



Durham Budget

2021

The Regional Municipality of Durham

2021 Business Plans and Budgets - Property Tax Requirements

Regional Council – February 24, 2021

2020 Accomplishments

- 2021 Budget Overview and Priorities
- Departmental Presentations of 2020 Accomplishments

2021 Budget

- 2021 Proposed Gross Budget
- 2021 Regional Property Tax Impacts
- 2021 Capital Budget and Nine-Year Forecast
- Use of Reserves and Reserve Funds
- 2021 Budget Pressures
- COVID-19 Pandemic Impacts
- 2021 Strategic Investments

Summary

- Future Budget Pressures
- Questions

Overall Property Tax Impact

1.98%

\$55 budgetary increase for average residential property owner

(2021 CVA \$483,100)

1.54% prior to the following two items not contemplated in 2.0% guideline

- Body worn camera implementation (year 1) – \$2.03 million (0.29%)
- Assessment base adjustment for auto sector appeal – \$1.07 million (0.15%)



Police Guideline 3.0%
Body Worn Camera (year 1) 0.9%
Total Police 3.9%



Conservation Authorities
2.5% operating
1.5% special benefiting

- **Key Budget Priorities:**
 - Increased demands on front-line services in response to COVID-19 pandemic
 - Position Region to implement COVID-19 Recovery Plan
 - Targeted investments in key strategic priorities aligned with Region's Strategic Plan
 - Balances these pressures with the need for taxpayer affordability

2020 Accomplishments – Office of the CAO

- Implemented the Region's Emergency Master Plan
- Managed all aspects of Regional communications
- Opened the Rapid Transit and Transit Oriented Development Office
- Launched a new 5-year Regional Strategic Plan
- Convened 30 meetings with MPs and MPPs to advocate for Regional priorities
- Advanced implementation of the Region's climate action programming
- Facilitated 10 collaborative projects in the first semester of the launch of CityStudio Durham
- Launched the Intelligent Communities Framework
- Supported a public town hall on addressing anti-Black racism and advocated for the development of a Diversity, Equity and Inclusion division
- Enhanced focus on accessibility of information and services

Planning:

- Advanced the development of Envision Durham
- Streamlined process for delegated decisions
- Implemented various on-line services including meetings, e-payments and dashboards
- Improved the Woodland Conservation By-law and Assessment protocol
- Supported corporate priorities including the GO East extension, advancing the pre-servicing of employment lands and increasing affordable housing

Economic Development:

- Supported local businesses impacted by the pandemic through the launch of the Durham Economic Task Force, development of website resources, local food business expansion support, Downtowns of Durham, creation of recovery video series, Digital Main Street and support services
- Continued advancement of the Broadband strategy including survey, business case development and pursuing grant funding

Roads and Infrastructure:

- Rehabilitated 27.9 km of road including 17 km of wider paved shoulders on rural roads
- Advanced development of Durham's Building Standard and Low Carbon Fleet Strategy
- Continued design work for the modernization and optimization of workspace at Regional Headquarters and 101 Consumers Drive
- Implemented various Vision Zero initiatives including ASE and RLC
- Expanded Regional Cycling Network with 3.2 km of additional cycling infrastructure
- Supported priority corporate initiatives including BRT, GO East extension, Broadband, Housing Master Plan, myDurham311, sustainability and COVID-19 response

Waste Management:

- Consulted on a new Long-Term Solid Waste Management Master Plan
- Continued to advance the RFPQ process for the Pre-Sort and Anerobic Digestion facility
- Continued process to amend DYEC's permitted capacity to 160,000 tonnes/year
- Improved Oshawa's Landfill site area through expansion of groundwater monitoring network, slope revegetation and creation of salmon habitat in Oshawa Creek

- Implemented COVID-19 safety measures across DRT services and facilities
- Expanded access to public transit to all Durham Region with the implementation of DRT On Demand including an enhanced scheduling platform supporting real-time trip booking by app or phone
- Implemented sustainable transit network responding to realities of pandemic, ridership recovery and service expansion
- Introduced articulated buses on Pulse 900 Hwy 2 route
- Launched Pulse 901 route on the Simcoe corridor and new 902/905/917 routes
- Issued over 5,000 free PRESTO cards supporting contactless fare payment
- Implemented PRESTO e-Tickets providing safe, contactless fare payment
- Completed PRESTO device refresh reducing delays for on-line card loads

