>														
1 Public Housing	8,128	16,619	-	-	(7,344)	<b>9,275</b>	16,490	-	-	(7,524)	<b>8,966</b>	(309)		
2 Affordable Housing	23	208	-	-	(193)	<b>15</b>	211	-	-	(197)	<b>14</b>	(1)		
3 Tangible Capital Assets	4,729	-	25,671	(12,265)	(8,677)	<b>4,729</b>	-	5,205	-	-	<b>5,205</b>	476		
<b>Durham Regional Local Housing Corporation Subtotal</b>	<b>12,880</b>	<b>16,827</b>	<b>25,671</b>	<b>(12,265)</b>	<b>(16,214)</b>	<b>14,019</b>	<b>16,701</b>	<b>5,205</b>	<b>-</b>	<b>(7,721)</b>	<b>14,185</b>	<b>166</b>	<b>1.2%</b>	
<b>Durham Regional Local Housing Corporation</b>	<b>12,880</b>	<b>16,827</b>	<b>25,671</b>	<b>(12,265)</b>	<b>(16,214)</b>	<b>14,019</b>	<b>16,701</b>	<b>5,205</b>	<b>-</b>	<b>(7,721)</b>	<b>14,185</b>	<b>166</b>	<b>1.2%</b>	

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

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

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Durham Regional Local Housing Corporation</b>								
<b>Capital Expenditures</b>								
Building & Structures	25,591	5,205	6,013	6,623	7,186	7,775	47,821	75,418
Vehicles	80	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>	<b>25,671</b>	<b>5,205</b>	<b>6,013</b>	<b>6,623</b>	<b>7,186</b>	<b>7,775</b>	<b>47,821</b>	<b>75,418</b>
<b>Capital Financing</b>								
General Levy	4,729	5,205	6,013	6,623	7,186	7,775	47,821	75,418
Canada Community-Building Fund (Federal Gas Tax)	6,800	-	-	-	-	-	-	-
Grant	5,465	-	-	-	-	-	-	-
Debentures	5,000	-	-	-	-	-	-	-
Other Financing	2,677	-	-	-	-	-	-	-
Climate Change Mitigation Reserve Fund	1,000	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>25,671</b>	<b>5,205</b>	<b>6,013</b>	<b>6,623</b>	<b>7,186</b>	<b>7,775</b>	<b>47,821</b>	<b>75,418</b>
<b>Total Capital Durham Regional Local Housing Corporation</b>	<b>25,671</b>	<b>5,205</b>	<b>6,013</b>	<b>6,623</b>	<b>7,186</b>	<b>7,775</b>	<b>47,821</b>	<b>75,418</b>

Note: 2024 to 2032 capital forecast does not include the costs associated with the redevelopment on underutilized Regional sites. Engagement with the community and stakeholders will be completed in 2023 with the proposed plan to be presented to Council in advance of the 2024 Business Plans and Budget.



## Details of Budget Changes

<b>Strategic Investments:</b> Durham Regional Local Housing Corporation	<b>2023 Impact</b> (\$ 000's)
Investment in building and grounds repairs, renovations and capital works	43
<b>Strategic Investments:</b> Durham Regional Local Housing Corporation Subtotal	<b>43</b>
<b>Base Adjustments:</b> Durham Regional Local Housing Corporation	<b>2023 Impact</b> (\$ 000's)
Economic Increases	146
Inflationary Increases	161
Increase in projected rental revenue	(184)
<b>Base Adjustments:</b> Durham Regional Local Housing Corporation Subtotal	<b>123</b>
<b>Net Changes:</b> Durham Regional Local Housing Corporation	<b>166</b>

## Staffing Details

28.0 full-time equivalents are cross charged from Social Services.

5.0 full-time equivalents are cross charged from Finance.

1.0 full-time equivalent is cross charged from Works.

These positions are required to provide effective property management services.

## Looking Forward

The Region remains committed to meeting housing needs of the Region's single, family and senior populations through effective property management and working to ensure public housing is affordable, accessible and inclusive.

The planned implementation of the Yardi Enterprise system in 2023 is expected to provide more precise reporting and tracking of tenant activities, arrears, and unit vacancies.

Despite restrictions and global events impacting supply chains and contractor responses, the Durham Regional Local Housing Corporation has continued to maintain the buildings in a safe, responsible manner. Recognizing the impact that the COVID-19 pandemic has had on many of the tenants, connections with community agencies have been strengthened to provide community outreach services. An example of one of these initiatives is the Community Paramedicine at Clinic Program offered onsite at 155 King Street in Oshawa. This program aims to reduce emergency room usage by promoting at-home health care services to the vulnerable seniors in this building and began operating in 2022.

Further, in alignment with Regional Council's commitment to confront climate change, a core element in the design, construction, and rehabilitation of DRLHC infrastructure is environmental sustainability. The Region continues to advance the deep energy retrofit project at four DRLHC seniors buildings (1910 Faylee Crescent, Pickering; 655 Harwood Avenue South, Ajax; 315 Colborne Street West, Whitby; and 850 Green Street, Whitby) as well as identify and evaluate potential investments and funding opportunities to implement further sustainable infrastructure improvements and mitigate climate impacts.


**Appendix A: 2023 Durham Regional Local Housing Corporation Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Regional Local Housing Corporation		Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy				
<b>Building and Structures</b>																
31	1330 Foxglove Avenue, Pickering - Make Up Air Unit Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	195	195		195
40	155 King Street, Oshawa - Elevator Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	100	100	155	255
44	155 King Street, Oshawa - Photo Voltaic Panel Racking	1	Replacement	-	-	-	-	-	-	-	-	-	50	50		50
54	1910 Faylee Crescent, Pickering - Fire Alarm Control Panel	1	Replacement	-	-	-	-	-	-	-	-	-	52	52		52
57	1910 Faylee Crescent, Pickering - Main Switchboard Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	78	78		78
78	20 Perry Street, Whitby - Electrical Distribution Panel	1	Replacement	-	-	-	-	-	-	-	-	-	156	156		156
85	20 Perry Street, Whitby - Make Up Air Unit Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	130	130		130
89	315 Colborne Street West, Whitby - Asphalt Paving and Surfacing	1	Replacement	-	-	-	-	-	-	-	-	-	500	500		500
92	315 Colborne Street West, Whitby - Concrete Sidewalk & Step Repairs	1	Replacement	-	-	-	-	-	-	-	-	-	100	100		100
94	315 Colborne Street West, Whitby - Domestic Hot Water Storage Tank Replacements	1	Replacement	-	-	-	-	-	-	-	-	-	75	75	185	260
95	315 Colborne - Domestic Water Distribution System Upgrades	1	Replacement	-	-	-	-	-	-	-	-	-	100	100	550	650
100	315 Colborne Street West, Whitby - Fire Pump Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	33	33		33
102	315 Colborne Street West, Whitby - Main Switchboard Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	104	104		104
119	327 Kellett Street, Port Perry - Make Up Air Unit Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	150	150		150
121	327 Kellett Street, Port Perry - Asphalt Paving and Surfacing	1	Replacement	-	-	-	-	-	-	-	-	-	202	202		202
127	342 Main Street, Beaverton - Domestic Hot Water Boiler Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	100	100		100
128	342 Main Street, Beaverton - Domestic Hot Water Storage Tank Replacements	1	Replacement	-	-	-	-	-	-	-	-	-	40	40		40
135	342 Main Street, Beaverton - Make Up Air Unit Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	176	176		176
152	385 Beatrice Street East, Oshawa - Make Up Air Unit Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	195	195		195
162	385 Rosa Street, Port Perry - Domestic Hot Water Boiler Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	104	104		104
163	385 Rosa Street, Port Perry - Domestic Hot Water Storage Tank Replacements	1	Replacement	-	-	-	-	-	-	-	-	-	52	52		52


## Appendix A: 2023 Durham Regional Local Housing Corporation Capital Projects (\$,000's)

Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
Other	Reserve/ Reserve Funds			Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy						
171	385 Rosa Street, Port Perry - Main Switchboard Replacement	1	Replacement	-	-	-	-	-	-	-	-	78	78			78
172	385 Rosa Street, Port Perry - Make Up Air Unit Replacement	2	Replacement	-	-	-	-	-	-	-	-	250	250			250
179	4 Nelson Street, Bowmanville - Make Up Air Unit Replacement	1	Replacement	-	-	-	-	-	-	-	-	169	169			169
195	439 Dean Avenue, Oshawa - Domestic Hot Water Boiler Replacement	1	Replacement	-	-	-	-	-	-	-	-	104	104			104
196	439 Dean Avenue, Oshawa - Domestic Hot Water Storage Tank Replacements	1	Replacement	-	-	-	-	-	-	-	-	52	52			52
208	655 Harwood Avenue South, Ajax - Asphalt Paving & Surfacing	1	Replacement	-	-	-	-	-	-	-	-	910	910			910
209	655 Harwood Avenue South, Ajax - Backup Electrical Generator Upgrades	1	Replacement	-	-	-	-	-	-	-	-	100	100	615		715
214	655 Harwood Avenue South, Ajax - Elevator Replacement	1	Replacement	-	-	-	-	-	-	-	-	100	100	524		624
216	655 Harwood Avenue South, Ajax - In Suite Unit and Corridor Panel Retrofits	1	Replacement	-	-	-	-	-	-	-	-	600	600			600
232	850 Green Street, Whitby - Lift Replacement	1	Replacement	-	-	-	-	-	-	-	-	100	100	420		520
233	850 Green Street, Whitby - Photo Voltaic Panel Racking	1	Replacement	-	-	-	-	-	-	-	-	50	50			50
<b>Building and Structures Subtotal</b>				-	-	-	-	-	-	-	-	<b>5,205</b>	<b>5,205</b>	-	<b>2,449</b>	<b>7,654</b>
<b>Total Capital Durham Regional Local Housing Corporation</b>				-	-	-	-	-	-	-	-	<b>5,205</b>	<b>5,205</b>	-	<b>2,449</b>	<b>7,654</b>


## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Durham Regional Local Housing Corporation</b>								
<b>Buildings and Structures</b>								
1	103 Cameron Street West, Cannington - Asphalt Shingle Replacement	-	-	-	-	-	130	130
2	103 Cameron Street West, Cannington - Balcony Repairs	-	-	-	-	-	130	130
3	103 Cameron Street West, Cannington - Ceramic Tile Replacement	-	-	52	-	-	-	52
4	103 Cameron Street West, Cannington - Electrical Distribution System Upgrades	-	65	-	-	-	-	65
5	103 Cameron Street West, Cannington - Electrical Panel Replacement - In Suite	-	34	-	-	-	-	34
6	103 Cameron Street West, Cannington - Exterior Brick Wall Repairs	-	-	-	-	-	52	52
7	103 Cameron Street West, Cannington - Exterior Siding Repairs	-	-	-	-	-	104	104
8	103 Cameron Street West, Cannington - Front Entrance Door Replacements	-	-	-	-	20	-	20
9	103 Cameron Street West, Cannington - Interior Balcony Door Replacements	-	-	-	-	117	-	117
10	103 Cameron Street West, Cannington - Interior Suite Entrance Door Replacements	-	-	-	-	117	-	117
11	103 Cameron Street West, Cannington - Garbage Storage Bin Replacement	-	-	-	-	-	13	13
12	103 Cameron Street West, Cannington - Parking Lot & Walkway Resurfacing	-	-	-	-	286	-	286
13	103 Cameron Street West, Cannington - Sanitary Sewer Replacement	-	-	-	195	-	-	195
14	103 Cameron Street West, Cannington - Window Replacements	-	-	-	-	117	-	117

## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
15	1330 Foxglove Avenue, Pickering - Asphalt Paving & Surfacing	-	-	-	-	176	-	176
16	1330 Foxglove Avenue, Pickering - Attic Insulation	-	78	-	-	-	-	78
17	1330 Foxglove Avenue, Pickering - Balcony Window & Door Replacements	-	-	-	-	234	-	234
18	1330 Foxglove Avenue, Pickering - Domestic Boiler Replacement	-	-	-	-	-	208	208
19	1330 Foxglove Avenue, Pickering - Electrical Distribution System Upgrades	-	-	208	-	-	-	208
20	1330 Foxglove Avenue, Pickering - Electrical Panel Replacement - In Suite	-	-	47	-	-	-	47
21	1330 Foxglove Avenue, Pickering - Electrical Switchboard Replacement	-	-	176	-	-	-	176
22	1330 Foxglove Avenue, Pickering - Emergency Lighting Replacement	-	-	-	-	-	26	26
23	1330 Foxglove Avenue, Pickering - Enterphone System Replacement	-	-	-	-	-	20	20
24	1330 Foxglove Avenue, Pickering - Entrance Window & Door Replacements	-	-	-	-	33	-	33
25	1330 Foxglove Avenue, Pickering - Exterior Lighting Improvements	-	-	-	-	-	65	65
26	1330 Foxglove Avenue, Pickering - Exterior Wall Brick Repairs	-	-	-	-	-	52	52
27	1330 Foxglove Avenue, Pickering - Fence Replacement	-	-	-	-	-	39	39
28	1330 Foxglove Avenue, Pickering - Interior Metal Door Replacements	-	-	-	-	156	-	156
29	1330 Foxglove Avenue, Pickering - Interior Suite Door Replacements	-	-	-	-	-	94	94
30	1330 Foxglove Avenue, Pickering - Lift Replacement	-	-	-	-	325	-	325
31	1330 Foxglove Avenue, Pickering - Make Up Air Unit Replacement	195	-	-	-	-	234	234

## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
32	1330 Foxglove Avenue, Pickering - Masonry Repairs	-	-	-	-	-	156	156
33	1330 Foxglove Avenue, Pickering - Replace Stair Handrails	-	-	-	-	-	6	6
34	1330 Foxglove Avenue, Pickering - Replace Stair Treads & Landing Finishes	-	-	-	-	16	-	16
35	155 King Street, Oshawa - Ceramic Tile Replacement	-	-	-	-	-	172	172
36	155 King Street, Oshawa - Chain Link Fencing Replacement	-	-	-	-	70	-	70
37	155 King Street, Oshawa - Common Area Walls & Doors Repainting	-	-	-	-	-	156	156
38	155 King Street, Oshawa - Electrical Distribution System Upgrades	-	-	-	715	-	-	715
39	155 King Street, Oshawa - Electrical Panel Replacement - In Suite	-	-	-	215	-	-	215
40	155 King Street, Oshawa - Elevator Replacement	100	550	-	-	-	-	550
41	155 King Street, Oshawa - Exterior Pole & Wall Mounted Light Replacements	-	-	-	-	33	-	33
42	155 King Street, Oshawa - Fire Suppression System Upgrades	-	-	-	-	130	-	130
43	155 King Street, Oshawa - Interior Door Replacements	-	-	-	-	-	241	241
44	155 King Street, Oshawa - Photo Voltaic Panel Racking	50	-	-	-	-	-	-
45	155 King Street, Oshawa - Replace Carpet with Hard Surfaces	-	-	-	-	-	195	195
46	155 King Street, Oshawa - Replace Deteriorated Pavers	-	-	65	-	-	-	65
47	155 King Street, Oshawa - Sanitary Piping Replacement	-	-	-	-	-	260	260
48	155 King Street, Oshawa - Sanitary Sewer Connection Replacement	-	-	-	-	-	46	46
49	155 King Street, Oshawa - Storm Sewer Replacement	-	-	-	-	-	46	46

## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)


Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

Durham Budget 2023		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
50	1910 Faylee Crescent, Pickering - Electrical Distribution System Upgrades	-	-	-	195	-	-	195
51	1910 Faylee Crescent, Pickering - Electrical Panel Replacement - In Suite	-	-	-	70	-	-	70
52	1910 Faylee Crescent, Pickering - Exterior Wall Brick Repairs	-	-	-	-	-	65	65
53	1910 Faylee Crescent, Pickering - Exterior Wall Metal Siding Repairs	-	-	-	-	-	156	156
54	1910 Faylee Crescent, Pickering - Fire Alarm Control Panel Replacement	52	-	-	-	-	-	-
55	1910 Faylee Crescent, Pickering - Interior Suite Entrance Door Replacements	-	-	-	-	-	117	117
56	1910 Faylee Crescent, Pickering - Lift Replacement	-	-	325	-	-	-	325
57	1910 Faylee Crescent, Pickering - Main Switchboard Replacement	78	-	-	-	-	-	-
58	2 Nelson Street, Bowmanville - Asphalt Paving & Surfacing	-	140	-	-	-	-	140
59	2 Nelson Street, Bowmanville - Balcony Repairs	-	189	-	-	-	-	189
60	2 Nelson Street, Bowmanville - Electrical Distribution System Upgrades	-	156	-	-	-	-	156
61	2 Nelson Street, Bowmanville - Electrical Panel Replacement - In Suite	-	27	-	-	-	-	27
62	2 Nelson Street, Bowmanville - Entrance Canopy Repairs	-	-	-	-	-	39	39
63	2 Nelson Street, Bowmanville - Exterior Brick Wall Repairs	-	-	-	-	-	65	65
64	2 Nelson Street, Bowmanville - Exterior Metal Siding Repairs	-	-	-	-	-	75	75
65	2 Nelson Street, Bowmanville - Fire Suppression System Upgrades	-	-	-	-	-	65	65
66	2 Nelson Street, Bowmanville - Glazed Entrance Door Replacements	-	-	-	-	-	8	8



## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
67	2 Nelson Street, Bowmanville - Interior Suite Entrance Door Replacements	-	-	-	-	65	-	65
68	2 Nelson Street, Bowmanville - Lift Replacement	-	-	-	-	325	-	325
69	2 Nelson Street, Bowmanville - Replace Stair Treads	-	-	-	-	-	13	13
70	2 Nelson Street, Bowmanville - Roof Eaves Replacement	-	-	-	-	47	-	47
71	2 Nelson Street, Bowmanville - Sanitary Piping Replacement	-	-	-	-	-	98	98
72	2 Nelson Street, Bowmanville - Window Replacements	-	-	-	-	-	82	82
73	20 Perry Street, Whitby - Asphalt Paving & Surfacing	-	-	-	-	-	104	104
74	20 Perry Street, Whitby - Attic Insulation	-	-	-	-	-	98	98
75	20 Perry Street, Whitby - Balcony Floor Replacements	-	-	-	-	-	155	155
76	20 Perry Street, Whitby - Concrete Entrance Walkway Replacement	-	-	78	-	-	-	78
77	20 Perry Street, Whitby - Domestic Water Distribution System Upgrades	-	-	-	455	-	-	455
78	20 Perry Street, Whitby - Electrical Distribution Panel Upgrades	156	-	-	-	-	-	-
79	20 Perry Street, Whitby - Entrance Door Replacements	-	-	-	-	-	52	52
80	20 Perry Street, Whitby - Exterior Brick Wall Repairs	-	-	-	65	-	-	65
81	20 Perry Street, Whitby - Exterior Pole & Wall Mounted Light Replacements	-	-	-	-	-	21	21
82	20 Perry Street, Whitby - Fire Alarm Control Panel Upgrades	-	-	39	-	-	-	39
83	20 Perry Street, Whitby - Interior Suite Entrance Door Upgrades	-	-	-	-	-	195	195
84	20 Perry Street, Whitby - Lift Replacement	-	325	-	-	-	-	325
85	20 Perry Street, Whitby - Make Up Air Unit Replacement	130	-	-	-	-	-	-
86	20 Perry Street, Whitby - Patio Surface Repairs	-	-	-	-	107	-	107
87	20 Perry Street, Whitby - Replace Stair Treads	-	-	-	-	-	16	16


## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
88	20 Perry Street, Whitby - Window & Balcony Door Replacements	-	-	-	-	-	608	608
89	315 Colborne Street West, Whitby - Asphalt Paving & Surfacing	500	-	-	-	-	-	-
90	315 Colborne Street West, Whitby - Backup Electrical Generator	-	-	-	390	-	-	390
91	315 Colborne Street West, Whitby - Ceramic Tile Replacement	-	-	-	39	-	-	39
92	315 Colborne Street West, Whitby - Concrete Sidewalk & Step Repairs	100	-	-	-	-	-	-
93	315 Colborne Street West, Whitby - Domestic Hot Water Boiler Replacement	-	130	-	-	-	-	130
94	315 Colborne Street West, Whitby - Domestic Hot Water Storage Tank Replacement	75	185	-	-	-	-	185
95	315 Colborne Street West, Whitby - Domestic Water Distribution System Upgrades	100	550	-	-	-	-	550
96	315 Colborne Street West, Whitby - Electrical Distribution System	-	-	-	-	650	-	650
97	315 Colborne Street West, Whitby - Electrical Panel Replacement - In Suite	-	-	-	-	137	-	137
98	315 Colborne Street West, Whitby - Exterior Wall Repairs	-	-	-	130	-	-	130
99	315 Colborne Street West, Whitby - Fire Alarm System Upgrades	-	-	-	-	-	143	143
100	315 Colborne Street West, Whitby - Fire Pump Replacement	33	-	-	-	-	-	-
101	315 Colborne Street West, Whitby - Guardrail & Barrier Replacements	-	-	-	-	44	-	44
102	315 Colborne Street West, Whitby - Main Switchboard Replacement	104	-	-	-	-	-	-
103	315 Colborne Street West, Whitby - Metal Interior Door Replacements	-	-	-	-	-	260	260


## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
104	315 Colborne Street West, Whitby - Painting	-	-	-	178	-	-	178
105	315 Colborne Street West, Whitby - Photovoltaic Panels	-	-	-	-	-	130	130
106	315 Colborne Street West, Whitby - Repoint Mortar Joints	-	-	-	-	-	130	130
107	315 Colborne Street West, Whitby - Sanitary Piping Replacement	-	-	-	-	-	260	260
108	315 Colborne Street West, Whitby - Wood Interior Door Replacements	-	-	-	-	-	273	273
109	327 Kellett Street, Port Perry - Balcony Handrail & Wall Replacements	-	-	66	-	-	-	66
110	327 Kellett Street, Port Perry - Balcony Membrane & Floor Repairs	-	-	247	-	-	-	247
111	327 Kellett Street, Port Perry - Electrical Distribution System Upgrades	-	65	-	-	-	-	65
112	327 Kellett Street, Port Perry - Electrical Panel Replacement - In Suite	-	-	-	47	-	-	47
113	327 Kellett Street, Port Perry - Exterior Brick Wall Repairs	-	-	-	-	-	85	85
114	327 Kellett Street, Port Perry - Fire Alarm Control Panel Upgrades	-	-	-	-	26	-	26
115	327 Kellett Street, Port Perry - Interior Balcony Door Replacements	-	-	-	-	91	-	91
116	327 Kellett Street, Port Perry - Interior Metal Door Replacements	-	-	-	-	-	59	59
117	327 Kellett Street, Port Perry - Interior Suite Entrance Door Replacements	-	-	-	-	-	98	98
118	327 Kellett Street, Port Perry - Main Disconnect Switch Replacement	-	65	-	-	-	-	65
119	327 Kellett Street, Port Perry - Make Up Air Unit Replacement	150	-	-	-	-	-	-
120	327 Kellett Street, Port Perry - Metal Siding Repairs	-	-	-	-	-	104	104


## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
121	327 Kellett Street, Port Perry - Asphalt Paving & Surfacing	202	-	-	-	-	-	-
122	327 Kellett Street, Port Perry - Paving & Resurfacing Patio Stones	-	-	-	-	-	26	26
123	327 Kellett Street, Port Perry - Window Replacements	-	-	-	-	133	-	133
124	342 Main Street, Beaverton - Attic Insulation	-	-	-	-	65	-	65
125	342 Main Street, Beaverton - Balcony & Handrail Replacements	-	-	-	-	195	-	195
126	342 Main Street, Beaverton - Ceramic Tile Replacement	-	-	-	-	-	20	20
127	342 Main Street, Beaverton - Domestic Hot Water Boiler Replacement	100	-	-	-	-	-	-
128	342 Main Street, Beaverton - Domestic Hot Water Storage Tank Replacements	40	-	-	-	-	-	-
129	342 Main Street, Beaverton - Domestic Water Distribution System Upgrades	-	585	-	-	-	-	585
130	342 Main Street, Beaverton - Exterior Brick Wall Repairs	-	-	-	-	-	39	39
131	342 Main Street, Beaverton - Fire Alarm Control Panel Upgrades	-	-	39	-	-	-	39
132	342 Main Street, Beaverton - Glazed Entrance Door Replacements	-	-	16	-	-	-	16
133	342 Main Street, Beaverton - In Suite Breaker Panel Upgrades	-	-	-	-	-	52	52
134	342 Main Street, Beaverton - Lift Replacement	-	325	-	-	-	-	325
135	342 Main Street, Beaverton - Make Up Air Unit Replacement	176	-	-	-	-	-	-
136	342 Main Street, Beaverton - Metal Siding Repairs	-	-	-	-	-	46	46
137	342 Main Street, Beaverton - Poured Concrete Patio Repairs	-	-	-	-	-	62	62
138	342 Main Street, Beaverton - Window Replacements	-	-	-	-	-	221	221


## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
139	385 Beatrice Street East, Oshawa - Asphalt Paving & Surfacing	-	52	-	-	-	-	52
140	385 Beatrice Street East, Oshawa - Balcony & Patio Door Replacements	-	-	-	-	-	195	195
141	385 Beatrice Street East, Oshawa - Balcony Floor Replacements	-	-	-	-	-	260	260
142	385 Beatrice Street East, Oshawa - Ceramic Tile Replacement	-	-	-	-	26	-	26
143	385 Beatrice Street East, Oshawa - Chain Link Fencing Replacement	-	-	-	-	-	42	42
144	385 Beatrice Street East, Oshawa - Electrical Distribution System Upgrades	-	-	-	-	-	261	261
145	385 Beatrice Street East, Oshawa - Electrical Switchboard Replacement	-	182	-	-	-	-	182
146	385 Beatrice Street East, Oshawa - Entrance Door Replacements	-	-	-	-	-	39	39
147	385 Beatrice Street East, Oshawa - Exterior Wall Repairs	-	-	-	-	-	130	130
148	385 Beatrice Street East, Oshawa - Fire Alarm Control Panel Upgrades	-	26	-	-	-	-	26
149	385 Beatrice Street East, Oshawa - Ground Floor Patio Repairs	-	-	-	-	46	-	46
150	385 Beatrice Street East, Oshawa - Interior Suite Door Replacements	-	-	-	-	-	163	163
151	385 Beatrice Street East, Oshawa - Lift Replacement	-	-	-	-	325	-	325
152	385 Beatrice Street East, Oshawa - Make Up Air Unit Replacement	195	-	-	-	-	-	-
153	385 Beatrice Street East, Oshawa - Potable Water Distribution System Upgrades	-	-	-	-	-	325	325
154	385 Beatrice Street East, Oshawa - Storage Shed Replacement	-	-	-	-	-	13	13

## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
155	385 Beatrice Street East, Oshawa - Walkways & Curb Repairs	-	59	-	-	-	-	59
156	385 Beatrice Street East, Oshawa - Window Replacements	-	-	715	-	-	-	715
157	385 Beatrice Street East, Oshawa - Wood Fence Replacement	-	-	-	-	-	22	22
158	385 Rosa Street, Port Perry - Balcony & Patio Door Replacements	-	-	-	148	-	-	148
159	385 Rosa Street, Port Perry - Balcony Repairs	-	-	-	-	46	-	46
160	385 Rosa Street, Port Perry - Ceramic Tile Replacement	-	-	-	78	-	-	78
161	385 Rosa Street, Port Perry - Chain Link Fencing Replacement	-	-	-	-	-	33	33
162	385 Rosa Street, Port Perry - Domestic Hot Water Boiler Replacement	104	-	-	-	-	-	-
163	385 Rosa Street, Port Perry - Domestic Hot Water Storage Tank Replacements	52	-	-	-	-	-	-
164	385 Rosa Street, Port Perry - Domestic Water Distribution System Upgrades	-	-	-	520	-	-	520
165	385 Rosa Street, Port Perry - Domestic Water Softening System Upgrades	-	-	-	-	-	20	20
166	385 Rosa Street, Port Perry - Entrance Door Replacements	-	-	-	39	-	-	39
167	385 Rosa Street, Port Perry - Exterior Soffit & Fascia Repairs	-	-	-	-	-	83	83
168	385 Rosa Street, Port Perry - Exterior Wall Repairs	-	-	-	-	-	65	65
169	385 Rosa Street, Port Perry - Interior Metal Door Replacements	-	-	-	-	-	47	47
170	385 Rosa Street, Port Perry - Interior Wood Door Replacements	-	-	-	-	-	117	117
171	385 Rosa Street, Port Perry - Main Switchboard Replacement	78	-	-	-	-	-	-

## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
172	385 Rosa Street, Port Perry - Make Up Air Unit Replacement	250	-	-	-	-	-	-
173	385 Rosa Street, Port Perry - Window Replacements	-	-	-	208	-	-	208
174	4 Nelson Street, Bowmanville - Ceramic Tile Replacement	-	-	-	-	10	-	10
175	4 Nelson Street, Bowmanville - Exterior Siding Repairs	-	-	-	39	-	-	39
176	4 Nelson Street, Bowmanville - Exterior Wall Repairs	-	-	-	-	-	26	26
177	4 Nelson Street, Bowmanville - Glazed Entrance Doors	-	-	10	-	-	-	10
178	4 Nelson Street, Bowmanville - Lift Replacement	-	-	-	-	325	-	325
179	4 Nelson Street, Bowmanville - Make Up Air Unit Replacement	169	-	-	-	-	-	-
180	4 Nelson Street, Bowmanville - Roof Repairs	-	-	-	65	-	-	65
181	4 Nelson Street, Bowmanville - Sanitary Sewer Repairs	-	-	-	-	-	46	46
182	4 Nelson Street, Bowmanville - Soffit & Eaves Replacement	-	-	-	13	-	-	13
183	4 Nelson Street, Bowmanville - Storm Sewer Replacement	-	-	-	-	-	46	46
184	4 Nelson Street, Bowmanville - Window Replacements	-	-	130	-	-	-	130
185	409 Centre Street South, Whitby - Electrical Distribution & Switchboard Upgrades	-	-	182	-	-	-	182
186	409 Centre Street South, Whitby - Exterior Brick Wall Repairs	-	-	-	-	-	104	104
187	409 Centre Street South, Whitby - Exterior Metal Siding Repairs	-	-	-	-	-	78	78
188	409 Centre Street South, Whitby - Fire Alarm Control Panel Upgrades	-	-	-	-	65	-	65
189	409 Centre Street South, Whitby - Garbage Storage Bin Replacement	-	-	-	-	-	13	13
190	409 Centre Street South, Whitby - Glazed Entrance Door Replacements	-	-	-	-	7	-	7

## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
191	409 Centre Street South, Whitby - Lift Replacement	-	-	390	-	-	-	390
192	439 Dean Avenue, Oshawa - Backup Electrical Generator Replacement	-	-	-	-	-	390	390
193	439 Dean Avenue, Oshawa - Ceramic Tile Replacement	-	-	-	-	-	13	13
194	439 Dean Avenue, Oshawa - Concrete Sidewalk Repairs	-	-	-	-	-	26	26
195	439 Dean Avenue, Oshawa - Domestic Hot Water Boiler Replacement	104	-	-	-	-	-	-
196	439 Dean Avenue, Oshawa - Domestic Hot Water Storage Tank Replacements	52	-	-	-	-	-	-
197	439 Dean Avenue, Oshawa - Domestic Water Distribution System Upgrades	-	433	-	-	-	-	433
198	439 Dean Avenue, Oshawa - Electrical Distribution System Upgrades	-	-	-	-	65	-	65
199	439 Dean Avenue, Oshawa - Entrance Door Replacements	-	-	-	39	-	-	39
200	439 Dean Avenue, Oshawa - Exterior Pole & Wall Mounted Light Replacements	-	-	-	39	-	-	39
201	439 Dean Avenue, Oshawa - Exterior Wall Construction - Metal Siding Repairs	-	-	-	-	-	234	234
202	439 Dean Avenue, Oshawa - Exterior Wall Repairs	-	-	-	138	-	-	138
203	439 Dean Avenue, Oshawa - Interior Window Replacement	-	-	-	-	39	-	39
204	439 Dean Avenue, Oshawa - Make Up Air Unit Replacement	-	-	-	-	-	195	195
205	439 Dean Avenue, Oshawa - Patio & Balcony Door Replacements	-	-	-	169	-	-	169
206	439 Dean Avenue, Oshawa - Suite Door Replacements	-	-	-	195	-	-	195
207	439 Dean Avenue, Oshawa - Window Replacements	-	-	-	203	-	-	203



## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
208	655 Harwood Avenue South, Ajax - Asphalt Paving & Surfacing	910	-	-	-	-	-	-
209	655 Harwood Avenue South, Ajax - Backup Electrical Generator Upgrades	100	615	-	-	-	-	615
210	655 Harwood Avenue South, Ajax - Concrete Entrance Walkway Replacement	-	-	130	-	-	-	130
211	655 Harwood Avenue South, Ajax - Domestic Hot Water Recirculation Lines Upgrades	-	100	875	-	-	-	975
214	655 Harwood Avenue South, Ajax - Elevator Replacement	100	524	-	-	-	-	524
215	655 Harwood Avenue South, Ajax - Fire Pump Replacement	-	33	-	-	-	-	33
216	655 Harwood Avenue South, Ajax - In Suite Unit and Corridor Panel Retrofits	600	-	-	-	-	-	-
217	655 Harwood Avenue South, Ajax - Interior Common Area Flooring Replacement	-	-	-	195	-	-	195
218	655 Harwood Avenue South, Ajax - Interior Common Area Painting	-	-	-	374	-	-	374
219	655 Harwood Avenue South, Ajax - Interior Suite Entrance Door Replacements	-	-	-	-	-	325	325
220	655 Harwood Avenue South, Ajax - Sanitary Piping Replacement	-	-	163	-	-	-	163
221	655 Harwood Avenue South, Ajax - Storm Piping System Replacement	-	-	163	-	-	-	163
222	850 Green Street, Whitby - Backup Electrical Generator Replacement	-	-	520	-	-	-	520
223	850 Green Street, Whitby - Ceramic Tile Replacement	-	-	-	-	-	26	26
224	850 Green Street, Whitby - Concrete Coating on Stairwell Steps	-	-	-	-	-	26	26
225	850 Green Street, Whitby - Electrical Distribution System Upgrades	-	100	667	-	-	-	767
226	850 Green Street, Whitby - Entrance Canopy Repairs	-	-	-	-	-	7	7


## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
227	850 Green Street, Whitby - Entrance Door Replacements	-	-	-	-	-	39	39
228	850 Green Street, Whitby - Fire Alarm System Upgrades	-	-	-	-	-	52	52
229	850 Green Street, Whitby - Flat Roof Replacement	-	-	-	-	-	260	260
230	850 Green Street, Whitby - Garbage Compactor Repairs	-	-	-	13	-	-	13
231	850 Green Street, Whitby - Interior Suite Entrance Door Replacements	-	-	-	-	312	-	312
232	850 Green Street, Whitby - Lift Replacement	100	420	-	-	-	-	420
233	850 Green Street, Whitby - Photo Voltaic Panel Racking	50	-	-	-	-	-	-
234	850 Green Street, Whitby - Photo Voltaic Panels	-	-	40	-	-	-	40
235	850 Green Street, Whitby - Redirect Unit Exhaust	-	-	-	-	-	104	104
236	850 Green Street, Whitby - Sanitary Piping Replacement	-	-	-	-	163	-	163
237	850 Green Street, Whitby - Storm Piping System Replacement	-	-	-	-	65	-	65
238	850 Green Street, Whitby - Wood Fence Replacement	-	-	-	-	-	10	10
239	Cedar Street, Oshawa - Chain Link Fencing Replacement	-	-	-	-	-	125	125
240	Cedar Street, Oshawa - Concrete Walkway Placements	-	-	-	-	-	182	182
241	Cedar Street, Oshawa - Exterior Brick Wall Repairs	-	-	-	-	-	59	59
242	Cedar Street, Oshawa - Exterior Concrete Walkway Repairs	-	-	-	-	-	273	273
243	Cedar Street, Oshawa - Exterior Front Steps & Cold Cellar Repairs	-	-	-	-	-	234	234
244	Cedar Street, Oshawa - Exterior Metal Siding Repairs	-	-	-	-	-	260	260
245	Cedar Street, Oshawa - Exterior Wooden Step Replacements	-	-	-	-	-	195	195

## Appendix B: 2023 - 2032 Durham Regional Local Housing Corporation Capital Forecast (\$000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
246	Cedar Street, Oshawa - Roof Insulation & Fill Replacement	-	-	-	234	-	-	234
247	Cedar Street, Oshawa - Sidewalk & Curbs Paving & Surfacing	-	-	-	-	-	195	195
248	Cedar Street, Oshawa - Window Replacements	-	-	-	390	-	-	390
249	Lomond Street, Oshawa - Asphalt Driveway Repairs	-	-	-	107	-	-	107
250	Lomond Street, Oshawa - Chain Link Fencing Replacement	-	-	-	-	-	234	234
251	Lomond Street, Oshawa - Exterior Soffit Repair/Replacement	-	-	-	-	-	139	139
252	Lomond Street, Oshawa - Front Door Replacements	-	-	-	-	59	-	59
253	Lomond Street, Oshawa - Interlocking Brick Replacement	-	-	-	-	-	78	78
254	Lomond Street, Oshawa - Main Electrical Connection Repair	-	-	-	156	-	-	156
255	Lomond Street, Oshawa - Metal Downspout Replacement	-	-	-	-	-	59	59
256	Lomond Street, Oshawa - Potable Water Distribution System Upgrades	-	-	-	130	-	-	130
257	Lomond Street, Oshawa - Redesign Front Steps	-	-	390	-	-	-	390
258	Lomond Street, Oshawa - Siding Replacement	-	-	-	-	-	468	468
259	Lomond Street, Oshawa - Window Replacements	-	-	-	-	257	-	257
260	Lomond Street, Oshawa - Wooden Back Stair Replacement	-	-	390	-	-	-	390
261	Rehabilitation (Various Locations)	-	-	500	1,000	2,250	35,000	38,750
<b>Buildings and Structures Subtotal</b>		<b>5,205</b>	<b>6,013</b>	<b>6,623</b>	<b>7,186</b>	<b>7,775</b>	<b>47,821</b>	<b>75,418</b>
<b>Total Capital Durham Regional Local Housing Corporation</b>		<b>5,205</b>	<b>6,013</b>	<b>6,623</b>	<b>7,186</b>	<b>7,775</b>	<b>47,821</b>	<b>75,418</b>

## Appendix C: 2023 Durham Regional Local Housing Corporation Major Repairs and Renovations (\$,000's)

Provides financing details for major repairs and renovations proposed in 2023. See Appendix D for the comprehensive list of major repairs and renovations within the 2023 budget and 2024 to 2032 forecast.

