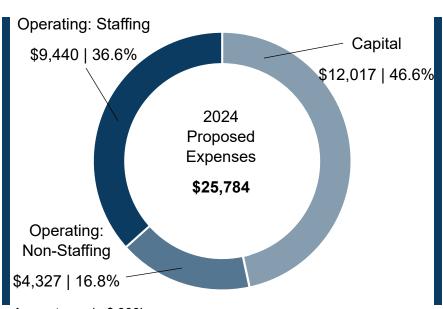
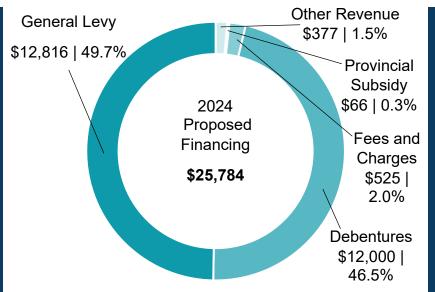


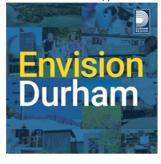
# PLANNING AND ECONOMIC DEVELOPMENT

Responsible for establishing and implementing a long-term vision for the growth and economic prosperity of the Region





Amounts are in \$,000's











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# **Major Programs and Services**

#### **Planning**

Responsible for administering and implementing the Durham Regional Official Plan, which provides a broad policy framework for managing the future growth and development of the Region.

It is still not clear how Bill 23, if proclaimed, will fully impact the regional planning function which may, in turn, affect additional aspects of the Planning Division's budget. The 2024 Planning Budget considers the proposed changes to Bill 23 and the transfer of the Regional Land Division approval responsibilities to the area municipalities in late 2023 that is projected to decrease Application Fee Revenue by 35% as compared to the 2023 budget. Three full-time positions in the Planning Division will remain vacant for all of 2024. It remains premature to make any additional changes to the operational aspects of the Planning Division until more information about the potential proclamation of Bill 23 is known.

#### **Policy and Special Studies**

Formulates, maintains, and monitors the policies of the Durham Regional Official Plan, the Region's principal planning document. Envision Durham, the new Council adopted Regional Official Plan will guide decisions on infrastructure and service delivery, 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**

Responsibility for this function was transitioned to the area municipalities in 2023.

# 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.

#### **GIS and Visualization**

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.

#### **Administration and Support Services**

Provides customer care, administrative support and assistance to professional and management staff in delivering their responsibilities.

#### **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.

# Major Programs and Services Continued

#### **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 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, and cultural industries. This program area 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.

#### **Business Development**

Focuses on the following core areas of service delivery: 1) Investment Attraction (Domestic and Foreign), including a specific focus on growing the priority sectors of future energy, next-generation mobility, and applied digital technology, 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.

#### **Marketing and Tourism**

Promotes Durham for new business investment and for inbound tourism visitors. The Marketing and Tourism Section undertakes marketing campaigns to showcase the Region as a great place to invest for expanding businesses in key priority sectors. The Section also 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. 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.

# Major Programs and Services Continued

#### **Business Advisory Centre Durham**

Business Advisory Centre Durham 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. Staff are working to transition the Business Advisory Centre into the Regional Corporation in 2024 (Report 2023-EDT-12).

#### **Agri-Food and Rural**

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 Resources**

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.

#### **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 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. The Manager responsible for Rapid Transit and Implementation reports to the Commissioner of Works. The Manager responsible for Transit-Oriented Development and their associated budget, reports through the Commissioner of Planning and Economic Development.

# **Strategic Priorities**

For 2024 some of the key priorities and planned actions focus on:

#### **Environmental Sustainability**



Support the province's review and approval of Envision Durham, the new Regional Official Plan that provides a framework for growth to 2051



Lead and coordinate the Municipal Environmental Class Assessment process for 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



Enhance the Division's growth management and data analytic capabilities to move towards the implementation of a growth management model that will better monitor residential unit supply, employment land supply as well as the availability of infrastructure capacity and servicing



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 complete the first stage of a Regional Housing Assessment report to inform area municipal consideration of Inclusionary Zoning (IZ) opportunities in Protected Major Transit Station Areas, following numerous provincial changes to IZ regulations and applicability



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



Begin implementation of the Family Physician Attraction and Retention Program in collaboration with the area municipalities, Clarington Board of Trade, and the Durham Ontario Health Team; and continue to deliver welcome and support services to the family medicine trainees in the Region and attract new family doctors

#### **Economic Prosperity**



Continue to progress the approved Lakeshore East GO Extension to Bowmanville design and feasibility work by advancing and refining the Region's Station Implementation 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 Economic Development Strategy and Action Plan: READY SET FUTURE: A PLACE Blueprint for Durham

# **Strategic Priorities** Continued



Support business decision making by leading the annual Business Count program



Focus investment attraction efforts at the intersection of the Future Energy and Next-Generation Mobility 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 Plan in the Townships of Brock, Scugog and Uxbridge



Support the Region's incredible innovation community



Implement the Growing Agri-Food Durham Plan, which encourages local food production, on-farm diversification and agri-tourism uses

# **Strategic Priorities** Continued



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

#### **Service Excellence**



Continue the advancement 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 2024**

#### **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**

- Create at least 125 new leads for prospective investment in the Region from businesses in the priority sectors identified in Ready Set Future
- Implement 5 actions from the Growing Agri-Food Durham Plan and Growing North Durham Plan
- Achieve 50,000 unique visitors to the Durham Tourism website for visitor information and resources
- Achieve 18% overall follower growth across all Economic Development & Tourism social media accounts