Public Health:

- Launched COVID-19 Data Tracker and COVID-19 webpage - more than 1.3M clicks
- Implemented virtual home visiting services and assessments for several programs
- Developed on-line submission forms for receipt of confidential and outbreak information
- Public Health Nurses followed up on 15,121 COVID-19 cases and contacts
- Initiated 11,328 investigations in facilities
- Received and distributed 128,560 COVID-19 test results for follow-up
- Completed 44,442 nursing assessments to determine if further medical intervention required

Paramedic Services:

- Obtained 13,323 nasal swabs
- Provided 465,700 hours of emergency response
- Completed 45,269 patient hospital transports
- Exceeded 4 of 5 response time targets

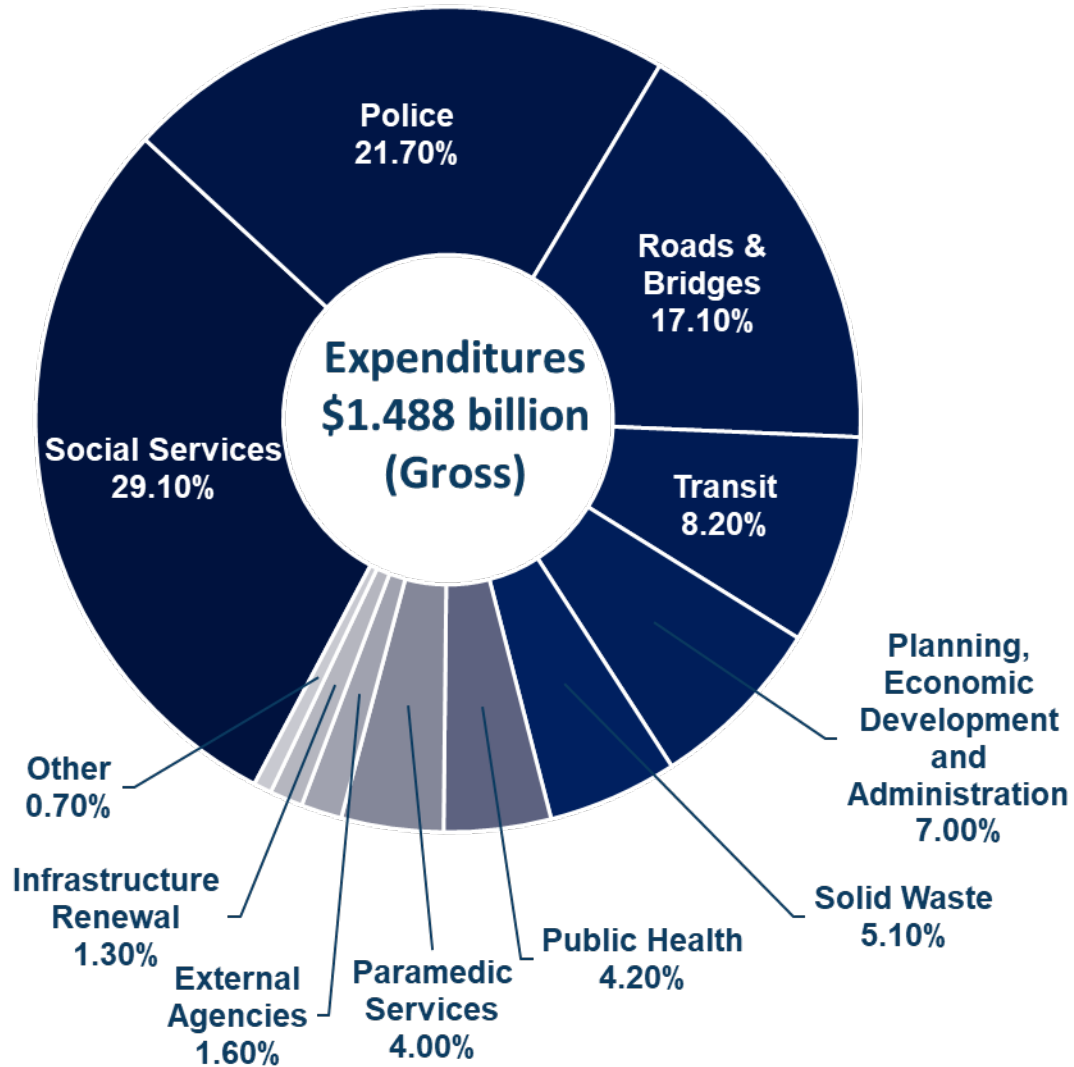
- Developed a new Master Housing Strategy to improve affordability and access to housing across Durham Region and implemented various initiatives to contribute to ending homelessness and providing better housing outcomes for vulnerable citizens
- Maintained a high level of care and compassion for our LTC residents during an unprecedented period of increased oversight, protocols and restrictions
- Transitioned to virtual delivery of programs and services where required
- Developed and implemented a plan to provide emergency childcare and the safe re-opening of childcare centres
- Modernized the childcare fee subsidy waitlist
- Coordinated support services and outreach in the community to ensure safety measures, shelter and mental health supports for vulnerable residents across Durham during the pandemic
- Completed 27,628 Wellness Checks from May to December by Ontario Works staff
- Created the Durham Region COVID-19 Funders Table to better coordinate community funding efforts
- Developed a Community Social Investment Framework to support allocation of investments to community non-profits