Durham Regional Local Housing Corporation		New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Major Repairs and Renovations</b>															
1	Asbestos Abatement	Replacement	-	-	-	-	-	-	-	-	250	250	-	-	250
2	Building Envelope (caulking, exterior walls, doors)	Replacement	-	-	-	-	-	-	-	-	250	250	-	-	250
3	Common Area Rehabilitation	Replacement	-	-	-	-	-	-	-	-	350	350	-	-	350
4	Electrical Upgrades / Repairs	Replacement	-	-	-	-	-	-	-	-	100	100	-	-	100
5	Elevator / Lift Repairs	Replacement	-	-	-	-	-	-	-	-	50	50	-	-	50
6	Equipment Upgrades / Repairs	Replacement	-	-	-	-	-	-	-	-	50	50	-	-	50
7	Hardscape / Landscape (driveways, parking lots, retaining walls, fences) Repairs	Replacement	-	-	-	-	-	-	-	-	300	300	-	-	300
8	HVAC Replacements / Repairs	Replacement	-	-	-	-	-	-	-	-	100	100	-	-	100
9	Move Out and Unit Renovations - Bathroom Replacements	Replacement	-	-	-	-	-	-	-	-	300	300	-	-	300
10	Move Out and Unit Renovations - Kitchen Cabinets	Replacement	-	-	-	-	-	-	-	-	300	300	-	-	300
11	Move Out and Unit Renovations - Unit Flooring	Replacement	-	-	-	-	-	-	-	-	300	300	-	-	300
12	Painting	Replacement	-	-	-	-	-	-	-	-	200	200	-	-	200
13	Security / Life Safety Systems Upgrades / Repairs	Replacement	-	-	-	-	-	-	-	-	150	150	-	-	150
14	Unit Modification for Accessibility (requirements as per AODA legislation)	Replacement	-	-	-	-	-	-	-	-	150	150	-	-	150
<b>Major Repairs and Renovations Subtotal</b>			-	-	-	-	-	-	-	-	<b>2,850</b>	<b>2,850</b>	-	-	<b>2,850</b>
<b>Total Durham Regional Local Housing Corporation Major Repairs and Renovations</b>			-	-	-	-	-	-	-	-	<b>2,850</b>	<b>2,850</b>	-	-	<b>2,850</b>

## Appendix D: 2023-2032 Durham Regional Local Housing Corporation Major Repairs and Renovations Forecast (\$000's)

Provides all major repairs and renovations in the 2023 budget and nine-year forecast. See Appendix C for financing details proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Durham Regional Local Housing Corporation</b>							
<b>Major Repairs and Renovations</b>							
1 Asbestos Abatement	250	237	182	182	182	820	1,603
2 Building Envelope (caulking, exterior walls, doors)	250	200	200	182	182	910	1,674
3 Common Area Rehabilitation	350	300	300	250	250	657	1,757
4 Electrical Upgrades / Repairs	100	100	75	75	46	230	526
5 Elevator / Lift Repairs	50	50	50	46	46	230	422
6 Equipment Upgrades / Repairs	50	30	30	30	30	150	270
7 Hardscape / Landscape (driveways, parking lots, retaining walls, fences) Repairs	300	300	300	296	296	1,480	2,672
8 HVAC Replacements / Repairs	100	100	100	100	100	500	900
9 Move Out and Unit Renovations - Bathroom Replacements	300	250	250	250	250	1,250	2,250
10 Move Out and Unit Renovations - Kitchen Cabinets	300	300	300	275	250	685	1,810
11 Move Out and Unit Renovations - Unit Flooring	300	300	275	250	182	910	1,917
12 Painting	200	200	150	150	150	750	1,400
13 Security / Life Safety Systems Upgrades / Repairs	150	150	150	125	100	253	778
14 Unit Modification for Accessibility (requirements as per AODA legislation)	150	150	150	150	137	685	1,272
<b>Major Repairs and Renovations Subtotal</b>	<b>2,850</b>	<b>2,667</b>	<b>2,512</b>	<b>2,361</b>	<b>2,201</b>	<b>9,510</b>	<b>19,251</b>
<b>Total Durham Regional Local Housing Corporation Major Repairs and Renovations</b>	<b>2,850</b>	<b>2,667</b>	<b>2,512</b>	<b>2,361</b>	<b>2,201</b>	<b>9,510</b>	<b>19,251</b>

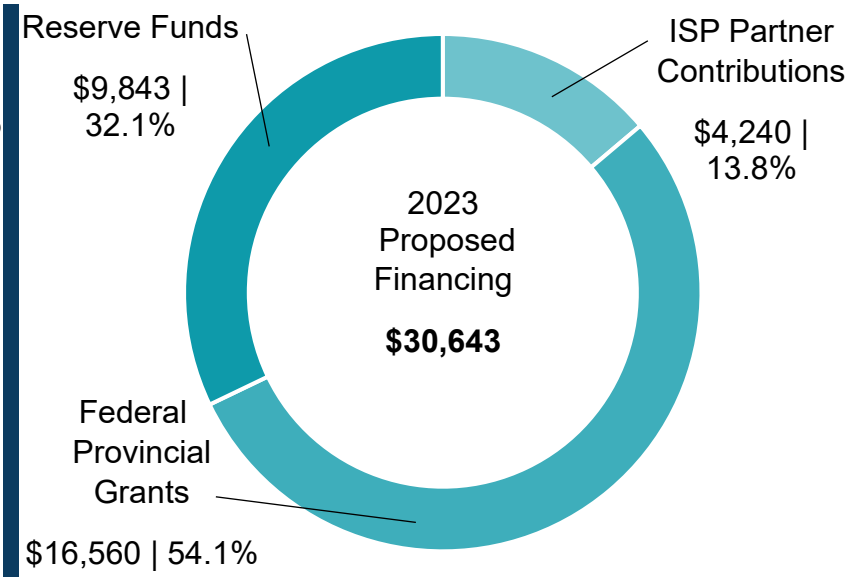
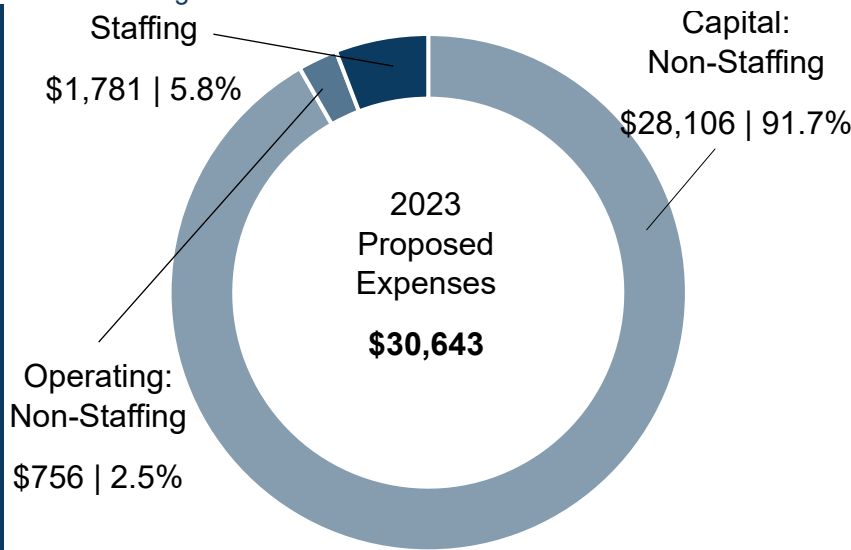


# Durham Budget

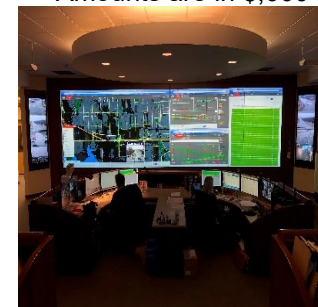
# 2023

# DURHAM ONENET INC.

The Region's Broadband Municipal Service Corporation - Durham OneNet Inc. - will develop, build and commercially operate a Regional Broadband Network (RBN), enabling Internet Service Providers (ISPs) to deliver improved broadband connectivity to residents and businesses in communities across Durham, while delivering improved Regional services and ultimately driving economic development and innovation across the Region.



Amounts are in \$,000's



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Staffing Details

Looking Forward

Appendix A:              2023 Capital Projects

Appendix B:              2023 – 2032 Capital Forecast

# Major Programs and Services

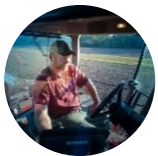
## Durham OneNet Inc.

A Region-owned Municipal Services Corporation (MSC) that builds value for the Region through collaboration with other levels of government and the private sector, and strengthens the individual and collective position of Region-owned and other assets. Durham OneNet Inc. is responsible for developing, building and commercially operating the Regional Broadband Network by extending the existing network built for traffic operations and building new network opportunities to various Regional sites and communities.

# Strategic Priorities

For 2023 key priorities and planned actions focus on:

## Economic Prosperity



Develop and expand the Regional Broadband Network and establish partnerships to enable the delivery of broadband services in unserved and underserved communities across the Region, positioning Durham Region as the location of choice for business



Leverage the Regional Broadband Network to enhance communication and transportation networks to better connect people and move goods more effectively, supporting a full-service broadband network across the Region

## Service Excellence



Leverage senior government programs and establish partnerships with private sector companies to build high-quality, high-speed broadband infrastructure, enabling the Region and internet service providers to deliver exceptional quality services and value



## Strategic Priorities Continued



Work with private sector partners to build the expertise and skilled workforce to design, construct and commercially operate a fibre broadband network interconnecting Region sites, enabling the Region to deliver innovative, modernized services

## Key Targets for 2023

- Continue to expand Durham OneNet's operational capabilities to build and manage the Regional Broadband Network
- Complete construction of the initial phase of our joint internet service provider build, Project Genesis, comprising approximately 75 km of backbone infrastructure through 6 communities enabling the delivery of the most advanced broadband capabilities to approximately 800 underserved premises
- Finalize engineering designs and initiate construction of the remainder of Project Genesis with our internet service provider partner comprising approximately 105 km of backbone infrastructure through 8 additional communities enabling broadband capabilities to approximately 700 underserved premises
- Broaden partnerships with internet service providers to deliver broadband services to additional underserved areas in Durham
- Initiate the integration of the existing traffic fibre network into the Regional Broadband Network
- Expand customer connections including Regional and Area Municipal sites in-line with the Regional Broadband Network build-out
- Full onboarding of newly established independent Durham OneNet Inc. Board


## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	239	727	1,187		
Personnel Related	-	-	40		
Communications	23	30	90		
Supplies	18	78	-		
Computer Maintenance & Operations	-	50	168		
Professional Services	134	62	180		
Financial Expenses	17	13	38		
<b>Operating Expenses Subtotal</b>	<b>431</b>	<b>960</b>	<b>1,703</b>	<b>743</b>	<b>77.4%</b>
<b>Internal Transfers &amp; Recoveries</b>					
Staffing Charges	108	440	600		
Lease and Material Charges	366	133	268		
Recovery from Broadband Capital	-	(429)	(628)		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>474</b>	<b>144</b>	<b>240</b>	<b>96</b>	<b>66.7%</b>
<b>Gross Operating Expenses</b>	<b>905</b>	<b>1,104</b>	<b>1,943</b>	<b>839</b>	<b>76.0%</b>
<b>Capital Expenses</b>					
New	28	28	-		
Major Capital	6,700	6,700	28,700		
<b>Capital Expenses Subtotal</b>	<b>6,728</b>	<b>6,728</b>	<b>28,700</b>	<b>21,972</b>	<b>326.6%</b>
<b>Total Expenses</b>	<b>7,633</b>	<b>7,832</b>	<b>30,643</b>	<b>22,811</b>	<b>291.3%</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget	2023 Proposed Budget	Variance	
				\$	%
<b>Revenues and Financing</b>					
Operating Impact Stabilization Reserve Fund	(905)	(1,104)	(1,943)		
<b>Operating Revenue Subtotal</b>	<b>(905)</b>	<b>(1,104)</b>	<b>(1,943)</b>	<b>(839)</b>	<b>(76.0%)</b>
<b>Capital Financing</b>					
Capital Impact Stabilization Reserve Fund	(2,128)	(2,128)	(7,900)		
Partner Contributions	-	-	(4,240)		
Canada Community - Building Fund	(3,000)	(3,000)	-		
Federal Grant	(1,067)	(1,067)	(11,040)		
Provincial Grant	(533)	(533)	(5,520)		
<b>Capital Financing Subtotal</b>	<b>(6,728)</b>	<b>(6,728)</b>	<b>(28,700)</b>	<b>(21,972)</b>	<b>(326.6%)</b>
<b>Total Revenues and Financing</b>	<b>(7,633)</b>	<b>(7,832)</b>	<b>(30,643)</b>	<b>(22,811)</b>	<b>(291.3%)</b>
<b>Property Tax Requirement Durham OneNet Inc.</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>


## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Durham OneNet Inc.</b>														
1 Durham OneNet Inc.	-	1,104	6,728	(1,600)	(6,232)	-	1,943	28,700	(16,560)	(14,083)	-	-		
<b>Durham OneNet Inc. Subtotal</b>	<b>-</b>	<b>1,104</b>	<b>6,728</b>	<b>(1,600)</b>	<b>(6,232)</b>	<b>-</b>	<b>1,943</b>	<b>28,700</b>	<b>(16,560)</b>	<b>(14,083)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Property Tax Requirement Durham OneNet Inc.</b>	<b>-</b>	<b>1,104</b>	<b>6,728</b>	<b>(1,600)</b>	<b>(6,232)</b>	<b>-</b>	<b>1,943</b>	<b>28,700</b>	<b>(16,560)</b>	<b>(14,083)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	

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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Durham OneNet Inc.</b>									
<b>Capital Expenditures</b>									
Information Technology Infrastructure		6,728	28,700	17,900	13,200	11,100	5,100	15,000	62,300
<b>Capital Expenditure Subtotal</b>		<b>6,728</b>	<b>28,700</b>	<b>17,900</b>	<b>13,200</b>	<b>11,100</b>	<b>5,100</b>	<b>15,000</b>	<b>62,300</b>
<b>Capital Financing</b>									
General Levy		-	-	-	-	-	-	-	-
Capital Impact Stabilization Reserve Fund		2,128	7,900	12,700	13,200	11,100	5,100	15,000	57,100
Partner Contributions		-	4,240	1,060	-	-	-	-	1,060
Canada Community-Building Fund		3,000	-	-	-	-	-	-	-
Federal Grant		1,067	11,040	2,760	-	-	-	-	2,760
Provincial Grant		533	5,520	1,380	-	-	-	-	1,380
<b>Capital Financing Subtotal</b>		<b>6,728</b>	<b>28,700</b>	<b>17,900</b>	<b>13,200</b>	<b>11,100</b>	<b>5,100</b>	<b>15,000</b>	<b>62,300</b>
<b>Total Capital Durham OneNet Inc.</b>		<b>6,728</b>	<b>28,700</b>	<b>17,900</b>	<b>13,200</b>	<b>11,100</b>	<b>5,100</b>	<b>15,000</b>	<b>62,300</b>

\* The 2025-2032 Capital Forecast identifies financing from the Capital Impact Stabilization Reserve Fund; it is anticipated that senior government grant funds will be applied each year as opportunities arise and partnerships with internet service providers are developed.

## Details of Budget Changes

On December 22, 2021 Regional Council approved the establishment of the Region’s Broadband Municipal Service Corporation, Durham OneNet Inc. The 2023 Budget is largely consistent with the business case adopted by Regional Council through Report 2021-COW-32. The 2023 capital budget reflects the approved senior level grant funding and private sector partnerships to advance the building of high-speed broadband infrastructure across the Region. During 2023 Durham OneNet Inc. will work with internet service providers to ramp up service revenue. Total 2023 net budget is approximately \$4 million less than the original business case.

## Staffing Details

Durham OneNet Inc.	Full Time Equivalents (FTE’s)
<b>2022 Approved Complement</b>	<b>6.0</b>
<b>Proposed New Positions</b>	
Financial Analyst	1.0
Project Manager	1.0
<b>Total Proposed New Positions</b>	<b><u>2.0</u></b>
<b>Durham OneNet Inc. Subtotal</b>	<b>8.0</b>
<b>Total Complement: Durham OneNet Inc.</b>	<b>8.0</b>

## Looking Forward

Demand for bandwidth continues to increase – accelerated by the COVID 19 pandemic – and has become an essential service through which students access online education, individuals access healthcare, employees work remotely, and businesses service and reach their customers and suppliers.

The digital divide that exists in Durham Region and across Canada is too large for individual actors to solve on their own - the private sector has been primarily focused on densely populated urban areas and communities where acceptable rates of return can be more readily realized while some rural Region sites have had to rely on more traditional low-speed connectivity solutions at relatively high prices.

In the underserved non-urban areas, multiple entities including all levels of government and the private sector, need to continue to collaborate to address the digital divide.

Durham OneNet Inc., in collaboration with other entities, will enable Durham’s residents, businesses, and institutions to access fast, reliable and affordable broadband services so that they may fully participate, compete and thrive in the 21<sup>st</sup> century by:

- Building the backbone infrastructure to interconnect Region sites and, by making it available, enable private sector internet service providers to deliver enhanced broadband services to communities;
- Continuing to expand and grow the Regional Broadband Network to communities across the Region;
- Strengthening partnerships with upper tiers of government and the private sector to expand and operate the Regional Broadband Network; and
- Making the Regional Broadband Network commercially available to private sector internet service providers enabling them to accelerate the delivery of retail broadband services to unserved and underserved communities.

## Appendix A: 2023 Capital Projects (\$,000's)

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

Durham Budget 2023	Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Proposed 2024-2032	Total Project to 2032		
			Partner Contributions	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	New Residential DCs	Subsidy /Grant	Debtenture					General Levy	
<b>Durham OneNet Inc.</b>																
<b>Information Technology Infrastructure</b>																
	1 Backbone			2,800	5,400	-	-	-	-	12,800	-	-	21,000	6,000	32,100	59,100
	2 Dedicated Last Mile (Internet Service Provider)			1,440	-	-	-	-	-	3,760	-	-	5,200	-	1,300	6,500
	3 Network Access Builds			-	1,500	-	-	-	-	-	-	-	1,500	600	12,800	14,900
	4 Networking Equipment			-	1,000	-	-	-	-	-	-	-	1,000	100	4,100	5,200
	<b>Information Technology Infrastructure Subtotal</b>			<b>4,240</b>	<b>7,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,560</b>	<b>-</b>	<b>-</b>	<b>28,700</b>	<b>6,700</b>	<b>50,300</b>	<b>85,700</b>
	<b>Total Capital Durham OneNet Inc.</b>			<b>4,240</b>	<b>7,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,560</b>	<b>-</b>	<b>-</b>	<b>28,700</b>	<b>6,700</b>	<b>50,300</b>	<b>85,700</b>



## Appendix B: 2023-2032 Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023.



2023

Expenditure Category	2023 Proposed Budget	Forecast						Forecast Total
		2024	2025	2026	2027	2028-2032		
<b>Durham OneNet Inc.</b>								
<b>Information Technology</b>								
1 Backbone	Pre-Construction	2,135	1,571	1,256	1,071	-	-	3,898
	Construction	18,865	12,529	8,744	6,929	-	-	28,202
	Total	21,000	14,100	10,000	8,000	-	-	32,100
2 Dedicated Last Mile (Internet Service Provider)	Pre-Construction	312	78	-	-	-	-	78
	Construction	4,888	1,222	-	-	-	-	1,222
	Total	5,200	1,300	-	-	-	-	1,300
3 Network Access Builds	Pre-Construction	298	392	613	674	638	983	3,300
	Construction	1,202	1,108	1,587	1,526	2,262	3,017	9,500
	Total	1,500	1,500	2,200	2,200	2,900	4,000	12,800
4 Networking Equipment	Pre-Construction	199	261	279	276	44	248	1,108
	Construction	801	739	721	624	156	752	2,992
	Total	1,000	1,000	1,000	900	200	1,000	4,100
5 Potential Network Enhancements	Pre-Construction	-	-	-	-	440	2,480	2,920
	Construction	-	-	-	-	1,560	7,520	9,080
	Total	-	-	-	-	2,000	10,000	12,000
<b>Information Technology Subtotal</b>		<b>28,700</b>	<b>17,900</b>	<b>13,200</b>	<b>11,100</b>	<b>5,100</b>	<b>15,000</b>	<b>62,300</b>
<b>Total Durham OneNet Inc.</b>		<b>28,700</b>	<b>17,900</b>	<b>13,200</b>	<b>11,100</b>	<b>5,100</b>	<b>15,000</b>	<b>62,300</b>



# **REGIONAL MUNICIPALITY OF DURHAM**

## **LISTING OF FEES AND CHARGES**

**2023**

**March 2023**

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## **LISTING OF FEES AND CHARGES - 2023**

The following is a complete listing of Fees and Charges for The Regional Municipality of Durham for the various service areas throughout the Region. The Council approved listing is also available on the Region's web-site at [www.durham.ca](http://www.durham.ca). The Finance Department will update the web-site version of the attached listings periodically throughout the year. The public is encouraged to contact the applicable department to verify the correct fee and/or charge before application. Please contact the Corporate Services Department – Legislative Services at 311 (within regional limits) or (905) 668-7711 or 1-800-372-1102 for the telephone number of the applicable department.



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**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Office of the Chief Administrative Officer – Legal Services**

**Legal Services Program Fees**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Agreements prepared pursuant to Land Division Committee decision	\$450.00	N	D		
Servicing Agreements	\$1,125.00	N	D		Report 2007-J-39
Subdivision Agreement	\$2,125.00	N	D		Report 2007-J-39
Releases of agreements, easements, etc. (Registration costs extra)	\$140.00	Y	D	January 1, 2014	
Letters of Compliance with agreements	\$80.00	N	D	January 1, 2014	
Rush Letters of Compliance (24 hour turn around)	\$160.00	N	D	January 1, 2014	

**The Regional Municipality of Durham - 2023 Fees and Charges  
Corporate Services Department – Legislative Services**

**Administrative and Related Fees**

Description	Specific Documents	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Photocopies		/page	\$0.20	Y	I/D *	September 30, 2020	By-law 39-2020
Faxed Material	Charge is for providing the service and transmittal costs	/page	\$0.20	Y	I/D *	September 30, 2020	By-law 39-2020
Certification	Fee for certification of any record or document	/certification	\$10.00	Y	I/D	July 1, 2008	By-law 39-2020
Documents	Budget - Consolidated Current and Capital	/document	\$25.00	Y	I/D	July 1, 2008	By-law 39-2020
	Council Rules of Procedure - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 39-2020
	Development Charge Background Study	/document	\$25.00	Y	I/D	July 1, 2008	By-law 39-2020
	Traffic By-law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 39-2020
	Sewer Use By-law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 39-2020
	Water and Sewer By-laws - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 39-2020
Regional Official Plan	Office Consolidation - Text and Maps	/set	\$60.00	Y	D	July 1, 2008	By-law 39-2020
	Office Consolidation - In an Electronic Format (CD) Maps Available at the Planning Department (see Planning)	/disk	\$25.00	Y	D	July 1, 2008	By-law 39-2020
Reports/ Documents	Fee for reports or documents not listed which do not have to be photocopied		Printing Costs + \$10.50 handling & distribution	Y	I/D	July 1, 2008	By-law 39-2020
Electronic Documents	Reports or documents available in an electronic format, such as CD, DVD, thumb drive, or memory stick	/disk	\$25.00	Y	I/D	July 1, 2008	By-law 39-2020

\* An invoice is requisitioned for all transactions over \$5.00 (over 7 pages). There is no charge for transactions under \$5.00 (7 pages free).