#### Rapid Transit and Transit Oriented Development Office

- Work cooperatively with Regional Departments, provincial and local area municipal partners to secure the inclusion of appropriate infrastructure in the procurement process for the approved Lakeshore East GO Extension to Bowmanville
- Continue to collaborate with Metrolinx to advance the Lakeshore East GO Extension to Bowmanville design and feasibility assessment work

## 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 Budget2023 Estimated Actuals2023 Approved Budget2024 ProposeOperating ExpensesOperating ExpensesPersonnel ExpensesPersonnel Related216288Communications679722Supplies1015Computer Maintenance & Operations140166Materials & Services8295Buildings & Grounds Operations12Equipment Maintenance & Repairs710Vehicle Operations187Outside Agency Expenses317315Professional Services9821,092Contracted Services77Leased Facilities Expenses6771Rentals - Tribute Communities Centre1416  | ed Budget | \$  | %    |
|--|-----------|-----|------|
| Operating Expenses         7,945         9,018           Personnel Related         216         288           Communications         679         722           Supplies         10         15           Computer Maintenance & Operations         140         166           Materials & Services         82         95           Buildings & Grounds Operations         1         2           Equipment Maintenance & Repairs         7         10           Vehicle Operations         18         7           Outside Agency Expenses         317         315           Professional Services         982         1,092           Contracted Services         7         7           Leased Facilities Expenses         67         71 |           |     |      |
| Personnel Expenses       7,945       9,018         Personnel Related       216       288         Communications       679       722         Supplies       10       15         Computer Maintenance & Operations       140       166         Materials & Services       82       95         Buildings & Grounds Operations       1       2         Equipment Maintenance & Repairs       7       10         Vehicle Operations       18       7         Outside Agency Expenses       317       315         Professional Services       982       1,092         Contracted Services       7       7         Leased Facilities Expenses       67       71         Reputals - Tribute Communities Centre       71                      |           |     |      |
| Personnel Related       216       288         Communications       679       722         Supplies       10       15         Computer Maintenance & Operations       140       166         Materials & Services       82       95         Buildings & Grounds Operations       1       2         Equipment Maintenance & Repairs       7       10         Vehicle Operations       18       7         Outside Agency Expenses       317       315         Professional Services       982       1,092         Contracted Services       7       7         Leased Facilities Expenses       67       71  |           |     |      |
| Communications         679         722           Supplies         10         15           Computer Maintenance & Operations         140         166           Materials & Services         82         95           Buildings & Grounds Operations         1         2           Equipment Maintenance & Repairs         7         10           Vehicle Operations         18         7           Outside Agency Expenses         317         315           Professional Services         982         1,092           Contracted Services         7         7           Leased Facilities Expenses         67         71  | 9,440     |     |      |
| Supplies       10       15         Computer Maintenance & Operations       140       166         Materials & Services       82       95         Buildings & Grounds Operations       1       2         Equipment Maintenance & Repairs       7       10         Vehicle Operations       18       7         Outside Agency Expenses       317       315         Professional Services       982       1,092         Contracted Services       7       7         Leased Facilities Expenses       67       71   | 293       |     |      |
| Computer Maintenance & Operations       140       166         Materials & Services       82       95         Buildings & Grounds Operations       1       2         Equipment Maintenance & Repairs       7       10         Vehicle Operations       18       7         Outside Agency Expenses       317       315         Professional Services       982       1,092         Contracted Services       7       7         Leased Facilities Expenses       67       71  | 686       |     |      |
| Materials & Services       82       95         Buildings & Grounds Operations       1       2         Equipment Maintenance & Repairs       7       10         Vehicle Operations       18       7         Outside Agency Expenses       317       315         Professional Services       982       1,092         Contracted Services       7       7         Leased Facilities Expenses       67       71         Pentals - Tribute Communities Centre       7       7   | 16        |     |      |
| Buildings & Grounds Operations       1       2         Equipment Maintenance & Repairs       7       10         Vehicle Operations       18       7         Outside Agency Expenses       317       315         Professional Services       982       1,092         Contracted Services       7       7         Leased Facilities Expenses       67       71   | 141       |     |      |
| Equipment Maintenance & Repairs 7 10  Vehicle Operations 18 7  Outside Agency Expenses 317 315  Professional Services 982 1,092  Contracted Services 7 7  Leased Facilities Expenses 67 71   | 108       |     |      |
| Vehicle Operations         18         7           Outside Agency Expenses         317         315           Professional Services         982         1,092           Contracted Services         7         7           Leased Facilities Expenses         67         71           Pentals - Tribute Communities Centre         7         7  | 1         |     |      |
| Outside Agency Expenses         317         315           Professional Services         982         1,092           Contracted Services         7         7           Leased Facilities Expenses         67         71           Rentals - Tribute Communities Centre         7         7  | 8         |     |      |
| Professional Services 982 1,092 Contracted Services 7 7 Leased Facilities Expenses 67 71  Rentals - Tribute Communities Centre   | 7         |     |      |
| Contracted Services 7 7  Leased Facilities Expenses 67 71  Rentals - Tribute Communities Centre  | 341       |     |      |
| Leased Facilities Expenses 67 71  Rentals - Tribute Communities Centre   | 1,183     |     |      |
| Pentals - Tribute Communities Centre   | 6         |     |      |
| Rentals - Tribute Communities Centre   | 53        |     |      |
| Box 14 16  | 16        |     |      |
| Financial Expenses 1 1   | 1         |     |      |
| Minor Assets & Equipment - 5   | 5         |     |      |
| Contribution to Reserves / Reserve 78 78   | 78        |     |      |
| Headquarters Shared Costs 751 751  | 788       |     |      |
| Operating Expenses Subtotal 11,315 12,659  | 13,171    | 512 | 4.0% |
| Internal Transfers & Recoveries  |           |     |      |
| TOD Solicitor 283 283  | 293       |     |      |
| TOD Real Estate 68 68  | 68        |     |      |
| TOD Procurement 126 126  | 130       |     |      |
| TOD Communications 102 102   | 105       |     |      |
| Internal Transfers & Recoveries Subtotal 579 579   | 596       | 17  | 2.9% |
| Gross Operating Expenses 11,894 13,238   |           |     |      |