- Completed mass scale hiring and responded to labour relations matters including expansion of hours and work conditions
- Provided health and safety support including PPE education, mask testing and responses to Ministry inquiries
- Launched ePerformance
- Pivoted to virtual delivery of services including electronic meetings of Council and Committees, and court services
- Transitioned 8 of 11 Customer Service staff to teleworking
- Opened the Access and Privacy Office
- Continued providing information management training
- Processed 22,285 automated speed enforcement and red-light camera tickets from October to mid-December
- Negotiated prosecution agreements with local municipalities
- Deployed Office 365 enabling the transition to teleworking for regional staff
- Developed the COVID-19 data tracker
- Provided IT services for Uxbridge and Brock Townships

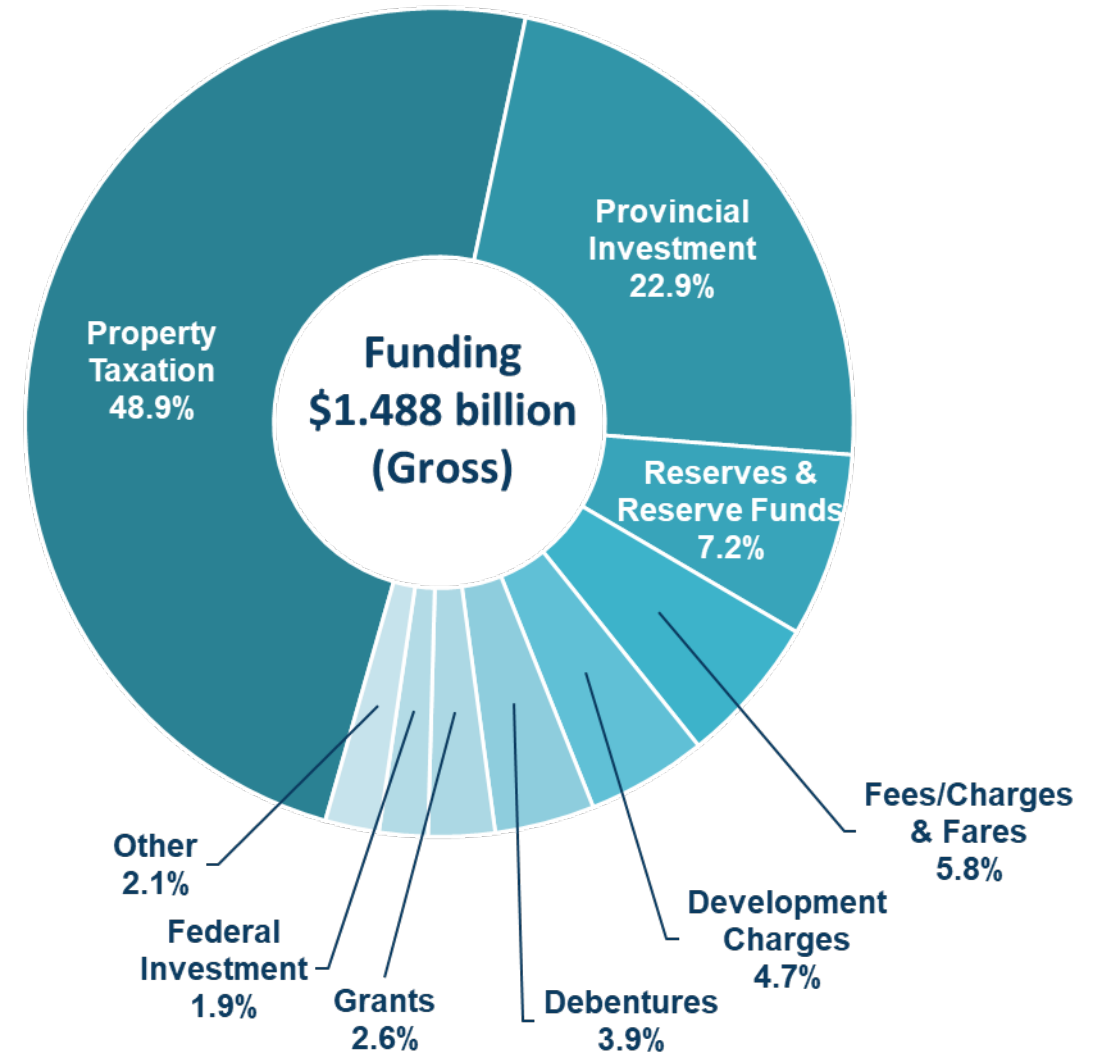
- Introduced e-transfer payments for a significant number of customer payment streams
- Processed approximately 8,000 extra payments for temporary pandemic pay and temporary wage enhancements
- Added more than 30 new reporting requirements for federal/provincial funding programs
- Prepared open call for PPE items with 356 solicitations received
- Introduced a modern Internal Audit Division providing consulting, assurance and education/training services across the Region
- Launched Farm 9-1-1 project
- Enhanced procurement services including introduction of Pcard program, hosting virtual site meetings, full digitization of procurement documentation, and Fast Track process
- Provided financial assistance for the Whitby Firehall Redevelopment project
- Implemented the PeopleSoft HCM upgrade, electronic employee performance system and PeopleSoft expense claim module
- Updated and modernized 2021 Business Plans and Budget documents
- Expanded and enhanced budget engagement including hosting Virtual Town Hall with 12,000 residents participating