## The Regional Municipality of Durham - 2023 Fees and Charges – DURHAM REGIONAL POLICE SERVICE

### Police Fees and Charges

Item Code	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge \$	Effective Date	Notes / Comments
1	Destruction of Fingerprints & Photos	Per Request	\$60.40	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
2	Police Record Check - Employment	Per Request	\$48.67	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
3	Police Record Check - Volunteer	Per Request	\$17.70	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
4	RCMP Finger Print Fee	Per Request	\$25.00	N	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
5	Incident Requests Level 1	Per Request	\$32.52	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
6	Incident Requests Level 2	Per Request	\$55.75	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
7	Body Worn Camera Request	Per Request	\$66.37	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
8	Local Police Records Check process	Per Request	\$88.50	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
9	Reconsideration Request (EDA)	Per Request	\$22.12	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
10	Field Notes & Sketch Level 2 Investigation	Per Request	\$200.00	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
11	Field Notes & Sketch Level 3/4 Investigation	Per Request	\$300.00	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
12	Reconstruction Report Level 3 Investigation	Per Request	\$800.00	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
13	Reconstruction Report Level 4 Investigation	Per Request	\$1,327.43	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
14	Executive Summary Report - Collision	Per Request	\$265.49	Y	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
15	FOI Application Fee	Per Request	\$5.00	N	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
16	FOI Fee Recovery - Documents	Per Page	\$0.20	N	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
17	FOI Fee Recovery - Shipping		Cost Recovery	N	D	N/A	January 1, 2023	DRPS Board By-law 11-2022
18	FOI Fee Recovery - Search & Preparation Time	Per Hour	\$30.00	N	I/D	N/A	January 1, 2023	DRPS Board By-law 11-2022
19	FOI Fee Recovery - Computer Disc	Per Disc	\$10.00	N	I/D	N/A	January 1, 2023	DRPS Board By-law 11-2022
20	FOI Fee Recovery - Programming	Per Hour	\$60.00	N	I/D	N/A	January 1, 2023	DRPS Board By-law 11-2022
21	FOI Fee Recovery - Video & Audio Tapes	Per Tape	\$10.00	N	I/D	N/A	January 1, 2023	DRPS Board By-law 11-2022

FOI = Freedom of Information

**The Regional Municipality of Durham - 2023 Fees and Charges –  
DURHAM REGIONAL POLICE SERVICE**

**Police Fees and Charges (continued)**

Item Code	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge \$	Effective Date	Notes / Comments
22	False Alarm Attendance	Per occurrence	\$175.00	Y	I	N/A	January 1, 2023	DRPS Board By-law 11-2022
23	False Alarm Cancellation	Per occurrence	\$100.00	Y	I	N/A	January 1, 2023	DRPS Board By-law 11-2022
24	False Alarm Attendance - No Service Agreement	Per occurrence	\$175.00	Y	I	N/A	January 1, 2023	DRPS Board By-law 11-2022
25	Additional Disclosure Tapes - Crown Office	Per occurrence	\$8.00	N	I	\$8.00	January 1, 2023	DRPS Board By-law 11-2022
26	Standard Photocopying Charges	Per Page	\$0.25	Y	I	\$0.25	January 1, 2023	DRPS Board By-law 11-2022
27	Incident Photographs on Disc	Per Disc	\$19.47	Y	D	19.47	January 1, 2023	DRPS Board By-law 11-2022
28	Digital/Audio media on disc	Flat Rate	\$42.92	Y	I	\$42.92	January 1, 2023	DRPS Board By-law 11-2022
29	Research and Redaction	Per Hour	\$40.00	Y	I	\$40.00	January 1, 2023	DRPS Board By-law 11-2022
30	Prisoner Escort - charge to Crown Attorney	Per Return	Cost Recovery	N	I	N/A	January 1, 2023	DRPS Board By-law 11-2022
31	Officer Interview - Constable (Overtime rate)	Per Hour	\$117.60	Y	I	N/A	January 1, 2023	DRPS Board By-law 11-2022
32	Officer Interview - Sergeant (Overtime rate)	Per Hour	\$132.65	Y	I	N/A	January 1, 2023	DRPS Board By-law 11-2022
33	Pay Duties - Constable Rate	Per Hour	\$78.00	Y	I	N/A	January 1, 2023	DRPS Board By-law 11-2022
34	Pay Duties - Sergeant Rate	Per Hour	\$88.00	Y	I	N/A	January 1, 2023	DRPS Board By-law 11-2022
35	Pay Duties - Administration Fee		20.00%	Y	I	N/A	January 1, 2023	DRPS Board By-law 11-2022
36	Pay Duties - Vehicle Fee	Hourly	\$38.00	Y	I	\$100.00 (for the first 3 hours)	January 1, 2023	DRPS Board By-law 11-2022



**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Durham Region Transit**

**Conventional Transit Fares**

Grouping	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Adult Fares	Adult Cash Fare	\$4.35	N	D	July 1, 2023	Report 2023-DRT-05
	Adult Monthly Pass <sup>1</sup>	\$120.60	N	D	July 1, 2023	Report 2023-DRT-05
	Adult 10-tickets	\$33.50	N	D	July 1, 2023	Report 2023-DRT-05
	Adult PRESTO E-Purse	\$3.35	N	D	July 1, 2023	Report 2023-DRT-05
Youth Fares <sup>2</sup>	Youth Cash Fare	\$4.35	N	D	July 1, 2023	Report 2023-DRT-05
	Youth Monthly Pass	\$96.50	N	D	July 1, 2023	Report 2023-DRT-05
	Youth 10-tickets	\$30.00	N	D	July 1, 2023	Report 2023-DRT-05
	Youth PRESTO E-Purse	\$3.00	N	D	July 1, 2023	Report 2023-DRT-05
	2 for 1 Summer Pass <sup>3</sup>	\$96.50	N	D	July 1, 2023	Report 2023-DRT-05
	Y10 PRESTO Monthly Pass incentive (based on 10 monthly purchases) <sup>4</sup>	\$78.40	N	D	July 1, 2023	Report 2023-DRT-05
	School Board Bulk Purchase of Youth Monthly Pass <sup>5</sup>	See footnote	N	I	July 1, 2023	Report 2023-DRT-05
Senior Fares <sup>6</sup>	Senior Cash Fare	\$3.20	N	D	July 1, 2023	Report 2023-DRT-05
	Senior Monthly Pass	\$48.25	N	D	July 1, 2023	Report 2023-DRT-05
	Senior 10-tickets	\$22.00	N	D	July 1, 2023	Report 2023-DRT-05
	Senior PRESTO E-Purse	\$2.20	N	D	July 1, 2023	Report 2023-DRT-05
Child Fares	Child up to 12 years of age	Free	N	D	March 1, 2020	Report 2020-DRT-02
GO Transit Co-Fare-link <sup>7</sup>	Co-Fare Cash Fare	Free	N	D	March 14, 2022	
	PRESTO Co-Fare	Free	N	D	March 14, 2022	
Transit Assistance Program <sup>8</sup>	TAP PRESTO E-Purse <sup>9</sup>	\$46.90	N	D	July 1, 2023	Report 2023-DRT-05
	TAP PRESTO Monthly Pass	\$46.90	N	D	July 1, 2023	Report 2023-DRT-05
Universal Transit Pass (U-Pass)	Per semester	\$150.00	N	I	September 1, 2023	Report 2023-DRT-05

# The Regional Municipality of Durham - 2023 Fees and Charges

## Durham Region Transit

### Conventional Transit Fares

#### Notes:

<sup>1</sup> Adult monthly pass is transferable provided it is not used at the same time (no pass back).

<sup>2</sup> Age 13 to 19 inclusive.

<sup>3</sup> Purchase of a monthly PRESTO Youth pass in July will receive August Youth pass free.

<sup>4</sup> Requirements for Youth Y10 concession on PRESTO card and valid on consecutive monthly Y10 purchases only (through to June).

<sup>5</sup> Available to school boards & their transportation consortium in Durham, when an agreed upon minimum number of monthly passes are purchased collectively for a given month:

- Less than 125 monthly passes: \$96.50 (standard Youth monthly pass rate)
- 125-250 monthly passes: \$90.45
- 250+ monthly passes: \$78.40

<sup>6</sup> Age 65 and over.

<sup>7</sup> Agreement with GO Transit where a free PRESTO and cash fare are accepted when presenting a valid PRESTO card, GO Transit day pass or single ride ticket.

<sup>8</sup> Eligibility requirements for OW and ODSP recipients.

<sup>9</sup> Recipients with a TAP concession on PRESTO card can receive unlimited travel during the month following 14 single adult fare paid trips at \$3.35. Customers have the option to load funds onto the PRESTO card all at once or in installments at amounts as low as \$0.05. Any unused value on the card at the end of the month carries over to the next month.

**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Finance Department**

**Finance Department Fees and Charges**

**Dishonored Payments and Financial Administration Fees**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Processing of Dishonored Payments	/payment	\$48.00	N	I/D	January 1, 2019	Report 2018-COW-178
Financial Administration Fee - Subdivision and Servicing Agreements	/letter of credit registration	\$350.00	N	D		Report 2007-J-39
Financial Administration Fee - Subdivision and Servicing Agreements with pay assurance	/letter of credit registration	\$475.00	N	D		Report 2007-J-39

**Interest Rate on Overdue Accounts Receivable**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Rate to be applied to the outstanding balance of an account remaining unpaid after the due date of the invoice	1.25%		I		

**Provider Service Charge**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Rate applied to payments made by credit card, primarily via e-commerce channels. Fee does not apply for selected services provided by Social Services programs for low income clientele	1.99%		D	February 1, 2022	

## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Development Charges

- Area Specific Development Charges exist for the Seaton Service Area (see pages 9 -14)

### Residential Development Charges

#### Single and Semi Detached

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$12,119.00	N	*	July 1, 2022	By-law 28-2018
	GO Transit	Per Unit	\$814.00	N	*	July 1, 2022	By-law 86-2001
	Regional Transit	Per Unit	\$1,747.00	N	*	November 28, 2022	By-law 39-2022
	Regional Police Services	Per Unit	\$936.00	N	*	July 1, 2022	By-law 28-2018
	Long Term Care	Per Unit	\$312.00	N	*	July 1, 2022	By-law 28-2018
	Paramedic Services	Per Unit	\$246.00	N	*	July 1, 2022	By-law 28-2018
<b>Subtotal Region-Wide</b>			<b>\$16,174.00</b>				
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Unit	\$12,342.00	N	*	July 1, 2022	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Unit	<u>\$12,013.00</u>	N	*	July 1, 2022	By-law 28-2018
<b>Total of All Charges</b>			<b><u>\$40,529.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Development Charges (continued)

#### Residential Development Charges (continued)

#### Medium Density Multiple

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$9,738.00	N	*	July 1, 2022	By-law 28-2018
	GO Transit	Per Unit	\$720.00	N	*	July 1, 2022	By-law 86-2001
	Regional Transit	Per Unit	\$1,376.00	N	*	November 28, 2022	By-law 39-2022
	Regional Police Services	Per Unit	\$753.00	N	*	July 1, 2022	By-law 28-2018
	Long Term Care	Per Unit	\$251.00	N	*	July 1, 2022	By-law 28-2018
	Paramedic Services	Per Unit	\$197.00	N	*	July 1, 2022	By-law 28-2018
<b>Subtotal Region-Wide</b>			<b>\$13,035.00</b>				
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Unit	\$9,917.00	N	*	July 1, 2022	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Unit	<u>\$9,651.00</u>	N	*	July 1, 2022	By-law 28-2018
<b>Total of All Charges</b>			<b><u>\$32,603.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Development Charges (continued)

#### Residential Development Charges (continued)

#### Apartments – Two Bedrooms and Larger

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$7,039.00	N	*	July 1, 2022	By-law 28-2018
	GO Transit	Per Unit	\$511.00	N	*	July 1, 2022	By-law 86-2001
	Regional Transit	Per Unit	\$977.00	N	*	November 28, 2022	By-law 39-2022
	Regional Police Services	Per Unit	\$545.00	N	*	July 1, 2022	By-law 28-2018
	Long Term Care	Per Unit	\$181.00	N	*	July 1, 2022	By-law 28-2018
	Paramedic Services	Per Unit	\$143.00	N	*	July 1, 2022	By-law 28-2018
<b>Subtotal Region-Wide</b>			<b>\$9,396.00</b>				
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Unit	\$7,171.00	N	*	July 1, 2022	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Unit	<u>\$6,979.00</u>	N	*	July 1, 2022	By-law 28-2018
<b>Total of All Charges</b>			<b><u>\$23,546.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Development Charges (continued)

#### Residential Development Charges (continued)

#### **Apartments - One Bedroom and Smaller**

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$4,589.00	N	*	July 1, 2022	By-law 28-2018
	GO Transit	Per Unit	\$304.00	N	*	July 1, 2022	By-law 86-2001
	Regional Transit	Per Unit	\$600.00	N	*	November 28, 2022	By-law 39-2022
	Regional Police Services	Per Unit	\$354.00	N	*	July 1, 2022	By-law 28-2018
	Long Term Care	Per Unit	\$117.00	N	*	July 1, 2022	By-law 28-2018
	Paramedic Services	Per Unit	\$93.00	N	*	July 1, 2022	By-law 28-2018
<b>Subtotal Region-Wide</b>			<b>\$6,057.00</b>				
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Unit	\$4,672.00	N	*	July 1, 2022	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Unit	<u>\$4,549.00</u>	N	*	July 1, 2022	By-law 28-2018
<b>Total of All Charges</b>			<b><u>\$15,278.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Development Charges (continued)

#### Commercial Use Development Charges

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$11.16	N	*	July 1, 2022	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.79</u>	N	*	November 28, 2022	By-law 39-2022
	<b>Subtotal Region-Wide</b>			<b>\$11.95</b>			
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Sq. Ft.	\$4.59	N	*	July 1, 2022	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Sq. Ft.	<u>\$7.71</u>	N	*	July 1, 2022	By-law 28-2018
	<b>Total of All Charges</b>			<b><u>\$24.25</u></b>			

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.



## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Development Charges (continued)

#### Institutional Use Development Charges

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$9.40	N	*	July 1, 2022	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.79</u>	N	*	November 28, 2022	By-law 39-2022
	<b>Subtotal Region-Wide</b>			<b>\$10.19</b>			
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Sq. Ft.	\$1.11	N	*	July 1, 2022	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Sq. Ft.	<u>\$1.36</u>	N	*	July 1, 2022	By-law 28-2018
	<b>Total of All Charges</b>			<b><u>\$12.66</u></b>			

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Development Charges (continued)

#### Industrial Use Development Charges

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$4.24	N	*	July 1, 2022	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.79</u>	N	*	November 28, 2022	By-law 39-2022
	<b>Subtotal Region-Wide</b>			<b>\$5.03</b>			
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Sq. Ft.	\$3.66	N	*	July 1, 2022	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Sq. Ft.	<u>\$4.41</u>	N	*	July 1, 2022	By-law 28-2018
	<b>Total of All Charges</b>			<b><u>\$13.10</u></b>			

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

**The Regional Municipality of Durham - 2023 Fees and Charges  
Finance Department**

**Area Specific Development Charges**

**Seaton Residential Area Specific Development Charges**

**Single and Semi Detached**

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$2,963.00	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$7,115.00	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$5,058.00</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Water Supply</b>			<b>\$15,136.00</b>			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$7,140.00	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$2,992.00	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$2,981.00</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Sanitary Sewerage</b>			<b>\$13,113.00</b>			
<b>Total</b>			<b><u>\$28,249.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care and Paramedic Services are also payable.

**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Finance Department**

**Area Specific Development Charges (continued)**

**Seaton Residential Area Specific Development Charges**

**Medium Density Multiples**

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$2,341.00	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$5,622.00	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$3,995.00</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Water Supply</b>			<b>\$11,958.00</b>			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$5,641.00	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$2,365.00	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$2,354.00</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Sanitary Sewerage</b>			<b>\$10,360.00</b>			
<b>Total</b>			<b><u>\$22,318.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care and Paramedic Services are also payable.

## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Area Specific Development Charges (continued)

#### Seaton Residential Area Specific Development Charges

#### Apartments

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$1,363.00	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$3,273.00	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$2,326.00</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Water Supply</b>			<b>\$6,962.00</b>			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$3,286.00	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$1,376.00	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$1,371.00</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Sanitary Sewerage</b>			<b>\$6,033.00</b>			
<b>Total</b>			<b><u>\$12,995.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care and Paramedic Services are also payable.

## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Area Specific Development Charges (continued)

#### Seaton Non-Institutional Use Development Charges

- Per Square Foot of Gross Floor Area

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.29	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.69	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs <sup>(1)</sup>	Per Sq. Ft.	<u>\$1.57</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Water Supply</b>		<b>\$2.55</b>				
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$2.06	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.87	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs <sup>(1)</sup>	Per Sq. Ft.	<u>\$1.99</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Sanitary Sewerage</b>		<b>\$4.92</b>				
<b>Total</b>			<b><u>\$7.47</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

<sup>(1)</sup> An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$2.55 / sq. ft. for non-institutional.

## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Area Specific Development Charges (continued)

#### Seaton Institutional Use Development Charges

- Per Square Foot of Gross Floor Area

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.09	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.25	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs <sup>(1)</sup>	Per Sq. Ft.	<u>\$0.54</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Water Supply</b>			<b>\$0.88</b>			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.73	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.29	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs <sup>(1)</sup>	Per Sq. Ft.	<u>\$0.68</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Sanitary Sewerage</b>			<b>\$1.70</b>			
<b>Total</b>			<b><u>\$2.58</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

<sup>(1)</sup> An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$0.53 / sq. ft. for institutional.

## The Regional Municipality of Durham - 2023 Fees and Charges Finance Department

### Area Specific Development Charges (continued)

#### Prestige Employment Land Area Development Charges

- Per Net Hectare

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Hectare	\$14,675.00	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Hectare	\$33,997.00	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs <sup>(1)</sup>	Per Hectare	<u>\$75,362.00</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Water Supply</b>			<b>\$124,034.00</b>			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Hectare	\$100,437.00	N	*	July 1, 2022	By-law 38-2019
	Regional Seaton Specific DCs	Per Hectare	\$42,134.00	N	*	July 1, 2022	By-law 38-2019
	Regional Attributions DCs <sup>(1)</sup>	Per Hectare	<u>\$95,364.00</u>	N	*	July 1, 2022	By-law 38-2019
	<b>Subtotal Sanitary Sewerage</b>			<b>\$237,935.00</b>			
<b>Total</b>			<b><u>\$361,969.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

<sup>(1)</sup> An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$225,292 per net hectare for prestige employment lands.



## The Regional Municipality of Durham - 2023 Fees and Charges Water and Sanitary Sewer User Rates

### Monthly Water and Sewer Usage Rate Schedule

#### Volumetric Charges

- Metered Rates (based on water consumption volume).
- All Usage by Residential Customers Billed at First Block Rates.
- Water Meters Servicing Multiple Units: For multiple units, the consumption block limits are calculated by multiplying the consumption block limits by the number of units.
- Volumetric Sewer Surcharge Rates: The volumetric Sewer Surcharge Rates are calculated based on the following surcharge on the Regional metered water rates.