## 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 2   | 2022 Estimated Actuals | 2022 Annuaried Bridget | 2024 Duamaged Budget | Varia    | nce      |
|--|------------------------|------------------------|----------------------|----------|----------|
| Durham Budget  | 2023 Estimated Actuals | 2023 Approved Budget   | 2024 Proposed Budget | \$       | %        |
| Capital Expenses   |                        |                        |                      |          |          |
| New  | 4                      | 4                      | 12,008               |          |          |
| Replacement  | 70                     | 70                     | 9                    |          |          |
| Capital Expenses Subtotal                                  | 74                     | 74                     | 12,017               | 11,943   | 16139.2% |
| Total Expenses   | 11,968                 | 13,312                 | 25,784               | 12,472   | 93.7%    |
| Operating Revenue  |                        |                        |                      |          |          |
| Provincial Subsidy   | -                      | -                      | (66)                 |          |          |
| Fees & Service Charges                                     | (618)                  | (798)                  | (524)                |          |          |
| Sale of Publications                                       | (1)                    | (1)                    | (1)                  |          |          |
| Revenue from Municipalities                                | (57)                   | (56)                   | (84)                 |          |          |
| Reserve Fund Financing for Operations                      | -                      | (75)                   | -                    |          |          |
| Recovery from Transit                                      | (284)                  | (284)                  | (293)                |          |          |
| Operating Revenue Subtotal                                 | (960)                  | (1,214)                | (968)                | 246      | 20.3%    |
| Capital Financing  |                        |                        |                      |          |          |
| Debenture Financing  |                        |                        | (12,000)             |          |          |
| Capital Financing Subtotal                                 | <u> </u>               |                        | (12,000)             | (12,000) | (100%)   |
| Total Revenues and Financing                               | (960)                  | (1,214)                | (12,968)             | (11,754) | 968.2%   |
| Property Tax Requirement Planning and Economic Development | 11,008                 | 12,098                 | 12,816               | 718      | 5.9%     |

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 3   | 2023      |           | 2023    | Restated E | Budget  |          |           | 2024 F  | Proposed E | Budget  |          | Varian | nce  |
|--------|--|-----------|-----------|---------|------------|---------|----------|-----------|---------|------------|---------|----------|--------|------|
| DURWAN |  | Estimated | Operating | Gross   | Subsidy    | Other   | Approved | Operating | Gross   | Subsidy    | Other   | Proposed | \$     | %    |
| REGION | Budget   | Actuals   | Expenses  | Capital | Funding    | Funding | Budget   | Expenses  | Capital | Funding    | Funding | Budget   | Ψ      | 70   |
| Plan   | ning   |           |           |         |            |         |          |           |         |            |         |          |        |      |
| 1      | Policy and Special Studies                                 | 1,319     | 1,552     | -       | -          | -       | 1,552    | 1,459     | -       | -          | -       | 1,459    | (93)   |      |
| 2      | Transportation Planning                                    | 1,194     | 1,508     | -       | -          | (284)   | 1,224    | 1,916     | -       | -          | (293)   | 1,623    | 399    |      |
| 3      | Plan Implementation  | 1,002     | 1,427     | -       | -          | -       | 1,427    | 1,426     | -       | -          | -       | 1,426    | (1)    |      |
| 4      | Land Division  | 114       | 150       | -       | -          | -       | 150      | -         | -       | -          | -       | -        | (150)  |      |
| 5      | Executive  | 498       | 492       | -       | -          | -       | 492      | 511       | -       | -          | -       | 511      | 19     |      |
| 6      | GIS and Visualization                                      | 783       | 891       | -       | -          | -       | 891      | 906       | -       | -          | -       | 906      | 15     |      |
| 7      | Administration and Support Services                        | 684       | 665       | 52      | -          | (1)     | 716      | 680       | 7       | -          | (1)     | 686      | (30)   |      |
| 8      | Citizen Advisory Committees                                | 21        | 28        | -       | _          | -       | 28       | 28        | -       | -          | -       | 28       | -      |      |
| 9      | Application and Approval Revenue                           | (546)     | -         | -       | -          | (798)   | (798)    | -         | -       | -          | (515)   | (515)    | 283    |      |
| 10     | Headquarters Shared Cost - Planning                        | 534       | 534       | _       | _          | - · · · | 534      | 560       | _       | _          | -       | 560      | 26     |      |
|        | Portion  |           |           |         |            |         |          |           |         |            |         |          |        |      |
| Plan   | ning Subtotal  | 5,603     | 7,247     | 52      | -          | (1,083) | 6,216    | 7,486     | 7       | -          | (809)   | 6,684    | 468    | 7.5% |
| Ecor   | nomic Development  |           |           |         |            |         |          |           |         |            |         |          |        |      |
| 1      | Administration   | 431       | 430       | 18      | -          | -       | 448      | 499       | 8       | -          | (28)    | 479      | 31     |      |
| 2      | Business Development                                       | 837       | 986       | -       | _          | (30)    | 956      | 1,066     | -       | -          | (30)    | 1,036    | 80     |      |
| 3      | Marketing and Tourism                                      | 1,672     | 1,639     | -       | -          | (26)    | 1,613    | 1,650     | -       | -          | (26)    | 1,624    | 11     |      |
| 4(a)   | Business Advisory Centre Durham (BACD)                     | 163       | 163       | -       | -          | -       | 163      | 259       | -       | (66)       | (9)     | 184      | 21     |      |
| 4(b)   | Facilities - Garden Street (BACD)                          | 76        | 81        | _       | _          | _       | 81       | 61        | -       | -          | -       | 61       | (20)   |      |
|        | Subtotal BACD  | 239       | 244       | -       | -          | -       | 244      | 320       | -       | (66)       | (9)     | 245      | 1      |      |
| 5      | Agri-Food and Rural  | 582       | 600       | _       | _          | _       | 600      | 615       | -       | -          | -       | 615      | 15     |      |
| 6      | Community Promotion Resources                              | 14        | 16        | -       | _          | _       | 16       | 16        | -       | _          | -       | 16       | _      |      |
| 7      | Headquarters Shared Cost -<br>Economic Development Portion | 217       | 217       | -       | -          | -       | 217      | 228       | -       | -          | -       | 228      | 11     |      |
| Ecor   | nomic Development Subtotal                                 | 3,992     | 4,132     | 18      | -          | (56)    | 4,094    | 4,394     | 8       | (66)       | (93)    | 4,243    | 149    | 3.6% |