Regional Property Tax Supported Budget

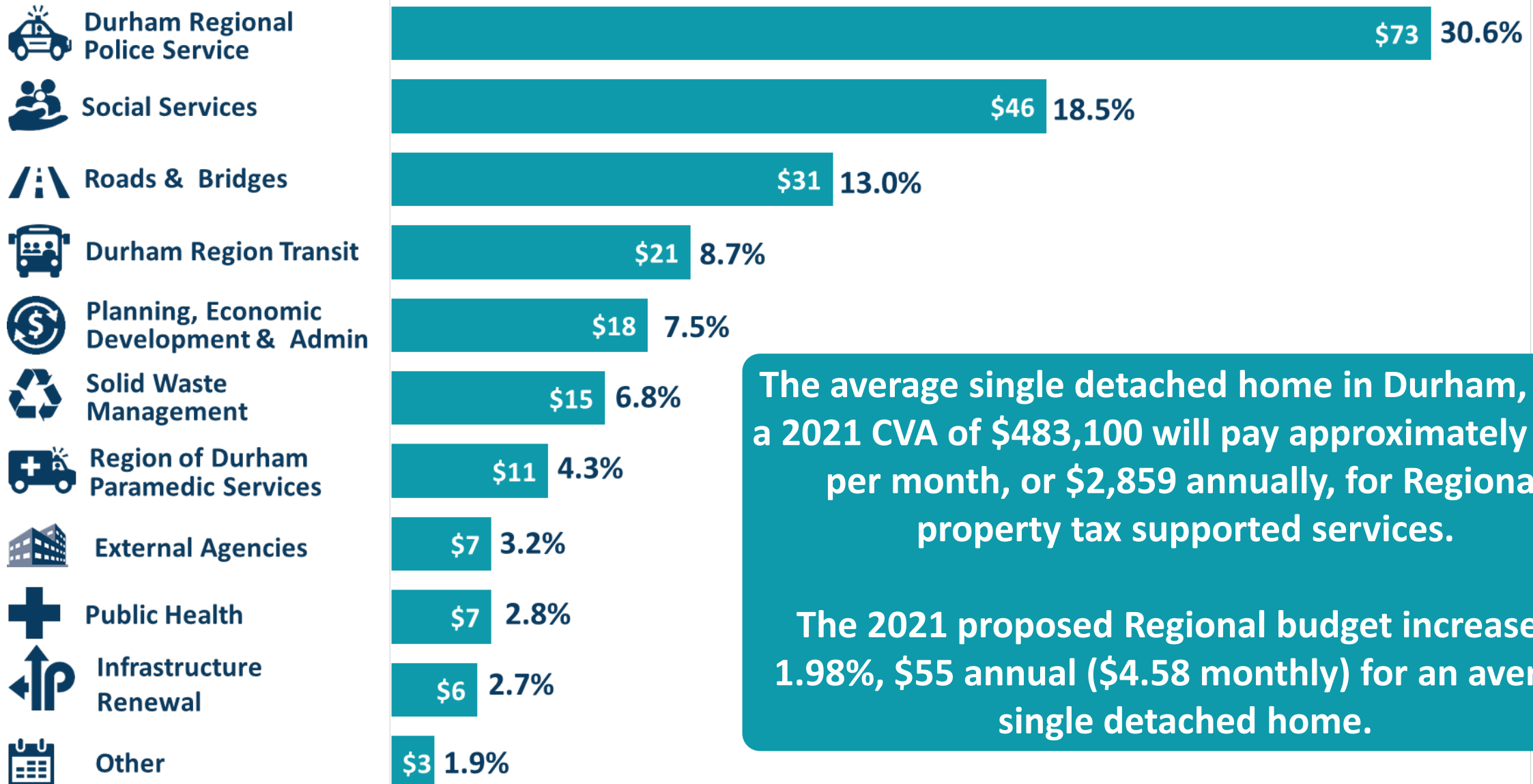
2021 Proposed Gross Expenses



2021 Proposed Gross Funding



2021 Regional Property Taxes – Average Home



The average single detached home in Durham, with a 2021 CVA of \$483,100 will pay approximately \$238 per month, or \$2,859 annually, for Regional property tax supported services.

The 2021 proposed Regional budget increase is 1.98%, \$55 annual (\$4.58 monthly) for an average single detached home.

