



# Durham Budget

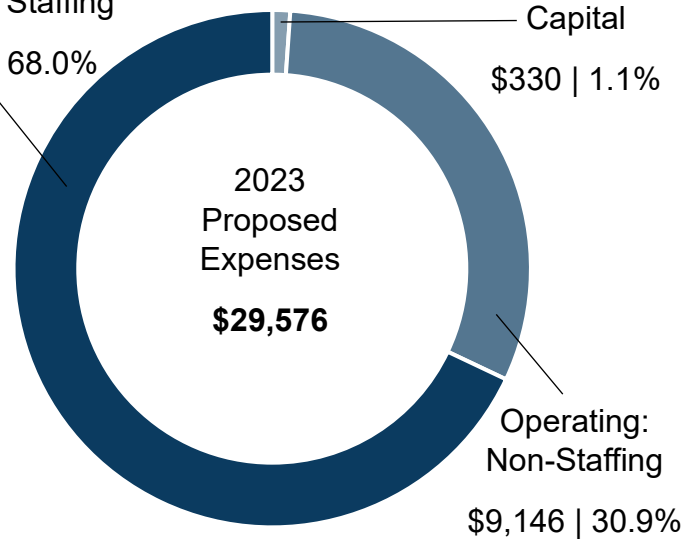
2023

## 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.

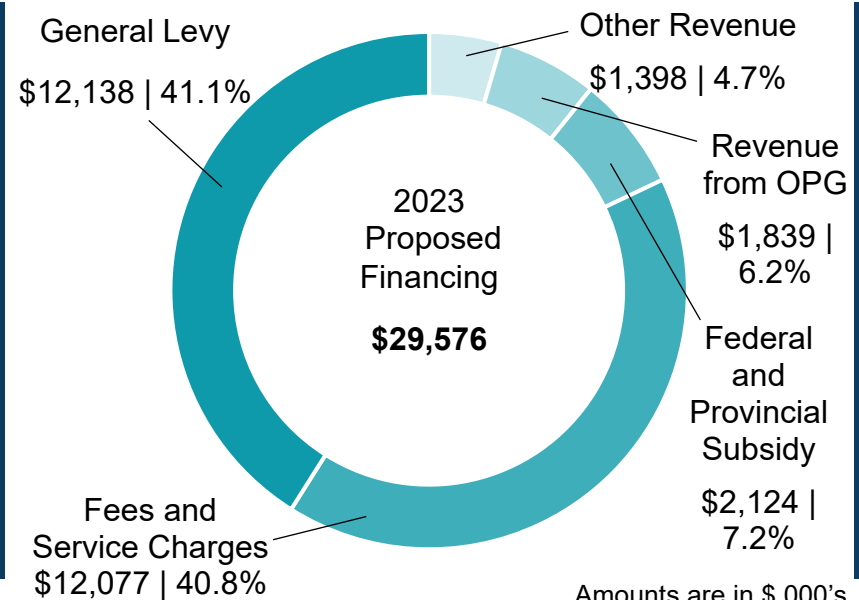
### Operating: Staffing

\$20,100 | 68.0%

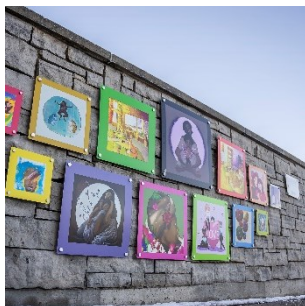


### General Levy

\$12,138 | 41.1%



Amounts are in \$,000's



Durham  
Region  
Strategic  
Plan 2020-2024

CITYSTUDIO  
DURHAM



## Table of Contents

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 Office of the CAO Capital Projects

Appendix B:              2023 – 2032 Office of the CAO Capital Forecast

## 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



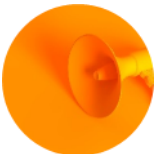
Expand on the continued momentum and success of CityStudio Durham, including the continuation of a CityStudio Summer Innovation Fellowship Program where students, faculty and regional staff collaborate to address complex challenges



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

<div><div><div><div><div></div><div>DURHAM REGION</div></div><div><div>Durham Budget</div></div></div><div>2023</div></div></div>		2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%	
Expenses						
Operating Expenses						
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			
Operating Expenses Subtotal	21,667	25,530	28,759	3,229	12.6%	
Internal Transfers & Recoveries						
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)			
Internal Transfers & Recoveries Subtotal	227	227	487	260	114.5%	
Gross Operating Expenses	21,894	25,757	29,246	3,489	13.5%	


## 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>25,876</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

<div>  <div> <div>Durham</div> <div>Budget</div> </div> <div>2023</div> </div>	2022	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance	
	Estimated Actuals	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