First Block	170.0%
Second Block	175.9%
Third Block	161.0%

Block	Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
First	0 to 45 cubic metres/month	/cubic metre	\$1.189	\$2.021	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022
	0 to 10,000 gallons/month	/1,000 gallons	\$5.405	\$9.188	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022
	0 to 1,600 cubic feet/month	/100 cubic feet	\$3.367	\$5.724	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022
Second	46 to 4,500 cubic metres/month	/cubic metre	\$1.011	\$1.779	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022
	10,001 to 1,000,000 gallons/month	/1,000 gallons	\$4.597	\$8.085	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022
	1,601 to 160,000 cubic feet/month	/100 cubic feet	\$2.864	\$5.037	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022
Third	Over 4,500 cubic metres/month	/cubic metre	\$0.928	\$1.495	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022
	Over 1,000,000 gallons/month	/1,000 gallons	\$4.220	\$6.796	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022
	Over 160,000 cubic feet/month	/100 cubic feet	\$2.629	\$4.234	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022

**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Water and Sanitary Sewer User Rates**

**Monthly Water and Sewer Usage Rate Schedule (continued)**

**Basic Service Charges**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Metered Service Charge (\$/Month):	Standard Meter (17 to 19 mm)	\$19.98	-	N	I	January 1, 2023	By-law 57-2022
	25 mm (1 inch)	\$40.61	-	N	I	January 1, 2023	By-law 57-2022
	38 mm (1 1/2 inches)	\$86.43	-	N	I	January 1, 2023	By-law 57-2022
	51 mm (2 inches)	\$186.66	-	N	I	January 1, 2023	By-law 57-2022
	76 mm (3 inches)	\$328.13	-	N	I	January 1, 2023	By-law 57-2022
	102 mm (4 inches)	\$652.45	-	N	I	January 1, 2023	By-law 57-2022
	152 mm (6 inches)	\$1,212.61	-	N	I	January 1, 2023	By-law 57-2022
	203 mm (8 inches)	\$2,067.23	-	N	I	January 1, 2023	By-law 57-2022
	254 mm (10 inches)	\$3,363.97	-	N	I	January 1, 2023	By-law 57-2022
Sewer Service Charge:	/year	-	\$95.16	N	I	January 1, 2023	By-law 58-2022
	/quarter	-	\$23.79	N	I	January 1, 2023	By-law 58-2022
	/month	-	\$7.93	N	I	January 1, 2023	By-law 58-2022
Water Minimum Charge (\$/Month):	25 mm (1 inch)	\$68.00	-	N	I	January 1, 2023	By-law 57-2022
	38 mm (1 1/2 inches)	\$130.00	-	N	I	January 1, 2023	By-law 57-2022
	51 mm (2 inches)	\$250.00	-	N	I	January 1, 2023	By-law 57-2022
	76 mm (3 inches)	\$428.00	-	N	I	January 1, 2023	By-law 57-2022
	102 mm (4 inches)	\$844.00	-	N	I	January 1, 2023	By-law 57-2022
	152 mm (6 inches)	\$1,542.00	-	N	I	January 1, 2023	By-law 57-2022
	203 mm (8 inches)	\$2,535.00	-	N	I	January 1, 2023	By-law 57-2022
	254 mm (10inches)	\$4,016.00	-	N	I	January 1, 2023	By-law 57-2022
Sewer Minimum Charge (\$/Month):	All customers with meters 25 mm or larger (no minimum charge for standard meter customers)	-	\$54.00	N	I	January 1, 2023	By-law 58-2022

**The Regional Municipality of Durham - 2023 Fees and Charges  
Water and Sanitary Sewer User Rates**

**Monthly Water and Sewer Usage Rate Schedule (continued)**

**Basic Service Charges (continued)**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Unmetered Fire Line Service Charge:	25 mm (1 inch)	\$15.43	N	I	January 1, 2023	By-law 57-2022
	38 mm (1 1/2 inches)	\$20.74	N	I	January 1, 2023	By-law 57-2022
	51 mm (2 inches)	\$40.13	N	I	January 1, 2023	By-law 57-2022
	64 mm (2 1/2 inches)	\$53.19	N	I	January 1, 2023	By-law 57-2022
	76 mm (3 inches)	\$70.52	N	I	January 1, 2023	By-law 57-2022
	102 mm (4 inches)	\$141.05	N	I	January 1, 2023	By-law 57-2022
	127 mm (5 inches)	\$189.38	N	I	January 1, 2023	By-law 57-2022
	152 mm (6 inches)	\$260.45	N	I	January 1, 2023	By-law 57-2022
	203 mm (8 inches)	\$433.97	N	I	January 1, 2023	By-law 57-2022
	254 mm (10 inches)	\$692.50	N	I	January 1, 2023	By-law 57-2022
	305 mm (12 inches)	\$976.39	N	I	January 1, 2023	By-law 57-2022

**The Regional Municipality of Durham - 2023 Fees and Charges  
Water and Sanitary Sewer User Rates**

**Monthly Water and Sewer Usage Rate Schedule (continued)**

**Flat Rate**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Flat Rate	/year/unit	\$564.12	\$646.44	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022
	/quarter/unit	\$141.03	\$161.61	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022
	/month/unit	\$47.01	\$53.87	N	I	January 1, 2023	By-law 57-2022/By-law 58-2022

**Raw Water**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Raw Water	/1,000 gallons	\$1.612	N	I	January 1, 2023	By-law 57-2022
	/cubic metre	\$0.355	N	I	January 1, 2023	By-law 57-2022

## The Regional Municipality of Durham - 2023 Fees and Charges Water and Sanitary Sewer User Rates

### Service Connection Related Charges

#### Water Service Connection Charges

Water Service Connection Charges, for single family and semi-detached residential lots including those for pre-install stubs.

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Base Rate - Apr 1 - Nov 30	19 mm (3/4") diameter	\$3,700.00	N	D	January 1, 2020	By-law 69-2019
Winter Rate - Dec 1 - Mar 31		\$4,810.00	N	D	January 1, 2020	By-law 69-2019
Base Rate - Apr 1 - Nov 30	25 mm (1") diameter	\$4,600.00	N	D	January 1, 2020	By-law 69-2019
Winter Rate - Dec 1 – Mar 31		\$5,980.00	N	D	January 1, 2020	By-law 69-2019

Water Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings.

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Service Connection		Actual cost	N	D	January 1, 2020	By-law 69-2019
	19 mm (3/4") diameter minimum charge	\$3,700.00	N	D	January 1, 2020	By-law 69-2019
	25 mm (1") diameter minimum charge	\$4,600.00	N	D	January 1, 2020	By-law 69-2019

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Inspection of an installation of a separate fine line on private property	\$125.00	N	D	January 1, 2020	By-law 69-2019

## The Regional Municipality of Durham - 2023 Fees and Charges Water and Sanitary Sewer User Rates

### Service Connection Related Charges (continued)

#### Sanitary Sewer Service Connection Charges

Sanitary Sewer Service Connection Charges for single family and semi-detached residential lots including those created by severance and pre-install stubs.

Description	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Base Rate - Apr 1 - Nov 30	100 or 125 mm (4 or 5") diameter	\$3,843.00	N	D	January 1, 2020	By-law 68-2019
Winter Rate - Dec 1 - Mar 31		\$5,005.00	N	D	January 1, 2020	By-law 68-2019

Sanitary Sewer Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings.

Description	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Sanitary Sewer Service Connection	Actual cost	N	D	January 1, 2020	By-law 68-2019
Minimum Charge	\$3,843.00	N	D	January 1, 2020	By-law 68-2019

#### Storm Sewer Service Connection Charges

Description	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Storm Sewer Service Connection	Actual Cost	N	D	January 1, 2020	By-law 68-2019
Minimum Charge	\$3,843.00	N	D	January 1, 2020	By-law 68-2019

**The Regional Municipality of Durham - 2023 Fees and Charges  
Water and Sanitary Sewer User Rates**

**Service Connection Related Charges (continued)**

**Reuse of Water/Sewer Service Connection where building has been or will be demolished or removed**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Inspection Fee		\$125.00	\$125.00	N	D	January 1, 2020	By-law 69-2019 / By-law 68-2019
Where a disused Water/Sewer Service Connection is to be replaced by the Region	See Service Connection Charges on previous pages						

**Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections**

Description	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections	Actual Costs	Actual Costs	N	D	January 1, 2020	By-law 69-2019 / By-law 68-2019

## The Regional Municipality of Durham - 2023 Fees and Charges Water and Sanitary Sewer User Rates

### Frontage Charges

**Watermain** – see Sanitary Sewer on following page

Description (Watermain Diameter)	Payment	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard 150 mm (6") <sup>(1)</sup>	i) Cash cost (standard)	/metre	\$460.00	N	D	January 1, 2020	By-law 69-2019
		/foot	\$140.21	N	D	January 1, 2020	By-law 69-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 69-2019
Standard 200 mm (8")	i) Cash cost (standard)	/metre	\$528.00	N	D	January 1, 2020	By-law 69-2019
		/foot	\$160.93	N	D	January 1, 2020	By-law 69-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 69-2019
Standard 300 mm (12")	i) Cash cost (standard)	/metre	\$570.00	N	D	January 1, 2020	By-law 69-2019
		/foot	\$173.74	N	D	January 1, 2020	By-law 69-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 69-2019

Customers requiring non-standard main sizes charged actual cost.

Any frontage charges for non-standard main sizes, or any extraordinary circumstances, be assessed by the Commissioners of Finance and Works on a case by case basis to maximize full recovery.

Rate may vary if estimated construction costs vary significantly from the rates noted above.

Frontage charges for petition projects shall be based on actual costs.

#### Notes

<sup>(1)</sup> Residential frontage charges to be assessed on the basis of a standard 150 mm (6") diameter watermain.



## The Regional Municipality of Durham - 2023 Fees and Charges Water and Sanitary Sewer User Rates

### Frontage Charges (continued)

**Sanitary Sewer** – see Watermain on previous page

Description (Sanitary Sewer Diameter)	Payment	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard 200 mm (8") <sup>(1)</sup>	i) Cash cost (standard)	/metre	\$507.00	N	D	January 1, 2020	By-law 68-2019
		/foot	\$154.53	N	D	January 1, 2020	By-law 68-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 68-2019
Standard 250 mm (10")	i) Cash cost (standard)	/metre	\$575.00	N	D	January 1, 2020	By-law 68-2019
		/foot	\$175.26	N	D	January 1, 2020	By-law 68-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 68-2019
Standard 300 mm (12")	i) Cash cost (standard)	/metre	\$637.00	N	D	January 1, 2020	By-law 68-2019
		/foot	\$194.16	N	D	January 1, 2020	By-law 68-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 68-2019

Customers requiring non-standard main sizes charged actual cost.

Any frontage charges for non-standard main sizes, or any extraordinary circumstances, be assessed by the Commissioners of Finance and Works on a case by case basis to maximize full recovery.

Rate may vary if estimated construction costs vary significantly from the rates noted above.

Frontage charges for petition projects shall be based on actual costs.

#### Notes

<sup>(1)</sup> Residential frontage charges to be assessed on the basis of a standard 200 mm (8") diameter sanitary sewer.

**The Regional Municipality of Durham - 2023 Fees and Charges  
Water and Sanitary Sewer User Rates**

**Miscellaneous Charges**

**Water Shut Off/Turn On: Initiated by Customer**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
During Normal Regional Working Hours	Shut Water Off	\$80.00	N	I	January 1, 2020	By-law 69-2019
	Turn Water On	\$80.00	N	I	January 1, 2020	By-law 69-2019
	Shut Off and Turn on During Same Call	\$80.00	N	I	January 1, 2020	By-law 69-2019
After Normal Regional Working Hours	Shut Water Off	\$120.00	N	I	January 1, 2020	By-law 69-2019
	Turn Water On	\$120.00	N	I	January 1, 2020	By-law 69-2019
	Shut Off and Turn on During Same Call	\$120.00	N	I	January 1, 2020	By-law 69-2019

**Water Shut Off/Turn On: Initiated by Region**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
For failure by the Customer to arrange with the Region for meter installation, replacement, repair or inspection or meter reading	Off or On, each	\$80.00	-	N	I	January 1, 2020	By-law 69-2019
For Water Shut Off Notification prior to shut off action being taken		\$25.00	\$25.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
For Water Shut Off due to collection action for non-payment of Water/Sewer bill, or any Regional invoice, or for violation of any provision of the Water System/Sewer System By-laws (water not necessarily shut off)		\$94.00	\$94.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Turn Water On		\$80.00	\$80.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019

**The Regional Municipality of Durham - 2023 Fees and Charges  
Water and Sanitary Sewer User Rates**

**Miscellaneous Charges (continued)**

**Standby Charge While Water Service is Shut Off**

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standby charge while water service is shut off but not disconnected	Standard Service Charge	N	I	January 1, 2020	By-law 69-2019

**Testing of Water Meter: Initiated by Customer**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Deposit		\$210.00	N	I	January 1, 2020	By-law 69-2019
Fee where the meter is found to measure the flow of water within or below AWWA Specifications	Up to a maximum size of 25 mm	\$210.00	N	I	January 1, 2020	By-law 69-2019
	Over 25 mm	Actual Cost	N	I	January 1, 2020	By-law 69-2019
Fee if meter is found to measure the flow of water above AWWA specifications		No charge			January 1, 2020	By-law 69-2019

**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Water and Sanitary Sewer User Rates**

**Miscellaneous Charges (continued)**

**Unmetered water used for construction (building purposes)**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Unmetered water used for construction (building purposes)	/service	\$231.00	N	I	January 1, 2022	By-law 46-2021

**Drawing Regional water from hydrants for purposes other than fire protection**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Area Municipalities	/cubic metre	\$3.88	N	I/D	January 1, 2020	By-law 69-2019
	/1000 gallons	\$17.64	N	I/D	January 1, 2020	By-law 69-2019
Others	/cubic metre	\$3.88	N	I/D	January 1, 2020	By-law 69-2019
	/1000 gallons	\$17.64	N	I/D	January 1, 2020	By-law 69-2019
Deposit		\$1,800.00	N	I/D	January 1, 2020	By-law 69-2019
Administration Fee		\$134.77	N	I/D	January 1, 2020	By-law 69-2019
Minimum Charge	/month	\$1,800.00	N	I/D	January 1, 2020	By-law 69-2019
Valve Installation/removal		\$109.25	N	I/D	January 1, 2020	By-law 69-2019

**The Regional Municipality of Durham - 2023 Fees and Charges  
Water and Sanitary Sewer User Rates**

**Miscellaneous Charges (continued)**

**Repair or replacement of frozen, damaged or missing water meters**

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Up to a maximum size of 19 mm (3/4")	\$210.00	N	I	January 1, 2020	By-law 69-2019
Over 19 mm (3/4")	Actual Cost	N	I	January 1, 2020	By-law 69-2019

**Water from Water Supply Plants, Water Pollution Control Plants, Works Depots and Bulk Filling Stations**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water	/cubic metre	\$3.23	N	I/D	January 1, 2021	2020-F-25
	/1000 gallons	\$14.69	N	I/D	January 1, 2021	2020-F-25
Service Charge	per month	\$21.00			January 1, 2020	By-law 69-2019
Occasional Users - Flat Rate		N/A	N	I/D	January 1, 2020	By-law 69-2019
New Account Fee <sup>(1)</sup>		\$42.00	N	I/D	January 1, 2020	By-law 69-2019
Key deposit		\$218.80	N	I/D	January 1, 2020	By-law 69-2019
Refundable on return of key		\$181.64	N	I/D	January 1, 2020	By-law 69-2019
Swipe card		\$36.45	N	I/D	January 1, 2020	By-law 69-2019

Note

<sup>(1)</sup> The new account fee does not apply to new accounts set up by customers for the use of the Bulk Water Filling Station at the Oshawa/Whitby Depot

**The Regional Municipality of Durham - 2023 Fees and Charges  
Water and Sanitary Sewer User Rates**

**Miscellaneous Charges (continued)**

**Fire Flow Tests**

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Full test (May 1 - Oct. 31)	\$467.20	N	D	January 1, 2020	By-law 69-2019
Opening hydrant (May 1 - Oct. 31)	\$320.30	N	D	January 1, 2020	By-law 69-2019

**Disposal of Septic Tank and Holding Tank Waste and the Disposal of Water Pollution Control Plant Sludges**

Description	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
(a) Hauled Domestic Waste	/cubic metre	\$19.56	N	D	January 1, 2020	By-law 68-2019
	/1000 gallons	\$88.93	N	D	January 1, 2020	By-law 68-2019
(b) Water Pollution Control Plant Sludges Discharged into the York/Durham System	/cubic metre	\$16.19	N	I/D	January 1, 2020	By-law 68-2019
	/1000 gallons	\$73.59	N	I/D	January 1, 2020	By-law 68-2019
(c) Annual charge for registration of Haulers (up to 10 vehicles)		\$175.00	N	I/D	January 1, 2020	By-law 68-2019
Additional stickers, if more than 10 vehicles, or replacement stickers	/sticker	\$10.20	N	I/D	January 1, 2020	By-law 68-2019
(d) ICI Sector areas (discharge up to 50,000 gallons)		\$522.75	N	I/D	January 1, 2020	By-law 68-2019
(e) ICI Sector areas (discharges of 50,001 to 100,000 gallons)		\$1,024.59	N	I/D	January 1, 2020	By-law 68-2019

**The Regional Municipality of Durham - 2023 Fees and Charges  
Water and Sanitary Sewer User Rates**

**Miscellaneous Charges (continued)**

**Other Miscellaneous Charges**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Thawing of service pipes		No charge	-			January 1, 2020	By-law 69-2019
Thawing of private hydrants or unmetered fire lines		Actual Cost	-	N	I	January 1, 2020	By-law 69-2019
Cleaning sanitary sewer services		-	No charge			January 1, 2020	By-law 68-2019
Repair to or renewal of sanitary building sewers		-	No charge			January 1, 2020	By-law 68-2019
Supplying Statement of Account	/statement	\$35.00	\$35.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Charge for Regional Solicitor providing information		\$94.00	\$94.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Processing of dishonoured payments	/payment	\$48.00	\$48.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Account Payment Transfer Fee	/transfer	\$11.00	\$11.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Change of Occupancy Charge	/customer	\$42.00	\$42.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Charge for late payment of Water/Sewer Surcharge Rates		2%	2%			January 1, 2020	By-law 69-2019 / By-law 68-2019
For Final Collection Notification prior to tax roll transfer action (lien) being taken.		\$25.00	\$25.00	N	I	January 1, 2022	By-law 46-2021 / By-law 47-2021
Lien Administration Fee		\$50.00	\$50.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Installation and removal of anti-tampering devices on fire hydrants & curb stops		\$138.00	-	N	I	January 1, 2020	By-law 69-2019
Cross Connection Control Program Test Report	/report	\$25.00	-	N	I	January 1, 2020	By-law 69-2019
Sewage surcharge and Compliance Agreements			\$1,885.00	N	I	January 1, 2020	By-law 68-2019

**The Regional Municipality of Durham - 2023 Fees and Charges  
Water and Sanitary Sewer User Rates**

**Miscellaneous Charges (continued)**

**Other Miscellaneous Charges (continued)**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Copies of By-laws Water System, Sewer System and Sewer use (+ Applicable taxes)	/copy	\$20.50	\$20.50	Y	D	January 1, 2020	By-law 69-2019 / By-law 68-2019
Fee for transferring outstanding balances to a third party collection agency		Actual Cost	Actual Cost	N	I/D	January 1, 2020	By-law 69-2019 / By-law 68-2019
Sewer TV inspection Reports and Videos (+ Applicable taxes)	/report or video	-	\$21.51	Y	D	January 1, 2020	By-law 68-2019
Sewer Use By-law Agreement extra strength waste cost	/kg	-	\$0.53	N	I	January 1, 2020	By-law 68-2019
Sewer Appeal Application	/request	-	\$1,200.00	N	I	January 1, 2022	By-law 47-2021



**The Regional Municipality of Durham - 2023 Fees and Charges  
Health Department**

**Region of Durham Paramedic Services (RDPS)**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Special Events Coverage (3 hour minimum)	/hour	\$198.00	Y	I/D	April 1, 2023	Agreement signed for each event
Release of Ambulance Call Report to Lawyers and Insurance firms	/report	\$100.00	Y	D	January 1, 2013	Flat rate per request

**The Regional Municipality of Durham - 2023 Fees and Charges  
Health Department**

**Sexual Health Clinics: Sale of Contraceptives**

Grouping	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)
Oral Contraceptives	Alesse (28)	/package	\$16.70	N	D
	Marvelon (28)	/package	\$10.20	N	D
	Micronor (28)	/package	\$0.00	N	D
	Min-Ovral (28)	/package	\$0.00	N	D
	Select 1/35 (28)	/package	\$0.00	N	D
	Tricira Lo (28)	/package	\$13.35	N	D
	Linessa (28)	/package	\$10.00	N	D
Intra Uterine Devices	Flexi T 300	/package	\$0.00	N	D
	Flexi T 380	/package	\$0.00	N	D
	Mona Lisa "Standard" or Mona Lisa "Mini"		\$63.00	Y	D
Contraceptive Devices	Evra	/package	\$10.00	N	D
	Plan B	/package	\$12.00	N	D
	Nuvaring	/package	\$10.20	N	D
Medication	Gardasil HPV Vaccine	/dose	\$170.80	N	D