2021 Regional Property Tax Impacts

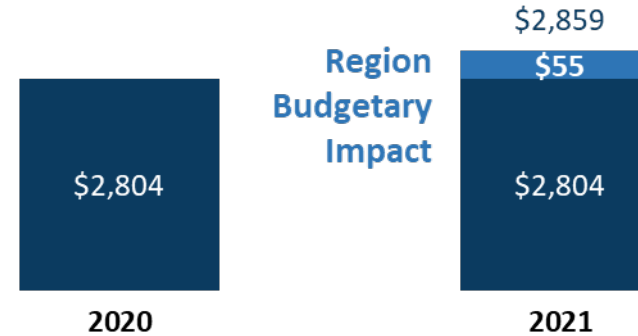
Residential Regional Budgetary Increase for an Average Residential Property Owner



1.98% **\$55**

Average Region-Wide Residential Home 2021 CVA = \$483,100

Average Region-Wide Residential Home



No change in Residential Education Property Taxes

Commercial Regional Budgetary Increase

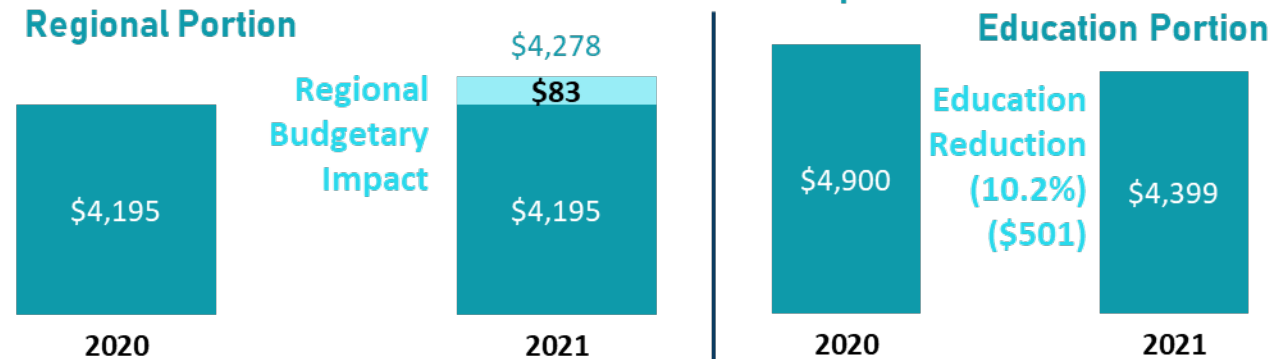


1.98% **\$83**

Education Reduction (10.2%) (\$501)