 Durham Budget2023	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	\$	%
Provincial Offences Act													
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	
Subtotal	-	8,705	43	(290)	(12,105)	(3,647)	9,546	79	(295)	(12,105)	(2,775)	872	
9 Municipal Share Provincial Offences Act Disbursement (60%)	-	2,188	-	-	-	2,188	1,665	-	-	-	1,665	(523)	
Provincial Offences Act Subtotal	-	10,893	43	(290)	(12,105)	(1,459)	11,211	79	(295)	(12,105)	(1,110)	349	23.9%
Office of the Chief Administrative Officer	10,900	25,757	121	(1,077)	(14,564)	10,237	29,246	330	(2,124)	(15,314)	12,138	1,901	18.6%


## 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
Chief Administrative Officer									
Capital Expenditures									
Information Technology		2	2	-	-	-	-	-	-
Furniture & Fixtures		6	6	6	6	6	6	30	54
Capital Expenditure Subtotal		8	8	6	6	6	6	30	54
Capital Financing									
General Levy		8	8	6	6	6	6	30	54
Capital Financing Subtotal		8	8	6	6	6	6	30	54
Total Chief Administrative Officer		8	8	6	6	6	6	30	54
Corporate Communications									
Capital Expenditures									
Information Technology		10	25	45	6	22	45	103	221
Capital Expenditure Subtotal		10	25	45	6	22	45	103	221
Capital Financing									
General Levy		10	25	45	6	22	45	103	221
Capital Financing Subtotal		10	25	45	6	22	45	103	221
Total Corporate Communications		10	25	45	6	22	45	103	221


## 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
Strategic Initiatives									
<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>
Diversity, Equity and Inclusion									
<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

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



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

## 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
---	----

<b>Strategic Investments: Office of the CAO Subtotal</b>	<b>1,093</b>
--	--------------

<b>Base Adjustments: Office of the CAO</b>	<b>2023 Impact</b> (\$ 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
--	-----

<b>Base Adjustments: Office of the CAO Subtotal</b>	<b>808</b>
---	------------

<b>Net Changes: Office of the CAO</b>	<b>1,901</b>
---------------------------------------	--------------

## Staffing Details

Chief Administrative Officer	Full Time Equivalents (FTE's)
2022 Approved Complement (Restated)	<u>3.0</u>
Chief Administrative Officer Subtotal	3.0

Communications and Engagement	Full Time Equivalents (FTE's)
2022 Approved Complement (Restated)	<u>25.0</u>
Position Transfers	
Manager, Corporate Initiatives transferred to Strategic Initiatives	(1.0)
Total Positions Transfers	<u>(1.0)</u>
Communications and Engagement Subtotal	24.0

Strategic Initiatives	Full Time Equivalents (FTE's)
2022 Approved Complement (Restated)	<u>14.0</u>
Position Transfers	
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>Diversity, Equity and Inclusion</b>	<b>Full Time Equivalents (FTE's)</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)
2022 Approved Complement	<u>11.0</u>
<b>Durham Emergency Management Office Subtotal</b>	<b>11.0</b>

Legal Services	Full Time Equivalents (FTE's)
2022 Approved Complement	<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>	<b><u>42.0</u></b>
<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>	<b><u>5.0</u></b>
<b>Provincial Offences Act Subtotal</b>	<b><u>47.0</u></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

<div><div><div><div></div><div>Durham Region</div></div><div>Durham Budget</div></div><div>2023</div></div>			Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
Chief Administrative Officer																
Information Technology																
Standard Laptops	1	Replacement	-	-	-	-	-	-	-	-	-	2	2	-	2	
Information Technology Subtotal					-	-	-	-	-	-	-	2	2	-	2	
Furniture & Fixtures																
Furniture & Fixtures	1	Replacement	-	-	-	-	-	-	-	-	-	6	6	-	6	
Furniture & Fixtures Subtotal					-	-	-	-	-	-	-	6	6	-	6	
Chief Administrative Officer Capital Subtotal					-	-	-	-	-	-	-	8	8	-	8	
Corporate Communications																
Information Technology																
Power Laptops	8	Replacement	-	-	-	-	-	-	-	-	-	25	25	-	25	
Information Technology Subtotal					-	-	-	-	-	-	-	25	25	-	25	
Corporate Communications Capital Subtotal					-	-	-	-	-	-	-	25	25	-	25	
Strategic Initiatives																
Information Technology																
Power Laptops	1	Replacement	-	-	-	-	-	-	-	-	-	3	3	-	3	
Standard Laptops	8	Replacement	-	-	-	-	-	-	-	-	-	15	15	-	15	
Standard Laptops	1	New	-	-	-	-	-	-	-	-	-	2	2	-	2	
Information Technology Subtotal					-	-	-	-	-	-	-	20	20	-	20	
Strategic Initiatives Capital Subtotal					-	-	-	-	-	-	-	20	20	-	20	
Diversity, Equity and Inclusion																
Information Technology																
Standard Laptops	5	Replacement	-	-	-	-	-	-	-	-	-	9	9	-	9	
Standard Laptops	2	New	-	-	-	-	-	-	-	-	-	4	4	-	4	
Information Technology Subtotal					-	-	-	-	-	-	-	13	13	-	13	
Diversity, Equity and Inclusion Capital Subtotal					-	-	-	-	-	-	-	13	13	-	13	