**The Regional Municipality of Durham - 2023 Fees and Charges  
Health Department**

**Health Protection: Ontario Building Code (OBC) Activities**

Grouping	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Building Permit for a Private Sewerage System	Single Family Dwelling		\$1,023.00	N	D	April 1, 2023	2022-MOH-2 / By-law 18-1998 as amended
	Non-Residential/Institutional	<4,500 L/day	\$1,023.00	N	D	April 1, 2023	2022-MOH-2 / By-law 18-1998 as amended
	Large Commercial/Industrial	>4,500 - 10,000 L/day	\$2,176.00	N	D	April 1, 2023	2022-MOH-2 / By-law 18-1998 as amended
Building Permit for Class 2 and 3 septic systems and treatment unit/septic Tank Replacement Only			\$522.00	N	D	April 1, 2023	2022-MOH-2 / By-law 18-1998 as amended
Building Additions			\$248.00	N	D	April 1, 2023	2022-MOH-2 / By-law 18-1998 as amended
Building Permit for sewage system extensions (1year)		Per application	\$192.00	N	D	April 1, 2023	2022-MOH-2 / By-law 18-1998 as amended

**The Regional Municipality of Durham - 2023 Fees and Charges  
Health Department**

**Health Protection: Regional Activities**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Lot Consents (Severances)	Per lot	\$575.00	N	D	April 1, 2023	2022-MOH-2 / By-law 19-1998 as amended
Draft Plans of Subdivision (new)	Per lot creation	\$416.00	N	D	April 1, 2023	2022-MOH-2 / By-law 19-1998 as amended
Draft Plans of Subdivision requiring reassessment	Per lot creation	\$416.00	N	D	April 1, 2023	2022-MOH-2 / By-law 19-1998 as amended
Rezoning, Official Plan Amendments, Minor Variances, Site-servicing Plans	Per application	\$287.00	N	D	April 1, 2023	2022-MOH-2 / By-law 19-1998 as amended
Lawyers' Written Requests	Per application	\$287.00	N	D	April 1, 2023	2022-MOH-2 / By-law 19-1998 as amended
Peer Review	Per initial report	\$287.00	N	D	April 1, 2023	2022-MOH-2 / By-law 19-1998 as amended
	Per follow-up report(s)	\$122.00	N	D	April 1, 2023	2022-MOH-2 / By-law 19-1998 as amended

**The Regional Municipality of Durham - 2023 Fees and Charges  
Health Department**

**Food Handler Training / Certification**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Course and exam only	\$25.00	N	D	April 1, 2020
Course, manual and exam	\$50.00	N	D	April 1, 2020
Manual and exam	\$35.00	N	D	April 1, 2020
Challenge exam	\$15.00	N	D	April 1, 2020
Manual only	\$25.00	N	D	April 1, 2020
Food Handler Training / Certification - Secondary Schools (Course and Exam)	\$20.00	N	D	April 1, 2020
Food Handler Training / Certification – Secondary Schools (Exam only)	\$0.00	N	D	April 1, 2023

**Other**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)
Lawyers' Written Requests (sale/purchase) for premises routinely inspected by Public Health	per premises	\$110.62	Y	D
Fridge Thermometers		\$0.00	Y	I/D

**The Regional Municipality of Durham - 2023 Fees and Charges  
Planning and Economic Development Department**

**Regional Official Plan Amendment (ROPA)**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Minor Regional Official Plan Amendment*	\$7,000.00	N	D	July 1, 2021	By-law 20-2021
Major Regional Official Plan Amendment*	\$20,000.00	N	D	July 1, 2021	By-law 20-2021
Reactivation of a ROPA* (following 3 or more years of inactivity)	\$2,500.00	N	D	July 1, 2021	By-law 20-2021
*Plus applicable publication costs associated with notice requirements	Actual Cost (\$1,000 deposit)	Y	D	July 1, 2021	By-law 20-2021

**Area Municipal Official Plan Amendment (AMOPA)**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Review	\$3,500.00	N	D	July 1, 2021	By-law 20-2021
Approval (non-exempt applications only)	\$5,000.00	N	D	July 1, 2021	By-law 20-2021

**The Regional Municipality of Durham - 2023 Fees and Charges  
Planning and Economic Development Department**

**Plan of Subdivision and Condominium**

Grouping	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Non-Delegated Municipalities (Brock, Scugog and Uxbridge)	Application	\$6,000.00	N	D	July 1, 2021	By-law 20-2021
	Per unit for units in excess of 50	\$100.00	N	D	July 1, 2021	By-law 20-2021
	Recirculation/Review of Plans/Studies prior to Draft Approval	\$500.00	N	D	July 1, 2021	By-law 20-2021
	Extension of Draft Approval	\$1,500.00	N	D	July 1, 2021	By-law 20-2021
	Final Approval (per phase)	\$1,500.00	N	D	July 1, 2021	By-law 20-2021
	Major Revision	\$1,500.00	N	D	July 1, 2021	By-law 20-2021
	Review Fee - subdivision – additional phased draft approvals	\$3,000.00	N	D	July 1, 2021	By-law 20-2021

**The Regional Municipality of Durham - 2023 Fees and Charges  
Planning and Economic Development Department**

**Plan of Subdivision and Condominium (continued)**

Grouping	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Delegated Municipalities (Ajax, Clarington, Oshawa, Pickering and Whitby)	Subdivision Review	\$5,000.00	N	D	July 1, 2021	By-law 20-2021
	Subdivision Review – additional phased draft approvals	\$3,000.00	N	D	July 1, 2021	By-law 20-2021
	Standard/Leasehold Condo Review	\$2,000.00	N	D	July 1, 2021	By-law 20-2021
	Common Element Condo Review	\$1,000.00	N	D	July 1, 2021	By-law 20-2021
	Phased Condo Review	\$2,000.00	N	D	July 1, 2021	By-law 20-2021
	Vacant Land Condo Review	\$2,000.00	N	D	July 1, 2021	By-law 20-2021
	Condominium Conversion Review	\$2,000.00	N	D	July 1, 2021	By-law 20-2021
	Recirculation/Review of Plans/Studies prior to Draft Approval	\$500.00	N	D	July 1, 2021	By-law 20-2021
	Revision/Redline/Amendment/Change of Conditions Review	\$1,500.00	N	D	July 1, 2021	By-law 20-2021
	Clearance Letter	\$1,000.00	N	D	July 1, 2021	By-law 20-2021



**The Regional Municipality of Durham - 2023 Fees and Charges  
Planning and Economic Development Department**

**Part-Lot Control Exemption By-law Applications**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Review (Ajax, Clarington, Oshawa, Pickering and Whitby)	\$500.00	N	D	July 1, 2021	By-law 20-2021
Approval (Brock, Uxbridge and Scugog)	\$250.00	N	D	July 1, 2021	By-law 20-2021
Per unit for units in excess of 5	\$100.00	N	D	July 1, 2021	By-law 20-2021

**Rezoning Applications/Zoning By-laws (not related to another Planning Division review)**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard Review	\$1,500.00	N	D	July 1, 2021	By-law 20-2021
Minor Review	\$500.00	N	D	July 1, 2021	By-law 20-2021

**Land Division**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Application	\$1,350.00	N	D	July 1, 2021	By-law 20-2021
Review	\$500.00	N	D	July 1, 2021	By-law 20-2021
Special Meeting	\$500.00	N	D	July 1, 2021	By-law 20-2021
Tabling Fee	\$300.00	N	D	July 1, 2021	By-law 20-2021
Stamping	\$1,000.00	N	D	July 1, 2021	By-law 20-2021
Re-stamping	\$250.00	N	D	July 1, 2021	By-law 20-2021

**The Regional Municipality of Durham - 2023 Fees and Charges  
Planning and Economic Development Department**

**Woodland By-law Applications**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Good Forestry Practices Permit	\$50.00	N	D	July 29, 2020	By-law 30-2020
Minor Clear Cutting Permit (Between 0.1 Ha and 1 Ha)	\$500.00	N	D	July 29, 2020	By-law 30-2020
Major Clear Cutting Permit (Greater than 1 Ha)*	\$1,000.00	N	D	July 29, 2020	By-law 30-2020
*Plus applicable publication costs associated with notice requirements	Actual Cost	Y	D	July 29, 2020	By-law 30-2020

**Aggregate Site Plans**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Minor Review Fee - Aggregate Resources Act Applications	\$1,000.00	N	D	July 1, 2021	By-law 20-2021
Major Review Fee - Aggregate Resources Act Applications	\$5,000.00	N	D	July 1, 2021	By-law 20-2021

**The Regional Municipality of Durham - 2023 Fees and Charges  
Planning and Economic Development Department**

**Other Fees**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Preparation of Record to Local Planning Appeal Tribunal (formerly Ontario Municipal Board)	\$500.00	N	D	July 1, 2021	By-law 20-2021
Non-Potable Request	\$500.00	N	D	July 1, 2021	By-law 20-2021
Type 1 Ministry of the Environment and Climate Change Environmental Compliance Approval not associated with ROPA application	\$300.00	N	D	July 1, 2021	By-law 20-2021
Type 2 Ministry of the Environment and Climate Change Environmental Compliance Approval not associated with ROPA application	\$1,000.00	N	D	July 1, 2021	By-law 20-2021
Review of Ministry of the Environment and Climate Change Renewable Energy Approval Application	\$1,000.00	N	D	July 1, 2021	By-law 20-2021
Minor Review of Ministry of Municipal Affairs and Housing Minister's Zoning Order Amendment Application	\$1,500.00	N	D	July 1, 2021	By-law 20-2021
Major Review of Ministry of Municipal Affairs and Housing Minister's Zoning Order Amendment Application	\$5,000.00	N	D	July 1, 2021	By-law 20-2021
Technical Study Peer Review Administration Fee	\$500.00	N	D	July 1, 2021	By-law 20-2021

## The Regional Municipality of Durham - 2023 Fees and Charges Planning and Economic Development Department

### Publications

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Publication costs associated with notice requirements of the Planning Act		Actual Cost	Y	D	July 1, 2021	By-law 20-2021
Official Plan – Office Consolidation – Text and Maps	/set	\$60.00	Y	I/D	September 30, 2020	By-law 39-2020
Official Plan – Office Consolidation – in electronic form	/disk or usb	\$25.00	Y	I/D	September 30, 2020	By-law 39-2020
Official Plan Land Use Schedules		\$5.00	Y	I/D	January 1, 2014	
Roads Maps (28"X38")		\$6.50	Y	I/D	November 1, 2007	
Regional Infrastructure Map		\$6.50	Y	I/D	March 1, 2011	
Regional Woodland By-law		\$5.00	Y	I/D	July 1, 2016	
Copies of Historic Aerial Photographs		\$20.00	Y	I/D	November 1, 2007	
Other Publications not listed here		Printing Cost	Y	I/D	January 1, 2011	

### Transportation Planning Model Projections

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Transportation Planning Model Projections	/horizon year	\$100.00	Y	I	April 3, 2013	Report 2013-P-26

### Custom Cartography Charges

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Standard Orthophotography Map - site specific (includes orthophotography, parcels, roads and labels)	\$35.00	Y	I/D	February 1, 2012
Topographic Map – site specific (includes parcel fabric, roads, drainage, contours and labels)	\$35.00	Y	I/D	February 1, 2012
Custom Mapping - All mapping is provided in digital PDF format. Printed copies are available for an extra charge of \$10.00 + HST	Please contact the Planning Division for a quote			

**The Regional Municipality of Durham - 2023 Fees and Charges  
Planning and Economic Development Department**

**Advertising Spaces in Brochures**

Grouping	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Co-operative Advertising	Based on specific opportunity (as they arise)		Varies	Y	I	January 2016

**Processing of Applications for Exemption under the Retail Business Holidays Act**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Businesses larger than 223 square metres or applications involving more than one business - Plus advertising costs (\$1,000 deposit)	Per Application	\$1,500.00	N	D	November 2011	Retail Business Holidays Act
Individual businesses under 223 square metres - Plus advertising costs (\$1,000 deposit)	Per Application	\$500.00	N	D	November 2011	Retail Business Holidays Act

**Other Charges**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Photocopies	/page	\$0.20	Y	I/D	September 30, 2020	By-law 39-2020
Administration Charge - includes data, research and information requests for items not listed here.	Please contact Planning Division for a quote					
Shipping Costs - Maps, Publications and Requests that require mailing or couriering		Actual Costs	Y	I	September 30, 2020	By-law 39-2020
Workshop / Seminars / Events (as they arise)		Varies	Y	I	January 2016	

**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Social Services Department – Children’s Services**

**Per Diem Rate for Regional Directly Operated Child Care Centres (Note 1)**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Infant - Full Day	/child/day	\$24.57	N	I	January 1, 2023	Per CWELCC
Toddlers - Full Day	/child/day	\$21.97	N	I	January 1, 2023	Per CWELCC
Preschool - Full Day	/child/day	\$20.32	N	I	January 1, 2023	Per CWELCC
Preschool - Part Day with Meal (AM or PM)	/child/day	\$15.83	N	I	January 1, 2023	Per CWELCC
Preschool - Part Day (AM or PM)	/child/day	\$14.18	N	I	January 1, 2023	Per CWELCC

Note 1: Includes the following Child Care Centres, Ajax, Edna Thomson, Clara Hughes, Lakewoods, Pickering and Whitby Child Care Centres.

**School Age Per Diem Rate for Regional Directly Operated Child Care Centres (Note 2)**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Full Day (Lakewoods Child Care Centre Only)	/child/day	\$41.50	N	I	September 1, 2017	Report 2017-COW-132
Full Day	/child/day	\$37.00	N	I	September 1, 2017	Report 2017-COW-132
Before and After School	/child/day	\$26.00	N	I	September 1, 2017	Report 2017-COW-132
After School	/child/day	\$20.00	N	I	September 1, 2017	Report 2017-COW-132
Before School	/child/day	\$16.00	N	I	September 1, 2017	Report 2017-COW-132

Note 2: includes the following Child Care Centres, Lakewoods Before and After, Sunderland and Clara Hughes Early Learning and Child Care Centres.

**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Social Services Department – Children’s Services**

**Nursery School Program**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Sunderland (2 hour session)	/child/session	\$12.00	N	I	September 1, 2017	Report 2017-COW-132

**Kindergarten Program**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Before School or After School (3.8 – 5 years)	/child/day	\$12.00	N	I	January 1, 2023	Per CWELCC
Before and After School (3.8 – 5 years)	/child/day	\$12.29	N	I	January 1, 2023	Per CWELCC
Full Day (3.8 – 6.1 years)	/child/day	\$17.48	N	I	January 1, 2023	Per CWELCC

**Other**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Processing of Dishonoured Payments	/payment	\$48.00	N	I	January 1, 2019	Report 2018-COW-178

## The Regional Municipality of Durham - 2023 Fees and Charges Social Services Department – Family Services

### Counselling Fee Schedule

Annual Gross Income from all Sources *	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
\$20,000 and less	/hour	\$10.00	N	D	March 31, 2003	Report 2003-FSD-02
\$20,001 to \$30,000	/hour	\$30.00	N	D	March 31, 2003	Report 2003-FSD-02
\$30,001 to \$40,000	/hour	\$50.00	N	D	March 31, 2003	Report 2003-FSD-02
\$40,001 to \$50,000	/hour	\$70.00	N	D	March 31, 2003	Report 2003-FSD-02
\$50,001 to \$60,000	/hour	\$80.00	N	D	March 31, 2003	Report 2003-FSD-02
\$60,001 and above	/hour	\$90.00	N	D	March 31, 2003	Report 2003-FSD-02

\* Based on Gross Family Income minus \$2,191 for each dependent

#### Notes

- Counselling fees will be charged for a 50-minute counselling session and an additional fee will be charged for each 30-minute period thereafter. Pro-rated fees are charged for telephone contact lasting beyond 20 minutes.
- Fees considered too onerous by the client(s), can be appealed through their counsellor to FSD management.
- Clients of Ontario Works are exempt from paying fees to access services.
- Cancellation / Missed Appointment: If appointment is cancelled with counsellor within 24 hours of scheduled appointment, client may be charged/invoiced half of the negotiated fee, except in cases of emergency.

### Other

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
File Disclosure: For clients requesting their own file	Per vetted file	\$25.00	N	D	April 1, 2019	
File Disclosure: For 3rd parties requesting a client file	Per vetted file	\$100.00	N	D	March 1, 2013	
Brief Therapy Report: For 3 <sup>rd</sup> party requests	Per hour	\$90.00	N	D	December 12, 2007	
Processing of Dishonoured Payments	/payment	\$48.00	N	D	January 1, 2019	Report 2018-COW-178



**The Regional Municipality of Durham - 2023 Fees and Charges  
Social Services Department – Services for Seniors**

**Accommodation rates at long-term care facilities**

Type	Description	Daily Rate \$ Excluding HST	Monthly Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Basic		\$62.18	\$1,891.31	N	D	July 1, 2019	*
Semi-Private	Residents occupying older beds or admitted to newer beds on/after July 1, 2012	\$70.70	\$2,150.46	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013	\$71.75	\$2,182.40	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014	\$72.83	\$2,215.25	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015	\$73.89	\$2,247.49	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2015	\$74.96	\$2,280.04	N	D	July 1, 2019	*
Private	Residents occupying older beds or admitted to newer beds on/after July 1, 2012	\$81.35	\$2,474.40	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013	\$83.22	\$2,531.28	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014	\$85.08	\$2,587.85	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015	\$86.96	\$2,645.04	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2015	\$88.82	\$2,701.61	N	D	July 1, 2019	*
Short-Stay	Respite Bed	\$40.24	N/A	N	D	July 1, 2019	*

\* Approved by Provincial Regulation

Notes

- There is no preferred accommodation surcharge for short-stay residents.
- Newer beds are classified as "A" according to ministry design standards and apply to Hillsdale Estates, Hillsdale Terraces, Lakeview Manor and Fairview Lodge.
- Long-stay residents (including exceptional circumstances) in basic accommodations may apply for a rate reduction.
- Residents in preferred accommodations are not eligible for rate reduction.

**The Regional Municipality of Durham - 2023 Fees and Charges  
Social Services Department – Services for Seniors**

**Other**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Cable TV	/month	\$27.02	N	I/D	May 1, 2022
Adult Day Program - Consumer Fee (see notes)	/day	\$21.00	N	I	
Adult Day Program – Consumer Fee for virtual program	/day	\$5.00	N	I	November 29, 2021

Notes

- Subsidy is available for those who meet the criteria.
- Fee includes hot noon meal and snacks during the day.
- May be additional costs for outings/events.