Based on Occupied 2021 CVA = \$500,000

Commercial Example



Industrial Regional Budgetary Increase

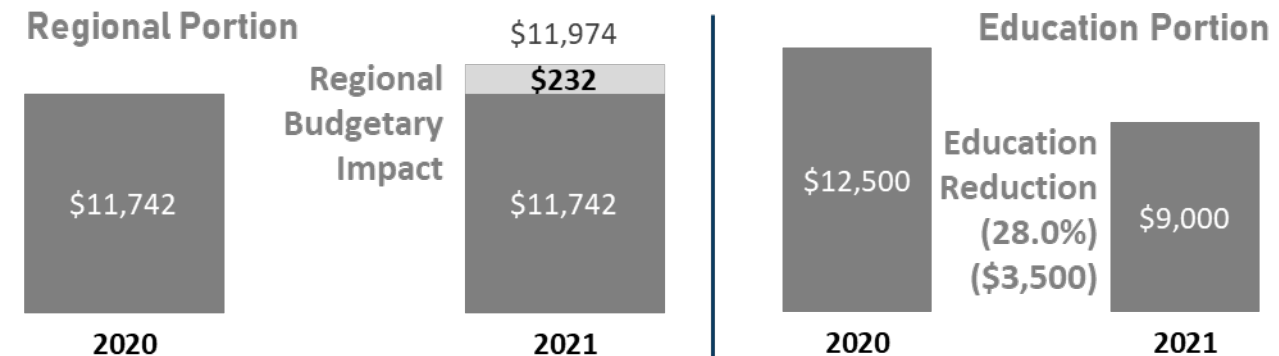


1.98% **\$232**

Education Reduction (28.0%) (\$3,500)

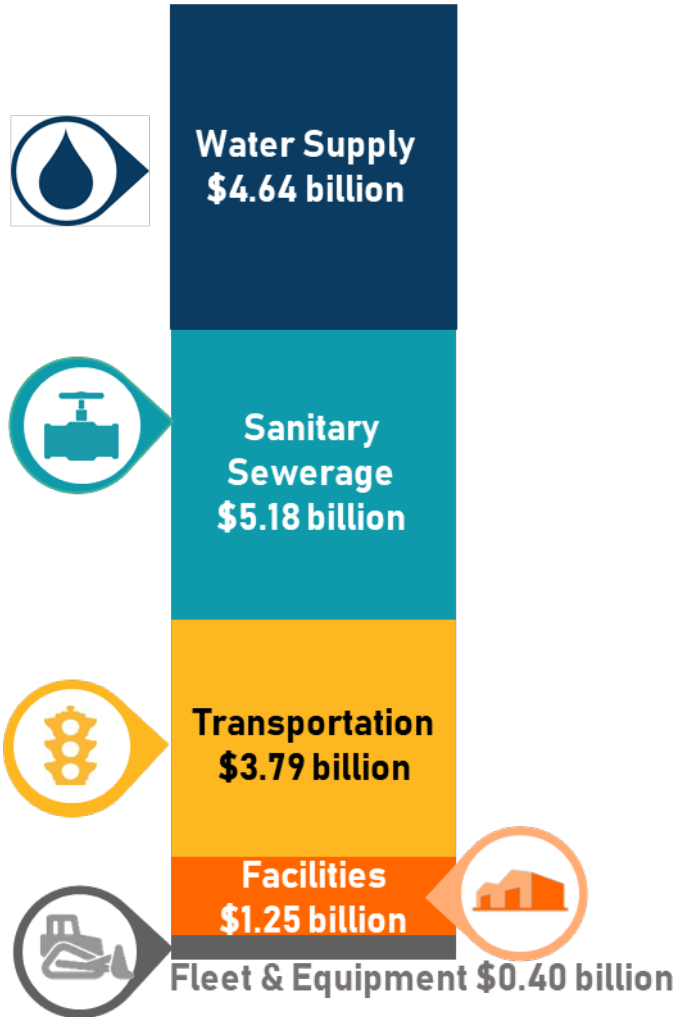
Based on Occupied 2021 CVA = \$1,000,000