## 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 \tag{\frac{\pi}{2}}  | 2023      |           | 2023    | Restated E | Budget  |          |           | 2024 F  | Proposed E | Budget   |          | Varia | nce  |
|---|-----------|-----------|---------|------------|---------|----------|-----------|---------|------------|----------|----------|-------|------|
|   | Estimated | Operating | Gross   | Subsidy    | Other   | Approved | Operating | Gross   | Subsidy    | Other    | Proposed | ¢     | %    |
| Budget 8  | Actuals   | Expenses  | Capital | Funding    | Funding | Budget   | Expenses  | Capital | Funding    | Funding  | Budget   | Ψ     | /0   |
| Rapid Transit and Transit Oriented<br>Development Office          |           |           |         |            |         |          |           |         |            |          |          |       |      |
| Rapid Transit and Transit Oriented Development Office             | 1,413     | 1,859     | 4       | -          | (75)    | 1,788    | 1,887     | 12,002  | -          | (12,000) | 1,889    | 101   |      |
| Rapid Transit and Transit Oriented<br>Development Office Subtotal | 1,413     | 1,859     | 4       | -          | (75)    | 1,788    | 1,887     | 12,002  | -          | (12,000) | 1,889    | 101   | 5.6% |
| Property Tax Requirement Planning and Economic Development        | 11,008    | 13,238    | 74      | -          | (1,214) | 12,098   | 13,767    | 12,017  | (66)       | (12,902) | 12,816   | 718   | 5.9% |

## 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 3                                       | 2023               | 2024               | Forecast |      |      |      |           |                   |
|--|--------------------|--------------------|----------|------|------|------|-----------|-------------------|
| Durham Budget                                  | Approved<br>Budget | Proposed<br>Budget | 2025     | 2026 | 2027 | 2028 | 2029-2033 | Forecast<br>Total |
| Planning                                       |                    |                    |          |      |      |      |           |                   |
| Capital Expenditures                           |                    |                    |          |      |      |      |           |                   |
| Information Technology                         | 52                 | 7                  | 62       | 87   | 11   | 62   | 193       | 415               |
| Capital Expenditure Subtotal                   | 52                 | 7                  | 62       | 87   | 11   | 62   | 193       | 415               |
| Capital Financing                              |                    |                    |          |      |      |      |           |                   |
| General Levy                                   | 52                 | 7                  | 62       | 87   | 11   | 62   | 193       | 415               |
| Capital Financing Subtotal                     | 52                 | 7                  | 62       | 87   | 11   | 62   | 193       | 415               |
| Total Capital Planning                         | 52                 | 7                  | 62       | 87   | 11   | 62   | 193       | 415               |
| <b>Economic Development and Tourism</b>        |                    |                    |          |      |      |      |           |                   |
| Capital Expenditures                           |                    |                    |          |      |      |      |           |                   |
| Information Technology                         | 18                 | 8                  | 24       | 23   | 8    | 24   | 85        | 164               |
| Vehicles                                       |                    |                    | 80       | -    | -    | -    | 80        | 160               |
| Capital Expenditure Subtotal                   | 18                 | 8                  | 104      | 23   | 8    | 24   | 165       | 324               |
| Capital Financing                              |                    |                    |          |      |      |      |           |                   |
| General Levy                                   | 18                 | 8                  | 24       | 23   | 8    | 24   | 85        | 164               |
| Reserve/Reserve Funds                          |                    |                    | 80       | -    | -    | -    | 80        | 160               |
| Capital Financing Subtotal                     | 18                 | 8                  | 104      | 23   | 8    | 24   | 165       | 324               |
| Total Capital Economic Development and Tourism | 18                 | 8                  | 104      | 23   | 8    | 24   | 165       | 324               |