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

<div><div><div><div></div><div>DURHAM REGION</div></div><div>Durham Budget</div></div><div>2023</div></div>			Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032
Durham Emergency Management Office																
Information Technology																
Computer Software	1	New	-	160	-	-	-	-	-	-	-	160	-	-	160	
Standard Laptops	7	Replacement	-	-	-	-	-	-	-	-	12	12	-	-	12	
Information Technology Subtotal			-	160	-	-	-	-	-	-	12	172	-	-	172	
Durham Emergency Management Office Capital Subtotal			-	160	-	-	-	-	-	-	12	172	-	-	172	
Legal Services																
Information Technology																
Mobile Laptops	1	Replacement	-	-	-	-	-	-	-	-	3	3	-	-	3	
Mobile Laptops	2	New	-	-	-	-	-	-	-	-	6	6	-	-	6	
Standard Laptops	2	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4	
Information Technology Subtotal			-	-	-	-	-	-	-	-	13	13	-	-	13	
Legal Services Capital Subtotal			-	-	-	-	-	-	-	-	13	13	-	-	13	
Provincial Offences Act																
Information Technology																
Mobile Laptops	7	Replacement	-	-	-	-	-	-	-	-	21	21	-	-	21	
Standard Laptops	26	Replacement	-	-	-	-	-	-	-	-	47	47	-	-	47	
Standard Laptops	6	Replacement	-	-	-	-	-	-	-	-	11	11	-	-	11	
Information Technology Subtotal			-	-	-	-	-	-	-	-	79	79	-	-	79	
Provincial Offences Act Capital Subtotal			-	-	-	-	-	-	-	-	79	79	-	-	79	
Total Capital Office of the Chief Administrative Officer			-	160	-	-	-	-	-	-	170	330	-	-	330	

<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

 Durham Budget		2023	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
Chief Administrative Officer									
Information Technology									
Standard Laptops			2	-	-	-	-	-	-
Information Technology Subtotal			2	-	-	-	-	-	-
Furniture and Fixtures									
Furniture & Fixtures			6	6	6	6	6	30	54
Furniture and Fixtures Subtotal			6	6	6	6	6	30	54
									-
Chief Administrative Officer Total Capital			8	6	6	6	6	30	54
Corporate Communications									
Information Technology									
Power Laptops			25	45	6	22	45	103	221
Information Technology Subtotal			25	45	6	22	45	103	221
Corporate Communications Total Capital			25	45	6	22	45	103	221
Strategic Initiatives									
Information Technology									
Power Laptops			3	-	-	-	-	3	3
Standard Laptops			17	12	18	18	12	81	141
Information Technology Subtotal			20	12	18	18	12	84	144
Strategic Initiatives Total Capital			20	12	18	18	12	84	144


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

<div><div><div><div><div></div><div>DURHAM REGION</div></div><div><div>Durham</div><div>Budget</div></div></div><div>2023</div></div></div>		Forecast					
2023 Proposed Budget		2024	2025	2026	2027	2028-2032	Forecast Total
Diversity, Equity and Inclusion							
Information Technology							
Standard Laptops	13	7	9	-	7	25	48
Information Technology Subtotal	13	7	9	-	7	25	48
Diversity, Equity and Inclusion Total Capital	13	7	9	-	7	25	48
Durham Emergency Management Office							
Information Technology							
Computer Software	160	-	-	-	-	-	-
Standard Laptops	12	20	-	-	20	20	60
Information Technology Subtotal	172	20	-	-	20	20	60
Durham Emergency Management Office Total Capital	172	20	-	-	20	20	60
Legal Services							
Information Technology							
Mobile Laptops	9	-	9	3	-	23	35
Standard Laptops	4	-	9	4	-	27	40
Tablets	-	-	4	-	-	7	11
Information Technology Subtotal	13	-	22	7	-	57	86
Legal Services Total Capital	13	-	22	7	-	57	86

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

<div><div>Durham Budget</div><div>2023</div></div>		Forecast					
2023 Proposed Budget		2024	2025	2026	2027	2028-2032	Forecast Total
Provincial Offences Act							
Information Technology							
Mobile Laptops		21	-	12	15	-	79
Power Laptops		-	-	3	-	6	9
Standard Laptops		58	2	19	57	2	234
Tribunal Room Upgrade		-	75	-	-	-	75
Information Technology Subtotal		79	77	34	72	2	397
Provincial Offences Act Total Capital		79	77	34	72	2	397
Total Capital Office of the Chief Administrative Officer		330	167	95	125	92	1,010