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Environmental Laboratory**

**Ontario Drinking Water Regulation Packages**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Microbiological	Presence/Absence Test (P/A for TC, EC)	\$15.00	Y	I	January 1, 2022	Report 2021-F-35
	Treated Water (P/A, HPC or BKD)	\$27.00	Y	I	January 1, 2022	Report 2021-F-35
	Well Water/Raw/Reg.319 (TC, EC)	\$28.00	Y	I	January 1, 2022	Report 2021-F-35
	Well Water/Treated/Distribution (TC, EC, HPC)	\$39.00	Y	I	January 1, 2022	Report 2021-F-35
	Single test by membrane filtration (e.g. MFHPC, MFTC)	\$14.00	Y	I	January 1, 2022	Report 2021-F-35
	Test for E. coli by membrane filtration	\$15.00	Y	I	January 1, 2022	Report 2021-F-35
All Parameters required under Schedule 23 plus additional metals	Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Hg, Mn, Mo, Ni, Pb, Sb, Se, U, Zn	\$83.00	Y	I	January 1, 2022	Report 2021-F-35
Inorganic Ions required under Ontario Regulation 170/03	F, NO2, NO3, Na	\$82.00	Y	I	January 1, 2022	Report 2021-F-35
Inorganic Ions required under Ontario Regulation 170/03 plus additional Ions	Hardness*, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO2, NO3, PO4, SO4	\$82.00	Y	I	January 1, 2022	Report 2021-F-35
	Nitrite, Nitrate	\$54.00	Y	I	January 1, 2022	Report 2021-F-35
	Sodium	\$36.00	Y	I	January 1, 2022	Report 2021-F-35
	Fluoride	\$36.00	Y	I	January 1, 2022	Report 2021-F-35
	Lead testing as required under Ontario Regulation 170	\$37.00	Y	I	January 1, 2022	Report 2021-F-35
	Lead testing as required under Ontario Regulation 243 - For Standing & Flushed	\$155.00	Y	I	January 1, 2022	Report 2021-F-35

\* Calculation included (no charge)

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Environmental Laboratory**

**Ontario Drinking Water Regulation Packages (continued)**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Organic Chemical THMs (Trihalomethanes)	Bromodichloromethane (bromoform) dibromochloromethane (chloroform) THM (Total)	\$105.00	Y	I	January 1, 2022	Report 2021-F-35
All Parameters required under Schedule 24	Includes all Parameters described under the following test CODES listed in this book - VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB	\$1,552.00	Y	I	January 1, 2022	Report 2021-F-35
Combined Packages - York Region Drinking Water Package A	Includes DW2M (less TURB), Hg, B, Ba, U, VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB	\$1,768.00	Y	I	January 1, 2022	Report 2021-F-35

**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Works Department – Environmental Laboratory**

**Microbiological Tests**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Ontario Regulation 170/03	Presence/Absence Test (P/A for TC, EC)	\$15.00	Y	I	January 1, 2022	Report 2021-F-35
	Treated Water (P/A, HPC or BKD)	\$27.00	Y	I	January 1, 2022	Report 2021-F-35
	Well Water/Raw/Reg.319 (TC, EC)	\$28.00	Y	I	January 1, 2022	Report 2021-F-35
	Well Water/Treated/Distribution (TC, EC, HPC)	\$39.00	Y	I	January 1, 2022	Report 2021-F-35
	Raw Water Intake, Municipal (TC, EC, BKD)	\$34.00	Y	I	January 1, 2022	Report 2021-F-35
	Treated/Distribution Water (TC, EC, BKD, HPC)	\$44.00	Y	I	January 1, 2022	Report 2021-F-35
	Single test by membrane filtration (e.g. MFHPC, MFTC)	\$14.00	Y	I	January 1, 2022	Report 2021-F-35
	Test for E. coli by membrane filtration	\$15.00	Y	I	January 1, 2022	Report 2021-F-35
New Mains	New Water Mains (TC, EC, BKD, HPC)	\$44.00	Y	I	January 1, 2022	Report 2021-F-35
Waste Water	E.coli (Final Effluent)	\$17.00	Y	I	January 1, 2022	Report 2021-F-35
	E.coli (Sludge / Cake)	\$32.00	Y	I	January 1, 2022	Report 2021-F-35
	Fecal Streptococci	\$17.00	Y	I	January 1, 2022	Report 2021-F-35
	Final Effluent (TC, EC)	\$32.00	Y	I	January 1, 2022	Report 2021-F-35
	Final Effluent (TC, EC, FS)	\$42.00	Y	I	January 1, 2022	Report 2021-F-35
Recreational Water	E.coli (Lake/Beach/Creek/Pond/River)	\$17.00	Y	I	January 1, 2022	Report 2021-F-35
	Lakes / Bathing beaches (TC, EC, FS)	\$39.00	Y	I	January 1, 2022	Report 2021-F-35
	Any Single Membrane Filtration Test (e.g. FC - MFFC, AE - MFAE, PS, SA etc.)	\$26.00	Y	I	January 1, 2022	Report 2021-F-35
Raw and Treated Water	Algae Enumeration and Identification	\$103.00	Y	I	January 1, 2022	Report 2021-F-35
	Algae, Cells	\$103.00	Y	I	January 1, 2022	Report 2021-F-35
	Algae by Microscopic Particulate Analysis	\$515.00	Y	I	January 1, 2022	Report 2021-F-35
	Microcystin	\$158.00	Y	I	January 1, 2022	Report 2021-F-35
	F Specific Coliphages	\$206.00	Y	I	January 1, 2022	Report 2021-F-35

**The Regional Municipality of Durham - 2023 Fees and Charges  
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**Microbiological Tests (continued)**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Protozoa Testing	Cryptosporidium and Giardia (MBCG)	\$840.00	Y	I	January 1, 2022	Report 2021-F-35
	Cryptosporidium, Giardia and Microscopic Particulate Analysis (MBCGMPA)	\$1,133.00	Y	I	January 1, 2022	Report 2021-F-35
	Pigment Bearing Algae and Diatoms (MBPBAD)	\$515.00	Y	I	January 1, 2022	Report 2021-F-35
	Cryptosporidium, Giardia and Pigment Bearing Algae and Diatoms (MBCGPBAD)	\$1,133.00	Y	I	January 1, 2022	Report 2021-F-35
Mycology (Fungi)	Fungal Enumeration	\$26.00	Y	I	January 1, 2022	Report 2021-F-35
	Fungal Identification (Consultation Required)	\$134.00	Y	I	January 1, 2022	Report 2021-F-35
	Air Quality (Microbial - Bacteria, Yeasts & Molds)	\$77.00	Y	I	January 1, 2022	Report 2021-F-35
	Enumeration of Bacteria, Yeast and Molds by RODAC plates (BHI & SAB/MEA)	\$77.00	Y	I	January 1, 2022	Report 2021-F-35
Sterility (Spore) Testing	Bacillus subtilis (DRY)	\$52.00	Y	I	January 1, 2022	Report 2021-F-35
	Bacillus stearothermophilus (STEAM)	\$52.00	Y	I	January 1, 2022	Report 2021-F-35
Other Bacteriological Groups	Private Wells (TC, EC) (Signed Report faxed next day)	\$79.00	Y	I	January 1, 2022	Report 2021-F-35
	Iron Bacteria - Presence/Absence	\$77.00	Y	I	January 1, 2022	Report 2021-F-35
	Sulphur Bacteria - Presence/Absence	\$77.00	Y	I	January 1, 2022	Report 2021-F-35
	Iron & Sulphur Bacteria - Presence/Absence	\$129.00	Y	I	January 1, 2022	Report 2021-F-35
	Microscopic Examination	\$103.00	Y	I	January 1, 2022	Report 2021-F-35
	Crypto/Giardia Additional Filter Processing	\$412.00	Y	I	January 1, 2022	Report 2021-F-35

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Environmental Laboratory**

**General Inorganic Tests**

Description	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
pH, Conductivity, Alkalinity	\$28.00	\$34.00	Y	I	January 1, 2022	Report 2021-F-35
Alkalinity, Total (CaCO3)	\$17.00	\$22.00	Y	I	January 1, 2022	Report 2021-F-35
Alkalinity, Total (CaCO3) (plus hydroxide, carbonate and bicarbonate)	\$21.00	\$27.00	Y	I	January 1, 2022	Report 2021-F-35
Conductivity	\$12.00	\$17.00	Y	I	January 1, 2022	Report 2021-F-35
pH	\$12.00	\$17.00	Y	I	January 1, 2022	Report 2021-F-35
Fluoride by Ion Selective Electrode	\$22.00	\$28.00	Y	I	January 1, 2022	Report 2021-F-35
Total Residual Chlorine	\$12.00	\$20.00	Y	I	January 1, 2022	Report 2021-F-35
Free Residual Chlorine	\$12.00	\$20.00	Y	I	January 1, 2022	Report 2021-F-35
Colour	\$17.00	\$20.00	Y	I	January 1, 2022	Report 2021-F-35
Turbidity	\$17.00	\$20.00	Y	I	January 1, 2022	Report 2021-F-35
Biochemical Oxygen Demand (BOD5)	\$37.00	\$44.00	Y	I	January 1, 2022	Report 2021-F-35
Carbonaceous Biochemical Oxygen Demand (cBOD5)	\$37.00	\$44.00	Y	I	January 1, 2022	Report 2021-F-35
Chemical Oxygen Demand (COD)	\$33.00	\$39.00	Y	I	January 1, 2022	Report 2021-F-35
Dissolved Organic Carbon (DOC)	\$30.00	\$39.00	Y	I	January 1, 2022	Report 2021-F-35
Total Organic Carbon (TOC)	Sub contractor's rate					
Cyanide (Total)	\$42.00	\$49.00	Y	I	January 1, 2022	Report 2021-F-35
Cyanide (Free)	\$42.00	\$49.00	Y	I	January 1, 2022	Report 2021-F-35
Phenol	\$39.00	\$47.00	Y	I	January 1, 2022	Report 2021-F-35
Sulphide (H2S)	\$39.00	\$47.00	Y	I	January 1, 2022	Report 2021-F-35

\* S/S/S = Sewerage, Sludge and Soil

**The Regional Municipality of Durham - 2023 Fees and Charges  
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**General Inorganic Tests (continued)**

Description	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Dissolved Solids, Ashed Dissolved Solids, Volatile Dissolved Solids**	\$27.00	N/A	Y	I	January 1, 2022	Report 2021-F-35
Suspended Solids (SS)	\$16.00	\$18.00	Y	I	January 1, 2022	Report 2021-F-35
Suspended Solids, Ashed Suspended Solids, Volatile Suspended Solids**	\$22.00	\$25.00	Y	I	January 1, 2022	Report 2021-F-35
Total Solids (TS)	\$14.00	\$16.00	Y	I	January 1, 2022	Report 2021-F-35
Total Solids, Ashed Total Solids, Volatile Total Solids**	\$20.00	\$22.00	Y	I	January 1, 2022	Report 2021-F-35
Dissolved Solids, Suspended Solids, Total Solids	\$37.00	\$44.00	Y	I	January 1, 2022	Report 2021-F-35
Total Oil & Grease	\$55.00	\$65.00	Y	I	January 1, 2022	Report 2021-F-35
Total / Mineral / Animal & Vegetable** Oil & Grease	\$83.00	\$100.00	Y	I	January 1, 2022	Report 2021-F-35

\* S/S/S = Sewerage, Sludge and Soil

\*\* Calculation included (no charge)



**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Works Department – Environmental Laboratory**

**General Inorganic Tests (continued)**

Description	Test For	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Ion Chromatography	Hardness**, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO <sub>2</sub> , NO <sub>3</sub> , PO <sub>4</sub> , SO <sub>4</sub>	\$82.00	\$99.00	Y	I	January 1, 2022	Report 2021-F-35
	F, Cl, Br, NO <sub>2</sub> , NO <sub>3</sub> , NO <sub>2</sub> +NO <sub>3</sub> , PO <sub>4</sub> , SO <sub>4</sub>	\$54.00	\$64.00	Y	I	January 1, 2022	Report 2021-F-35
	Hardness**, Ca, Mg, Na, K, Ammonia	\$54.00	\$64.00	Y	I	January 1, 2022	Report 2021-F-35
	Any One of the Above Single Elements by IC	\$36.00	\$42.00	Y	I	January 1, 2022	Report 2021-F-35
Nutrients by Segmented Flow Analyzer	NH <sub>3</sub> +NH <sub>4</sub> , PO <sub>4</sub> , NO <sub>2</sub> , NO <sub>2</sub> +NO <sub>3</sub> , TKN, TP	\$102.00	\$122.00	Y	I	January 1, 2022	Report 2021-F-35
	NH <sub>3</sub> +NH <sub>4</sub> , PO <sub>4</sub> , NO <sub>2</sub> , NO <sub>2</sub> +NO <sub>3</sub>	\$61.00	\$73.00	Y	I	January 1, 2022	Report 2021-F-35
	TKN, TP	\$61.00	\$73.00	Y	I	January 1, 2022	Report 2021-F-35
	Any One of the Above Single Nutrients by SFA	\$40.00	\$48.00	Y	I	January 1, 2022	Report 2021-F-35
	Ultra Low Dissolved PO <sub>4</sub> (clean water only)	\$68.00	N/A	Y	I	January 1, 2022	Report 2021-F-35
Metals	Mercury (Hg) by Cold Vapour AA	\$37.00	\$44.00	Y	I	January 1, 2022	Report 2021-F-35
	Acid Soluble Metals by ICP (Al, Fe, Mn, Pb, Zn)	\$42.00	N/A	Y	I	January 1, 2022	Report 2021-F-35
	Cation Scan by ICP (Ca, Mg, Na, K, Hardness*)	\$54.00	N/A	Y	I	January 1, 2022	Report 2020-F-25
	Heavy Metals Scan by ICP (Water) (Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Se, Sb, Zn)	\$56.00	\$66.00	Y	I	January 1, 2022	Report 2021-F-35
	Heavy Metals Scan by ICP (Sewage / Sludge / Soil) (As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn)	N/A	\$66.00	Y	I	January 1, 2022	Report 2021-F-35
	Regulation 170 - Metals (Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, U, Zn)	\$79.00	N/A	Y	I	January 1, 2022	Report 2021-F-35
	Any One of the Above Single Metals by ICP-OAS or ICP-MS	\$37.00	\$44.00	Y	I	January 1, 2022	Report 2021-F-35
	Lead testing as required under O.Reg. 170	\$37.00	N/A	Y	I	January 1, 2022	Report 2021-F-35
	Lead testing as required under O.Reg. 243	\$77.00	N/A	Y	I	January 1, 2022	Report 2021-F-35

Other elements such as (Ag, Ti, V, Tl, etc.) are available as single element requests.

\* S/S/S = Sewerage, Sludge and Soil

\*\* Calculation included (no charge)

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Environmental Laboratory**

**Inorganic Monitoring Packages**

Drinking Water

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Package #1	pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*	\$100.00	Y	I	January 1, 2022	Report 2021-F-35
Package #2	(colour, turbidity, Al, Fe, Mn, Pb, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$154.00	Y	I	January 1, 2022	Report 2021-F-35
Package #2 with expanded metals	(colour, turbidity, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$180.00	Y	I	January 1, 2022	Report 2021-F-35
Package #3 with expanded metals	Colour, (Al, Sb, As, Ba, B, Cd, Cr, Co, Cu, Fe, Pb, Mn, Mo, Ni, Se, U, Zn), Hg, pH, Conductivity, Alkalinity, (Ca, Mg, K, Na, NH3, Hardness*)(Br, Cl, R, NO2, NO3, [NO2+NO3]*, SO4, PO4), DOC, TKN	\$270.00	Y	I	January 1, 2022	Report 2021-F-35

\*Calculation included (no charge)

**The Regional Municipality of Durham - 2023 Fees and Charges  
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**Inorganic Monitoring Packages (continued)**

**Landfill Monitoring**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Surface Water	BOD, COD, colour, phenol, total solids, suspended solids, dissolved solids*, pH, conductivity, alkalinity, fluoride, chloride, bromide, nitrite, nitrate, sulphate, phosphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, total cations*, total anions*, ionic balance*, calculated dissolved solids*, calculated conductivity*, langelier index*, dissolved organic carbon, total kjeldahl nitrogen, total phosphorus, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$407.00	Y	I	January 1, 2022	Report 2021-F-35
Filtration of Raw Landfill samples		\$37.00	Y	I	January 1, 2022	Report 2021-F-35

\*Calculation included (no charge)

**The Regional Municipality of Durham - 2023 Fees and Charges  
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**Inorganic Monitoring Packages (continued)**

**Sewage and Industrial Waste**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Monitoring Package #1	BOD5, suspended solids	\$44.00	Y	I	January 1, 2022	Report 2021-F-35
Monitoring Package #2	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus	\$103.00	Y	I	January 1, 2022	Report 2021-F-35
Monitoring Package #2 plus Metals	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$166.00	Y	I	January 1, 2022	Report 2021-F-35
Monitoring Package #3	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate	\$154.00	Y	I	January 1, 2022	Report 2021-F-35
Monitoring Package #3 plus Metals	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$217.00	Y	I	January 1, 2022	Report 2021-F-35
Monitoring Package #4	BOD5, CBOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. phosphate, pH, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$204.00	Y	I	January 1, 2022	Report 2021-F-35
Monitoring Package #4 plus Metals	BOD5, CBOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. phosphate, pH, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$307.00	Y	I	January 1, 2022	Report 2021-F-35

\* Calculation included (no charge)

**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Works Department – Environmental Laboratory**

**Inorganic Monitoring Packages (continued)**

**Sludge**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Monitoring Package #1	total solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate	\$120.00	Y	I	January 1, 2022	Report 2021-F-35
Monitoring Package #1 plus Metals	total solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate, Hg, As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn	\$183.00	Y	I	January 1, 2022	Report 2021-F-35
Monitoring Package #2 (Agrisludge)	total solids, ashed total solids, volatile total solids*, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium nitrite + nitrate, Hg, As, Cd, Co, Cr, Cu, K, Mo, Ni, Pb, Se, Zn	\$210.00	Y	I	January 1, 2022	Report 2021-F-35

\* Calculation included (no charge)

**Sewer Use – By-law**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Complete Inorganic Package	BOD, suspended solids, total kjeldahl nitrogen, total phosphorus, pH, fluoride sulphate, phenol, cyanide, Total/Mineral/Animal & Vegetable Oil & Grease, Hg, Ag, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Sn, Ti, Zn	\$490.00	Y	I	January 1, 2022	Report 2021-F-35

**The Regional Municipality of Durham - 2023 Fees and Charges  
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**Organic Monitoring Packages**

**Drinking / Surface / Ground Water and Wastewater**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
THMs (Trihalomethanes)	bromodichloromethane (bromoform) dibromochloromethane (chloroform) THM (Total)	\$105.00	Y	I	January 1, 2022	Report 2021-F-35
BTEX by Purge & Trap GC/MS	benzene; m, p-xylene; toluene; Ethylbenzene; O-xylene	\$83.00	Y	I	January 1, 2022	Report 2021-F-35
Taste & Odour	geosmin; 2-isobutyl-3-methoxypyrazine; 2,3,6-trichloroanisole; 2-methylisoborneol (MIB); 2-isopropyl-3-methoxypyrazine; 2,4,6-trichloroanisole	\$258.00	Y	I	January 1, 2022	Report 2021-F-35
Haloacetic Acids (Disinfection By- Products)	bromochloroacetic acid; dichloroacetic acid; monochloroacetic acid; dibromoacetic acid; monobromoacetic acid ;trichloroacetic acid	\$309.00	Y	I	January 1, 2022	Report 2021-F-35
Volatile Organic Compounds	benzene; bromodichloromethane; bromoform; bromomethane; carbon tetrachloride; chlorobenzene; chlorodibromomethane; chloroethane; chloroform; chloromethane; tetrachloroethylene (perchloroethylene); 1,2-dibromoethane (ethylene dibromide); 1,2-dichlorobenzene; 1,3-dichlorobenzene; 1,4-dichlorobenzene; 1,1-dichloroethane; 1,2-dichloroethane; 1,1-dichloroethylene; methyl tert-butyl ether (MTBE); methyl ethyl ketone (MEK); methyl isobutyl ketone (MIBK); 1,1,1,2-tetrachloroethane; cis-1,2-dichloroethylene; trans-1,2-dichloroethylene; dichloromethane; 1,2-dichloropropane; cis-1,3-dichloropropylene; trans-1,3-dichloropropylene; ethylbenzene; Styrene; 1,1,2,2-tetrachloroethane; toluene; 1,1,1-trichloroethane; 1,1,2-trichloroethane; trichloroethylene; trichlorofluoromethane; vinyl chloride; o-xylene; m, p-xylene; THM (Total); xylene (Total); acetone; 1,2,4-trichlorobenzene	\$132.00	Y	I	January 1, 2022	Report 2021-F-35
1,4 Dioxane	1,4-Dioxane Purge and Trap	\$83.00	Y	I	January 1, 2022	Report 2021-F-35
BENZO	Benzo (a) pyrene (GCMS)	\$110.00	Y	I	January 1, 2022	Report 2021-F-35

**The Regional Municipality of Durham - 2023 Fees and Charges  
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**Organic Monitoring Packages (continued)**

**Pesticide / Herbicide Analysis**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Organochlorine Pesticides	aldrin; a-BHC; b-BHC; g-BHC (Lindane); a-chlordane; g-chlordane; p,p' – DDD; p,p' – DDE; p,p' – DDT; o,p' – DDT; dieldrin; endosulphan I; endosulphan II; endosulphan sulphate; endrin; heptachlor; heptachlor epoxide; methoxychlor; mirex; oxychlordane; trifluralin; toxaphene	\$127.00	Y	I	January 1, 2022	Report 2021-F-35
Triazine Herbicides	alachlor (Lasso); ametryn; atraton; atrazine; cyanazine (Bladex); desethyl atrazine; desethyl simazine; metolachlor; metribuzin (Sencor); prometon; prometryn; propazine; simazine	\$110.00	Y	I	January 1, 2022	Report 2021-F-35
Organophosphorus Pesticides	chlorpyrifos (Dursban); chlorpyrifos-methyl (Reldan); diazinon; dichlorvos; dimethoate; ethion; fenchlorphos (Ronnel); guthion (Azinphos-methyl); benzo(a)pyrene; malathion; methyl parathion; mevinphos (Phosdrin); parathion; phorate (Thimet); terbufos	\$110.00	Y	I	January 1, 2022	Report 2021-F-35
Phenoxy Acid Herbicides	2,4-dichlorophenoxyacetic acid (2,4-D); bromoxynil; dicamba; diclofop-methyl; MCPA; picloram	\$166.00	Y	I	January 1, 2022	Report 2021-F-35
Chlorophenols	2,4-dichlorophenol; 2,4,6-trichlorophenol; 2,3,4,6-tetrachlorophenol	\$166.00	Y	I	January 1, 2022	Report 2021-F-35
Carbamate & Phenyl Urea Pesticides/Herbicides	Carbaryl; Diuron; Carbofuran; Triallate	\$247.00	Y	I	January 1, 2022	Report 2021-F-35
Glyphosate		\$205.00	Y	I	January 1, 2022	Report 2021-F-35
Diquat	Paraquat	\$205.00	Y	I	January 1, 2022	Report 2021-F-35
PCB Analysis	Polychlorinated Biphenyls	\$83.00	Y	I	January 1, 2022	Report 2021-F-35