## 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 3  | 2023               | 2024               |      |      | Forec | ast  |           |                   |
|---|--------------------|--------------------|------|------|-------|------|-----------|-------------------|
| Durham Budget 202   | Approved<br>Budget | Proposed<br>Budget | 2025 | 2026 | 2027  | 2028 | 2029-2033 | Forecast<br>Total |
| Rapid Transit and Transit Oriented Developmen                       | nt Office          |                    |      |      |       |      |           |                   |
| Capital Expenditures  |                    |                    |      |      |       |      |           |                   |
| Information Technology  | 4                  | 2                  | 2    | 4    | 6     | 2    | 22        | 36                |
| Buildings   |                    | 12,000             |      | -    | -     | -    | -         |                   |
| Capital Expenditure Subtotal  | 4                  | 12,002             | 2    | 4    | 6     | 2    | 22        | 36                |
| Capital Financing   |                    |                    |      |      |       |      |           |                   |
| General Levy  | 4                  | 2                  | 2    | 4    | 6     | 2    | 22        | 36                |
| Debentures  |                    | 12,000             | _    | -    | -     | -    | -         | -                 |
| Capital Financing Subtotal  | 4                  | 12,002             | 2    | 4    | 6     | 2    | 22        | 36                |
| Total Capital Rapid Transit and Transit Oriented Development Office | 4                  | 12,002             | 2    | 4    | 6     | 2    | 22        | 36                |
| Total Capital Planning and Economic Development                     | 74                 | 12,017             | 168  | 114  | 25    | 88   | 380       | 775               |

| <b>Details of Budget Changes</b> |
|----------------------------------|
|----------------------------------|

| Strategic Investments: Planning  | <b>2024 Impact</b> (\$ 000's) |
|--|-------------------------------|
| Various transportation planning studies including an update to the transportation planning model (\$150k) and bicycle parking guidelines (\$50k) which are offset in part by the 2023 one-time transportation planning studies (-\$132k) | 68                            |
| Transition of responsibility for Land Division functions to area municipalities resulting in a projected reduction in application fee revenue (\$282k) which is partially offset by reduced operating expenses (-\$30k)                  | 252                           |
| Upgrade an administrative position to a Senior Planner to support transportation planning  | 33                            |
| Net decrease in capital investment – see detailed project listing in Appendix A  | (45)                          |
| Strategic Investments: Planning Subtotal   | 308                           |

| Base Adjustments: Planning   | <b>2024 Impact</b> (\$ 000's) |
|--|-------------------------------|
| Economic increases   | 261                           |
| Inflationary pressures   | 10                            |
| Increase provision for gapping savings   | (103)                         |
| Line-by-line savings   | (34)                          |
| Increase in Planning's share of costs for the operation and maintenance of Regional Headquarters | 26                            |
| Base Adjustments: Planning Subtotal  | 160                           |

# **Details of Budget Changes** Continued

| Net Changes: Planning   | 468                           |
|---|-------------------------------|
| Strategic Investments: Economic Development and Tourism   | <b>2024 Impact</b> (\$ 000's) |
| Ongoing implementation of the Family Physician Attraction and Recruitment Program in collaboration with the local area municipalities, Clarington Board of Trade and Durham Ontario Health Team to advance the creation of a program to attract and retain family medicine trainees and family physicians to Durham (Report 2024-COW-3). Total projected cost of \$55k which is partially offset by \$27k in area municipal contributions | 28                            |
| Partnering with Parkwood National Historic Site - as one of the top-ten filming locations in Canada – to promote Durham's film industry through a co-branding arrangement   | 25                            |
| Upgrade a Program Coordinator to a Business Specialist to deliver more advanced investment attraction programming and support to inbound business investors   | 25                            |
| Increase in missions and delegations to support investment attraction and business retention  | 31                            |
| Additional part-time staff resource to provide sector growth services across Durham's creative industries, including film and television, and music – including establishing Durham as a music region   | 23                            |
| Increased contract cost for service delivery by the Sport Durham co-chair for major multi-sport events  | 10                            |
| Partial year impact of transition of Business Advisory Centre Durham into the Regional Corporation (annualized cost of \$39k)   | 1                             |
| Net decrease in capital investment – see detailed project listing in Appendix A   | (7)                           |
| Strategic Investments: Economic Development and Tourism Subtotal  | 136                           |

# **Details of Budget Changes** Continued

| Base Adjustments: Economic Development and Tourism   | <b>2024 Impact</b> (\$ 000's) |
|--|-------------------------------|
| Economic increases   | 85                            |
| Line-by-line savings   | (83)                          |
| Increase in Economic Development's share of costs for the operation and maintenance of Regional Headquarters   | 11                            |
| Base Adjustments: Economic Development and Tourism Subtotal  | 13                            |
| Net Changes: Economic Development and Tourism  | 149                           |
| Strategic Investments: Rapid Transit and Transit Oriented Development Office   | <b>2024 Impact</b> (\$ 000's) |
| Additional professional services 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   | 58                            |
| Design costs for the four new GO Train stations for the Lakeshore East GO Extension to Bowmanville (\$12,000k). These stations are proposed to be debenture financed with repayment from Transit fees. The second phase of these costs (\$9,000k) is subject to further reporting and approval by Regional Council | -                             |
| Strategic Investments: Rapid Transit and Transit Oriented Development Office Subtotal  | 58                            |

# **Details of Budget Changes** Continued

| Base Adjustments: Rapid Transit and Transit Oriented Development Office          | <b>2024 Impact</b> (\$ 000's) |
|--|-------------------------------|
| Economic increases   | 54                            |
| Line-by-line savings   | (11)                          |
| Base Adjustments: Rapid Transit and Transit Oriented Development Office Subtotal | 43                            |
|  |                               |
| Net Changes: Rapid Transit and Transit Oriented Development Office               | 101                           |
|  |                               |
| Net Changes: Planning and Economic Development                                   | 718                           |

| Staffing Details   |                                  |
|--|----------------------------------|
| Planning   | Full Time Equivalents<br>(FTE's) |
| 2023 Approved Complement   | <u>45.0</u>                      |
| Planning Subtotal  | 45.0                             |
| Economic Development and Tourism   | Full Time Equivalents<br>(FTE's) |
| 2023 Approved Complement   | <u>18.0</u>                      |
| Proposed New Positions   |                                  |
| Transition of the following three positions to Regional positions to support the integration of the Business Advisory Centre into the Corporation of the Regional Municipality of Durham |                                  |
| Manager, Entrepreneurship Centre   | 1.0                              |
| Business Start-Up Advisor  | 1.0                              |
| Program Assistant  | <u>1.0</u>                       |
| Total Proposed New Positions   | 3.0                              |
| Economic Development and Tourism Subtotal  | 21.0                             |

| Staffing Details Continued                                     |                                  |
|--|----------------------------------|
| Rapid Transit and Transit Oriented Development Office          | Full Time Equivalents<br>(FTE's) |
| 2023 Approved Complement                                       | <u>6.0</u>                       |
| Rapid Transit and Transit Oriented Development Office Subtotal | 6.0                              |
| Total Complement: Planning and Economic Development            | 72.0                             |

# **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 growing the underlying quality of place
- Strengthening partnerships with Durham Farm Fresh in continued support of our agricultural sector, and promoting our culinary and tourism industries
- Supporting the agri-food sector through programming and events to help them grow, and supporting north-Durham businesses in their plans to grow, expand, and hire new staff
- Focusing investment attraction on sectors with high growth potential, such as applied digital technology, future energy, and next-generation 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:

- Envision Durham, the new Regional Official Plan 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 supports economic development and job creation, encourages more sustainable communities, enables more affordable housing, encourages more transit supportive development, supports farming and rural communities and protects 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 is being transformed by PLANit, the Division's new
  development application tracking and reporting software. PLANit is allowing staff to drastically reduce paper-based
  development processes, will improve monitoring capabilities and will allow applicants to track applications and
  monitor their progress in real time. In 2024, the Division will launch its external application portal, subject to the
  outcome of Bill 23; 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: 2024 Planning and Economic Development Capital Projects (\$,000's) Provides financing details for capital projects proposed in 2024. See Appendix B for the comprehensive 2024 capital budget and 2025-2033 forecast

| Durham 4  |          | New              |          |                              |                | 2024                 | Proposed Final    | ncing              |                   |           |               | 2024               | Approved                    |                       | Total              |
|---|----------|------------------|----------|------------------------------|----------------|----------------------|-------------------|--------------------|-------------------|-----------|---------------|--------------------|-----------------------------|-----------------------|--------------------|
| Durham Budget   | Quantity | /<br>Replacement | Other    | Reserve/<br>Reserve<br>Funds | Industrial DCs | Institutional<br>DCs | Commercial<br>DCs | Residential<br>DCs | Subsidy<br>/Grant | Debenture | General Levy  | Proposed<br>Budget | Funding<br>Prior to<br>2024 | Forecast<br>2025-2033 | Project to<br>2033 |
| Planning  |          |                  |          |                              |                |                      |                   |                    |                   |           |               |                    |                             |                       |                    |
| Information Technology 2 Power Laptop Information Technology Subtotal   | 2        | Replacement      | <u>-</u> | <u>-</u>                     | <u>-</u>       | <u>-</u>             | <u>-</u>          | <u>-</u>           | <u>-</u>          | <u>-</u>  | 7             | 7                  |                             |                       | 7                  |
| Planning Capital Subtotal   |          |                  |          |                              |                |                      |                   |                    | -                 |           | 7             | 7                  | -                           | -                     | 7                  |
| Economic Development and Tourism  |          |                  |          |                              |                |                      |                   |                    |                   |           |               |                    |                             |                       |                    |
| Information Technology 7 Mobile Laptop Information Technology Subtotal  | 4        | New              | <u>-</u> | <u>-</u>                     | <u>-</u>       | <u>-</u>             | <u>-</u>          | <u>-</u>           | <u>-</u>          | <u>-</u>  | 8<br><b>8</b> | 8<br>8             |                             |                       | 8                  |
| Economic Development and Tourism Capital Subtotal                       |          |                  |          | -                            |                |                      | -                 | -                  |                   |           | 8             | 8                  | -                           | -                     | 8                  |
| Rapid Transit and Transit Oriented Development Off                      | ice      |                  |          |                              |                |                      |                   |                    |                   |           |               |                    |                             |                       |                    |
| 9 Standard Laptop Information Technology Subtotal                       | 1        | Replacement      | <u>-</u> |                              | <u>-</u>       | <u>-</u>             | <u>-</u>          | <u>-</u>           | <u>-</u>          | <u>-</u>  | 2 2           | 2 2                |                             |                       | 2                  |
| Buildings   |          |                  |          |                              |                |                      |                   |                    |                   |           |               |                    |                             |                       |                    |
| 10 Station Design to 30% <sup>1</sup>                                   | 4        | New              | -        | -                            | -              | -                    | -                 | -                  | -                 | 2,500     | -             | 2,500              | -                           | -                     | 2,500              |
| 11 Metrolinx Due Diligence Review of Station Design to 30% <sup>1</sup> | 4        | New              | -        | -                            | -              | -                    | -                 | -                  | -                 | 200       | -             | 200                | -                           | -                     | 200                |
| Regional Due Diligence Review of Station Design to 30% <sup>1</sup>     | 4        | New              | -        | -                            | -              | -                    | -                 | -                  | -                 | 300       | -             | 300                | -                           | -                     | 300                |
| 13 Station Design to 100% 12  | 4        | New              | -        | -                            | -              | -                    | -                 | -                  | -                 | 8,500     | -             | 8,500              | -                           | -                     | 8,500              |
| Metrolinx Due Diligence Review of Station Design to 100% <sup>12</sup>  | 4        | New              | -        | -                            | -              | -                    | -                 | -                  | -                 | 100       | -             | 100                | -                           | -                     | 100                |
| 15 Regional Due Diligence Review of Station Design to 100% 12           | 4        | New              | -        | -                            | -              | -                    | -                 | -                  | -                 | 400       | -             | 400                | -                           | -                     | 400                |
| Buildings Subtotal  |          |                  | -        | -                            |                | -                    | -                 | -                  | •                 | 12,000    | -             | 12,000             |                             |                       | 12,000             |
| Rapid Transit and Transit Oriented Development Office Capital Subtotal  |          |                  | -        | -                            | -              | -                    | -                 | -                  | -                 | 12,000    | 2             | 12,002             | -                           | -                     | 12,002             |
| Total Capital Planning and Economic Development                         |          |                  | -        | -                            | -              | -                    | -                 | -                  | -                 | 12,000    | 17            | 12,017             | -                           | -                     | 12,017             |