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Environmental Laboratory**

**Organic Monitoring Packages (continued)**

**Pesticide / Herbicide Analysis (continued)**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
PAHs (Polynuclear Aromatic Hydrocarbons) by GC/MSD	Acenaphthene; Acenaphylene; Anthracene; Benzo(a)anthracene; Benzo(a)pyrene; Benzo(b)fluoranthene; Benzo(g, h, i)perylene; Benzo(k)fluoranthene; 1-Chloronaphthalene; Chrysene; Dibenz(a, h)anthracene; Fluoranthene; Fluorene; Indeno (1,2,3-cd)pyrene; 1-Methylnaphthalene; 2-Methylnaphthalene; Naphthalene; Phenanthrene; Pyrene	Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
Open Characterization (Semi-quantitative)	Volatiles (Scans for Volatile Organic Compounds)	\$258.00	Y	I	January 1, 2022	Report 2021-F-35
	Extractables (Scans for Extractable Organic Compounds)	\$309.00	Y	I	January 1, 2022	Report 2021-F-35



**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Environmental Laboratory**

**Organic Monitoring Packages (continued)**

**Sewer Use By-laws**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Industrial Sewer Use By-law Acid/Base/Neutral Compounds	di-n-butylphthalate; bis(2-ethylhexyl)phthalate; Polychlorinated Biphenyls	\$221.00	Y	I	January 1, 2022	Report 2021-F-35
		\$83.00	Y	I	January 1, 2022	Report 2021-F-35
Industrial Sewer Use By-law Volatile Organic Compounds	1,1,2,2, -tetrachloroethane; 1,2-dichlorobenzene; 1,4-dichlorobenzene; benzene; chloroform; cis-1,2-dichloroethylene; dichloromethane; ethylbenzene; methyl ethyl ketone (MEK); m/p-xylene; o-xylene; styrene; tetrachloroethylene; toluene; trans-1,3-dichloropropylene; trichloroethylene; xylene (Total)	\$139.00	Y	I	January 1, 2022	Report 2021-F-35
Industrial Sewer Use By-law Nonylphenols & Ethoxylates (Subcontracted)	Nonylphenol; nonylphenol ethoxylates	Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
Durham/York/Peel Sewer Use By-law Organic Package*	1,1,2,2, -tetrachloroethane; 1,2-dichlorobenzene; 1,4-dichlorobenzene; benzene; chloroform; cis-1,2-dichloroethylene; dichloromethane; ethylbenzene; methyl ethyl ketone (MEK); di-n-butyl phthalate; PCB (Total); m/p-xylene; o-xylene; styrene; tetrachloroethylene; toluene; trans-1,3-dichloropropylene; trichloroethylene; xylene (Total); bis (2-ethylhexyl) phthalate	\$436.00	Y	I	January 1, 2022	Report 2021-F-35

\* If nonly phenol/nonly phenol ethoxylates required, please request as add-on to package

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Environmental Laboratory**

**Organic Monitoring Packages (continued)**

**Other Packages**

Description	Test For	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Total Petroleum Hydrocarbons (TPH) in Water (Subcontracted)	This CCME method includes: a) BTEX-Purgeables by P&T GC/MS or HS GC/FID - gasoline range b) Extractables by GC/FID - diesel range c) Total Oil & Grease by Gravimetric - heavy oil range		Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
PFAS/PFOS (Solid Phase Extraction Method)	Perfluorodecanesulfonic acid (PFDS, Perfluorodecanesulfonate) Perfluorodecanoic acid (PFDA, Perfluorodecanoate) Perfluorododecanoic acid (PFDoA, Perfluorododecanoate) Perfluoroheptanoic acid (PFHpA, Perfluorohepanoate) Perfluorohexanesulfonic acid (PFHxS, Perfluorohexanesulfonate) Perfluorohexanoic acid (PFHxA, Perfluorohexanoate) Perfluorononanoic acid (PFNA, Perfluorononanoate) Perfluorooctanesulfonic acid (PFOS, Perfluorooctanesulfonate) Perfluorooctanesulfonamide (PFOSA) Perfluorooctanoic acid (PFOA, Perfluorooctanoate) Perfluoroundecanoic acid (PFUnA, Perfluoroundecanoate)		\$600.00	Y	I	January 1, 2021	Report 2020-F-25

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Environmental Laboratory**

**Organic Monitoring Packages (continued)**

**Other Packages (continued)**

Description	Test For	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Legal Sample Fees and Legal storage fees	Sample submitted under legal chain of custody (to maintain an unbroken chain of custody for samples that may be used for litigation)	Per sample	\$281.00	Y	I	January 1, 2022	Report 2021-F-35
	Extended storage for legal samples (longer than 30 days) (samples will be stored free of charge for 30 days from date of final report)	Per container per month	\$5.00	Y	I	January 1, 2022	Report 2021-F-35
	Court testimony by Regional Environmental Laboratory staff	Per hour (including travel and wait time)	To be determined case-by-case	Y	I	January 1, 2020	Report 2019-COW-33
	Mileage for appearance	Per kilometre (actual)	\$0.58	Y	I	January 1, 2022	Report 2021-F-35

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Environmental Laboratory**

**Organic Monitoring Packages (continued)**

Other Packages (continued)

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Miscellaneous	Sub-contractor Fee	Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
	Report re-issue Fee					
	- Current Year	\$10.00	Y	I	January 1, 2020	Report 2019-COW-33
	- Previous 2 years	\$25.00	Y	I	January 1, 2020	Report 2019-COW-33
	- Prior Archives	\$100.00	Y	I	January 1, 2020	Report 2019-COW-33
Sample Treatment	Chlorine quenching	\$26.00	Y	I	January 1, 2022	Report 2021-F-35
	Oil & Grease additional extraction	\$26.00	Y	I	January 1, 2022	Report 2021-F-35
	Shipping (Sample Containers)	Actual cost	Y	I	January 1, 2020	Report 2019-COW-33
	Sample filtration if required	\$26.00	Y	I	January 1, 2022	Report 2021-F-35

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Solid Waste Management**

**Solid Waste Management Fees and Charges**

Type	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge	Effective Date	Notes / Comments
<b>Blue Box Materials</b> For loads of 100% Blue Box materials only	Newspapers, glass bottles and jars, cardboard, metal and aluminum food and beverage containers, all plastic bottles with a twist off top, metal paint cans, metal aerosol cans, milk, juice and drink containers, tubs and lids	/ 1,000kg	\$5.00	N	D	N/A	January 1, 2021	Report 2016-J-7
<b>Household Hazardous Waste (HHW)</b> For loads of 100% Household Hazardous Waste only	Oil and oil filters, paints, propane tanks, batteries, antifreeze, etc.		No Charge					
<b>Waste Electronics and Electrical Waste</b> For loads of 100% Waste Electronics and Electrical only			No Charge					
<b>Used Tires</b> For loads of 100% Tires only	Limit of up to 10 tires per vehicle per day		No Charge					
<b>Bale Wrap</b> For loads of 100% Bale Wrap only	Must be delivered clean and free of debris		No Charge					
<b>Sign Recycling</b> For loads of 100% Signs only	Consisting of plastic film on wire, paperboard on wood, or corrugated plastic		No Charge					
<b>Waste Disposal</b> General residential and commercial garbage waste	For loads up to and including 40.00 kg minimum charge	/ vehicle / load	N/A	N	D	\$5.00		
	For loads over 40.00 kg	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – Solid Waste Management**

**Solid Waste Management Fees and Charges** (continued)

Type	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge	Effective Date	Notes / Comments
<b>Fill Material</b> For loads of 100% Fill Material only	For loads of soils, concrete and mixed construction materials	/ 1,000kg	\$250.00	N	D	N/A	July 1, 2021	Report 2019-COW-3
<b>Mixed Loads</b>	For loads of Blue Box, HHW Material, Bale Wrap, Tires and/or Electronics and Electrical in the same load as other waste	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7
	For Loads containing fill material	/ 1,000kg	\$250.00	N	D	N/A	July 1, 2021	Report 2019-COW-3
<b>When scales are not in service</b> A flat rate charge system will apply and staff will estimate the loads	For loads up to and including 40.00 kg, except for loads of 100% Blue Box, 100% Household Hazardous Waste and/or 100% Fill Material	/ vehicle / load	N/A	N	D	\$5.00		
	For loads estimated over 40.00 kg	/ 100kg	\$12.50	N	D	N/A	July 1, 2016	Report 2016-J-7
<b>Recycling Depot</b>	Blue Box sales	Each	Market Price	N	D	N/A		
	Blue Box Lid sales	Each	Market Price	N	D	N/A	January 1, 2022	Report 2020-WR-8
	Green Bin sales	Each	Market Price	N	D	N/A		
	Backyard Composter sales	Each	Market Price	N	D	N/A		
<b>Integrated System</b>	Solid Waste Bag Tags (where bag limit is exceeded)	/ tag	\$2.50	N	D	N/A	May 1, 2014	

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – General Services**

**General Services Fees and Charges**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
1. Drawings	a) Engineering drawings	/drawing	\$13.00	Y	I	April 1, 2023
	b) Valve location drawings	/drawing	\$3.00	Y	I	April 1, 2023
	c) CAD File - Engineering Drawing	/drawing	\$29.00	Y	I	April 1, 2023
	d) Engineering Reports/Drawings - Digital Format on CD/DVD	/drawing	\$70.00	Y	I	April 1, 2023
	e) Environmental Study Reports (based on number of pages)		Various	Y	I	April 1, 2023
2. System Maps – Water, Sanitary and Storm Sewer	a) Digital pdf files of Regional Sewer System 1:5000 on CD	/file	\$147.00	Y	D	April 1, 2023
	Digital pdf files of Regional Storm Sewer System 1:5000 on CD	/file	\$147.00	Y	D	April 1, 2023
	b) Water, Sanitary Sewer, Storm System maps 24"x36" Colour	/sheet	\$110.00	Y	D	April 1, 2023
	c) Water, Sanitary Sewer, Storm System maps 24"x36" b/w	/sheet	\$14.00	Y	D	April 1, 2023

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – General Services**

**General Services Fees and Charges (continued)**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
3. Standard Construction Specifications	Individual sheets	/sheet	\$0.65	Y	D	April 1, 2023
4. Contract Tender Documents			Various	Y		April 1, 2023
5. Topographical Maps (Contour)	Oshawa	/sheet	\$73.00	Y	D	April 1, 2023
	Port Perry, Brooklin, Whitby, Bowmanville, Newcastle, Port of Darlington, Uxbridge, Cannington, Beaverton and Sunderland	/sheet	\$22.00	Y	D	April 1, 2023
6. Curb Cutting		/metre	Actual Cost	N	D	April 1, 2023
		/foot	Actual Cost	N	D	April 1, 2023
	Minimum Charge		\$273.00	N	D	April 1, 2023
7. Curb Placement or Replacement			Actual Cost	N	D	April 1, 2023
8. Private Driveway Entrances (Culverts)	450 mm dia/7 m (18" dia/23' long)		\$4,356.00	N	D	April 1, 2023
	600 mm dia/7 m (24" dia/23' long)		\$4,720.00	N	D	April 1, 2023
	Per meter over 7 m (450 mm dia.)	/metre	\$317.00	N	D	April 1, 2023
	18" diameter	/foot	\$88.00	N	D	April 1, 2023
	Per meter over 7 m (600 mm dia.)	/metre	\$345.00	N	D	April 1, 2023
	24" diameter	/foot	\$100.00	N	D	April 1, 2023
	Culvert relocation & culverts over 600 mm in diameter or over 12.2 m long		Actual Cost	N	D	April 1, 2023



**The Regional Municipality of Durham - 2023 Fees and Charges**  
**Works Department – General Services**

**General Services Fees and Charges (continued)**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
9. Weed inspectors be authorized to pay the following rates:	Weed cutting		Actual Cost	N	I	April 1, 2017
	Person with spraying equipment		Actual Cost	N	I	April 1, 2013
10. Payroll Burden	a) On regular labour		50%	N		April 1, 2013
	b) On overtime		10%	N		April 1, 2013
11. Administration Fee (Overhead)	a) Costs to be recovered by third parties (excluding area municipalities and other government agencies)		8%	N	I	April 1, 2017
	b) Costs related to capital and traffic signal installations/maintenance		Varies	N	I	April 1, 2017
12 a) Encroachments on Regional Roads	i) Stand alone or existing structures	Processing Charge	\$590.00	N	D	April 1, 2023
	plus yearly fee (five year term)	/year	\$127.00	N	D	April 1, 2023
	ii) Signs or canopies attached to buildings	Processing Charge	\$590.00	N	D	April 1, 2023
12 b) Encroachments on Sewer, Water, Road Easements	i) Release of portion of easement due to encroachment of structure plus legal, survey, registration fees plus extra costs to maintain remaining easement, if necessary, plus any increase in value of land, if applicable	Processing Charge	\$460.00	N	D	April 1, 2023
	ii) Release of all/portion of easement due to abandonment, plus legal, survey, registration fees, plus any increase in value of land, if applicable	Processing Charge	\$460.00	N	D	April 1, 2023

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – General Services**

**General Services Fees and Charges (continued)**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
13. Vendor Permits	License required by owner or occupants of property adjoining a highway to use the untraveled portion to sell goods by retail		\$73.00	N	D	April 1, 2023
14. Traffic Information	Signal timings (letter)	/intersection	\$110.00	Y	D	April 1, 2023
	Signal maintenance data (e-mail, other)	/search	\$85.00	Y	D	April 1, 2023
	3-year collision data	/collision	\$73.00	Y	D	April 1, 2023
	Collision diagram	/location	\$204.00	Y	D	April 1, 2023
	Signal drawings (on paper)	/print	\$75.00	Y	D	April 1, 2023
	Legal enquiries - signal timing	/enquiry	\$247.00	Y	D	April 1, 2023
	Legal enquiries - other	/hour	\$90.00	N	D	April 1, 2023
15. Municipal Consent	Municipal Consent processing fee		\$600.00	Y	I	April 1, 2020
16. Pavement Degradation Fees	Cost of Utility Trench Impact (m2)	Road Condition Index: 100-90	\$35.00	Y	I	April 1, 2023
		Road Condition Index: 89-80	\$30.00	Y	I	April 1, 2023
		Road Condition Index: 70-60	\$25.00	Y	I	April 1, 2023
		Road Condition Index: 59-50	\$16.00	Y	I	April 1, 2023
		Road Condition Index: <50	\$8.00	Y	I	April 1, 2023

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – General Services**

**General Services Fees and Charges (continued)**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
17. Environmental Information		/site	\$166.00	Y	I	April 1, 2023
18. Road Occupancy	Special Events permit (with the exception of Charitable Organizations)		\$125.00	Y	D	April 1, 2023
19. Oversize Overweight Permit	Annual Permit	/year	\$300.00	N	D	April 1, 2023
	Single Trip Permit	/trip	\$100.00	N	D	April 1, 2013
	Project Permit	/project	\$200.00	N	D	April 1, 2013
	Superload Permit	/trip	\$600.00	N	D	April 1, 2023
	Security Deposit as determined by load / damage potential	Minimum	\$1,000.00	N	D	April 1, 2023

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – General Services**

**General Services Fees and Charges (continued)**

**Engineering Fees (Total Costs of Works)**

Item	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
20. Subdivision Agreements	Less than \$100,000	3%	N	D	April 1, 2017
	\$100,001 - \$200,000	\$3,000 on first \$100,000 & 2.50% on next \$100,000	N	D	April 1, 2013
	\$200,001 - \$500,000	\$5,500 on first \$200,000 & 2.25% on next \$300,000	N	D	April 1, 2013
	\$500,001 - \$1,000,000	\$12,250 on first \$500,000 & 2.00% on next \$500,000	N	D	April 1, 2013
	\$1,000,001 - \$2,000,000	\$22,250 on first \$1,000,000 & 1.50% on next \$1,000,000	N	D	April 1, 2013
	\$2,000,001 - \$4,000,000	\$37,250 on first \$2,000,000 & 1.20% on next \$2,000,000	N	D	April 1, 2013
	Minimum Charge	\$300.00	N	D	April 1, 2023
21. Servicing Agreements	Less than \$100,000	3%	N	D	April 1, 2017
	\$100,001 - \$200,000	\$3,000 on first \$100,000 & 2.50% on next \$100,000	N	D	April 1, 2013
	\$200,001 - \$500,000	\$5,500 on first \$200,000 & 2.25% on next \$300,000	N	D	April 1, 2013
	\$500,001 - \$1,000,000	\$12,250 on first \$500,000 & 2.00% on next \$500,000	N	D	April 1, 2013
	\$1,000,001 - \$2,000,000	\$22,250 on first \$1,000,000 & 1.50% on next \$1,000,000	N	D	April 1, 2013
	\$2,000,001 - \$4,000,000	\$37,250 on first \$2,000,000 & 1.20% on next \$2,000,000	N	D	April 1, 2013
	Minimum Charge	\$300.00	N	D	April 1, 2023

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – General Services**

**General Services Fees and Charges (continued)**

**Telecommunications Equipment – Installation on Regional Sites, Infrastructure and Facilities**

Item	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
22 a) Site Licenses - tower constructed on Regional site	i) Application fee	\$2,940.00	N	D	April 1, 2023
	ii) Annual license fee	\$26,435.00	Y	D	April 1, 2023
	iii) Application fee for modifications to existing towers	\$2,940.00	N	D	April 1, 2023
	An increase to the annual license fee of 25% per carrier will apply for each additional carrier utilizing the tower	\$6,608.00	Y	D	April 1, 2023
22 b) Site License - antenna installed on Regional facility/infrastructure	i) Application fee	\$2,940.00	N	D	April 1, 2023
	ii) Annual license fee for site access	\$14,685.00	Y	D	April 1, 2023
	iii) Annual fee per antenna installed	\$955.00	Y	D	April 1, 2023
	iv) Application fee for modifications to existing antenna	\$2,940.00	N	D	April 1, 2023

The fees will increase each year for the term of the agreement by a rate of 3% per annum.

**House Inspections and Election Signs**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
23. House Inspection Fee	Fee applied to specific Real Estate acquisition agreements, as required	/location	\$279.00	N	I	April 1, 2023	
24. Election Signs	Removal of a sign by the Region	/sign	\$67.00	N	I	April 1, 2023	By-law 21-2018
	Storage of a sign by the Region	/day	\$6.00	N	I	April 1, 2023	By-law 21-2018

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – General Services**

**General Services Fees and Charges (continued)**

**Routine Documents**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
25. Development Agreements	i) Site Plan	Initial copy	\$75.00	N	I	April 1, 2023	
		additional per copy	\$6.50	N	I	April 1, 2023	
	ii) Subdivision	Initial copy	\$75.00	N	I	April 1, 2023	
		additional per copy	\$6.50	N	I	April 1, 2023	
26. Encroachment		Initial copy	\$75.00	N	I	April 1, 2023	
		additional per copy	\$6.50	N	I	April 1, 2023	
27. Telecom Installation Agreements		Initial copy	\$75.00	N	I	April 1, 2023	
		additional per copy	\$6.50	N	I	April 1, 2023	
28. Organizational Charts			No Charge				
29. Regional Property Inventory			No Charge				
30. Road Occupancy Permits	i) Standard Permit	/permit	\$125.00	N	I		
	ii) Complex Permit	/permit	\$485.00	N	I		
	iii) Capital Works Related	/permit	No Charge				

**The Regional Municipality of Durham - 2023 Fees and Charges  
Works Department – General Services**

**General Services Fees and Charges (continued)**

Item	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
31. Birder Permit (Annual fee)	Issuance of a permit to provide restricted access to the Nonquon Sewage Lagoon to bird watchers for the purpose of observing and studying birds.	\$15.00	N	D	April 1, 2023	Report 2009-F-61

## **The Regional Municipality of Durham**

Finance Department  
Business Planning

605 Rossland Road, East  
Whitby, Ontario  
L1N 6A3

311 (within regional limits) or  
(905) 668-7711 or  
Toll Free 1-800-372-1102