Notes: 1 The design and associated costs for the four new stations along the Lakeshore East GO extension to Bowmanville is proposed to be debenture financed with repayment from Transit fees

<sup>&</sup>lt;sup>2</sup> The second phase of the design is subject to reporting to Council at the completion of the phase one design (station design to 30 per cent) and Council approval of the phase two design (station design to 100 per cent)

## Appendix B: 2024-2033 Planning and Economic Development Capital Forecast (\$,000's)

Provides a listing for all projects within the 2024 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2024.

| <b>Durham</b>   |                         |      |      | Forecas | Forecast |           |                   |
|---|-------------------------|------|------|---------|----------|-----------|-------------------|
| Budget S2   | 2024 Proposed<br>Budget | 2025 | 2026 | 2027    | 2028     | 2029-2033 | Forecast<br>Total |
| Planning  |                         |      |      |         |          |           |                   |
| Information Technology                                |                         |      |      |         |          |           |                   |
| 1 Standard Laptops                                    | <u> </u>                | 44   | 20   | -       | 44       | 84        | 192               |
| 2 Power Laptops                                       | 7                       | 14   | 14   | 11      | 14       | 63        | 116               |
| 3 Mobile Laptops                                      | -                       | 4    | 6    | -       | 4        | 16        | 30                |
| 4 iPads   | -                       | -    | 15   | -       | -        | 30        | 45                |
| 5 Large Format Plotter                                |                         | -    | 32   | -       | -        | -         | 32                |
| Information Technology Subtotal                       |                         | 62   | 87   | 11      | 62       | 193       | 415               |
| Planning Total  | 7                       | 62   | 87   | 11      | 62       | 193       | 415               |
| <b>Economic Development and Tourism</b>               |                         |      |      |         |          |           |                   |
| Information Technology                                |                         |      |      |         |          |           |                   |
| 6 Power Laptops                                       | -                       | 4    | 11   | -       | 4        | 25        | 44                |
| 7 Mobile Laptops                                      | 8                       | 20   | 12   | 8       | 20       | 60        | 120               |
| Information Technology Subtotal                       | 8                       | 24   | 23   | 8       | 24       | 85        | 164               |
| Vehicles  |                         |      |      |         |          |           |                   |
| 8 Vehicles  | <u> </u>                | 80   | -    | -       | -        | 80        | 160               |
| Vehicles Subtotal                                     | <u> </u>                | 80   | -    | -       | -        | 80        | 160               |
| <b>Economic Development and Tourism Total</b>         | 8                       | 104  | 23   | 8       | 24       | 165       | 324               |
| Rapid Transit and Transit Oriented Development Office |                         |      |      |         |          |           |                   |
| Information Technology                                |                         |      |      |         |          |           |                   |
| 9 Standard Laptops                                    | 2                       | 2    | 4    | 6       | 2        | 22        | 36                |
| Information Technology Subtotal                       | 2                       | 2    | 4    | 6       | 2        | 22        | 36                |

#### Appendix B: 2024-2033 Planning and Economic Development Capital Forecast (\$,000's)

Provides a listing for all projects within the 2024 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2024.

| Durham \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\                          | 2224 5                  | Forecast |      |      |      |           |                   |
|--|-------------------------|----------|------|------|------|-----------|-------------------|
| Budget 8   | 2024 Proposed<br>Budget | 2025     | 2026 | 2027 | 2028 | 2029-2033 | Forecast<br>Total |
| Buildings  |                         |          |      |      |      |           |                   |
| 10 Station Design to 30% <sup>1</sup>                                | 2,500                   | -        | -    | -    | -    | -         | -                 |
| Metrolinx Due Diligence Review of Station Design to 30% <sup>1</sup> | 200                     | -        | -    | -    | -    | -         | -                 |
| Regional Due Diligence Review of Station Design to 30% <sup>1</sup>  | 300                     | -        | -    | -    | -    | -         | -                 |
| 13 Station Design to 100% 12   | 8,500                   | -        | -    | -    | -    | -         | -                 |
| Metrolinx Due Diligence Review of Station Design to 100% 12          | 100                     | -        | -    | -    | -    | -         | -                 |
| Regional Due Diligence Review of Station Design to 100% 12           | 400                     | -        | -    | -    | -    | -         | -                 |
| Buildings Subtotal   | 12,000                  | -        | -    | -    | -    | -         | -                 |
| Rapid Transit and Transit Oriented Development Office Total          | 12,002                  | 2        | 4    | 6    | 2    | 22        | 36                |
| Total Capital - Planning and Economic Development                    | 12,017                  | 168      | 114  | 25   | 88   | 380       | 775               |

Notes: 1 The design and associated costs for the four new stations along the Lakeshore East GO extension to Bowmanville is proposed to be debenture financed with repayment from Transit fees

The forecast will be updated in 2025 to reflect further GO East Station construction plans and related financing, subject to financial feasibility and further Council direction related to Bill 131 in conjunction with discussions with Metrolinx, the Ministry of Infrastructure and the Ministry of Transportation

<sup>&</sup>lt;sup>2</sup> The second phase of the design is subject to reporting to Council at the completion of the phase one design (station design to 30 per cent) and Council approval of the phase two design (station design to 100 per cent)

# **Appendix C: Planning – Citizen Advisory Committees**

| Durham \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\          | 2023               | 2024   |                    |  |
|--|--------------------|--------|--------------------|--|
| Durham Budget  | Approved<br>Budget | Change | Proposed<br>Budget |  |
| Durham Environment and Climate Advisory<br>Committee | 15,480             | -      | 15,480             |  |
| Durham Agricultural Advisory Committee               | 9,770              | -      | 9,770              |  |
| <b>Durham Active Transportation Committee</b>        | 3,000              | -      | 3,000              |  |
| Planning – Citizen Advisory Committees Total         | 28,250             | -      | 28,250             |  |

# Appendix D: Planning – Application and Approval Revenue

| <b>■ Durham</b> ₹                                   | 2023                 | 2023               |                    |  |  |  |
|---|----------------------|--------------------|--------------------|--|--|--|
| Budget Ecolon                                       | Estimated<br>Actuals | Approved<br>Budget | Proposed<br>Budget |  |  |  |
| Area Municipal Official Plan Amendments             |                      |                    |                    |  |  |  |
| Application   | 35,000               | 43,750             | 43,750             |  |  |  |
| Approval  | -                    | 5,250              | 5,250              |  |  |  |
| Area Municipal Official Plan Amendments<br>Subtotal | 35,000               | 49,000             | 49,000             |  |  |  |
| Subdivision/Condominium                             |                      |                    |                    |  |  |  |
| Rental Applications                                 |                      |                    |                    |  |  |  |
| Application   | -                    | 26,341             | -                  |  |  |  |
| Approval  | -                    | 4,046              | -                  |  |  |  |
| Delegated Applications                              |                      |                    |                    |  |  |  |
| Subdivision Applications                            | 80,000               | 115,100            | 100,000            |  |  |  |
| Condominium Review                                  | 30,000               | 29,974             | 30,000             |  |  |  |
| Major Revision                                      | -                    | 10,791             | 15,000             |  |  |  |
| Clearance   | 37,000               | 44,361             | 30,000             |  |  |  |
| Other (Extension/Recirculation)                     | -                    | 14,387             | 7,500              |  |  |  |
| Non-Delegated Applications                          |                      |                    |                    |  |  |  |
| Subdivision Applications                            | 24,000               | -                  | 6,000              |  |  |  |
| Condominium Review                                  | -                    | -                  | 6,000              |  |  |  |
| Major Revision                                      | -                    | -                  | -                  |  |  |  |
| Clearance   | 3,388                | -                  | 3,000              |  |  |  |
| Subdivision/Condominium Subtotal                    | 174,388              | 245,000            | 197,500            |  |  |  |

# Appendix D: Planning – Application and Approval Revenue

| Durham \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\       | 2023                 | 2024               |                    |
|---|----------------------|--------------------|--------------------|
| Durham Budget                                     | Estimated<br>Actuals | Approved<br>Budget | Proposed<br>Budget |
| Land Division                                     |                      |                    |                    |
| Application                                       | 120,150              | 161,421            | -                  |
| Commenting  | 44,500               | 80,710             | 50,000             |
| Certification & Re-stamping                       | 75,476               | 91,808             | 100,000            |
| Tabling   | 7,800                | 12,107             | -                  |
| Special   | -                    | 504                | <u> </u>           |
| Land Division Subtotal                            | 247,926              | 346,550            | 150,000            |
| Regional Official Plan Amendments                 |                      |                    |                    |
| Minor   | 22,000               | 48,658             | 16,000             |
| Major   | -                    | 46,342             | 40,000             |
| Regional Official Plan Amendments Subtotal        | 22,000               | 95,000             | 56,000             |
| Rezoning Applications                             | 31,500               | 43,200             | 50,000             |
| Other Fees  | 34,515               | 18,800             | 12,800             |
| Planning - Application and Approval Revenue Total | 545,329              | 797,550            | 515,300            |