Industrial Example



2021 Capital Budget and Nine-Year Forecast

2019 Year End Asset Replacement Value (\$15.26 billion)



Durham Budget 2021	2021 Proposed Budget (\$,000's)	Capital Forecast					Forecast Total
		2022	2023	2024	2025	2026-2030	
Capital Expenditures							
Durham Regional Police Service	85,952	5,965	5,828	9,629	36,853	137,913	196,188
Durham Region Transit	27,186	44,258	94,227	28,238	64,022	147,303	378,048
Works Department	165,828	192,927	180,410	234,981	166,901	933,795	1,709,014
Planning and Economic Development	70	74	76	90	45	399	684
Health Department	2,821	3,562	4,581	2,260	3,016	14,697	28,116
Social Services	17,338	1,818	13,612	86,156	1,456	35,053	138,095
Office of the Regional Chair	8	6	6	15	6	48	81
Office of the Chief Administrative Officer	86	54	73	36	53	271	487
Corporate Services	576	2,283	1,494	1,089	1,032	5,233	11,131
Finance Department	118	193	235	195	241	1,144	2,008
Emergency 9-1-1	-	73	-	83	180	618	954
Durham Region Local Housing Corporation	6,000	26,858	2,418	8,842	2,535	9,792	50,445
Corporate Items	2,826	-	-	-	-	-	-
Regional Headquarters	5,801	5,981	4,796	1,214	3,057	12,062	27,110
Property Tax Supported Capital Expenditures	314,610	284,052	307,756	372,828	279,397	1,298,328	2,542,361
Capital Financing							
General Levy	24,760	61,796	72,240	43,769	59,486	202,435	439,726
Development Charges	69,918	58,357	81,271	54,216	73,510	293,283	560,637
Reserves and Reserve Funds	93,986	77,584	90,557	85,657	77,579	319,478	650,855
Federal Gas Tax	14,675	17,600	17,600	17,600	17,600	87,400	157,800
Provincial Gas Tax	7,436	8,996	7,260	7,348	7,348	38,371	69,323
Subsidy/Grant	44,978	44,719	11,228	72,703	1,980	80	130,710
Other Financing	500	-	2,000	800	9,100	41,000	52,900
Debentures	58,357	15,000	25,600	90,735	32,794	316,280	480,409
Property Tax Supported Capital Financing	314,610	284,052	307,756	372,828	279,397	1,298,327	2,542,361

Use of Reserves and Reserve Funds

Source	Amount
Bridge Rehab Reserve Fund	\$7,525,000
Capital Project Reserve	16,473,645
Climate Mitigation and Environmental Initiatives Reserve Fund	1,843,000
Durham Regional Forest Reserve Fund	9,048
Durham Region Healthcare Institution Reserve Fund	25,000,000
Economic Development Reserve Fund	475,000
Equipment Replacement Reserve	9,858,500
Innovation and Modernization Initiatives Reserve Fund	3,169,063
Insurance Reserve Fund	265,677
Operating Impact Stabilization Reserve Fund	358,000
Operating Impact Stabilization Reserve Fund (COVID-19 pandemic Impacts)	2,733,489
Regional Roads Levy	12,600,023
Regional Social Housing Reserve Fund	8,812,090
Roads Rehab Reserve Fund	27,250,000
Sick Leave Reserve	420,000
Transit Capital Reserve Fund	10,523,835
Vision Zero Reserve Fund	1,300,000
Waste Management Reserve Fund	900,000
Development Charges	69,918,328
Federal Gas Tax	14,675,000
Provincial Gas Tax	10,757,036
Total	\$224,866,734

- \$47.8 million (27.0%) increase over 2020
- Additional pressure on operating impact reserve fund (\$59m) - \$17.4m depending on Transit COVID-19 impact, vaccine rollout, LTC standards, broadband and Lakeridge Health



Annualization of 2020 budget decisions



Removal of one-time items



Contractual and inflationary adjustments



Economic increases



Line-by-Line Review



Use of Reserves and Reserve Funds



COVID-19 Impacts



Strategic Investments

- Uncertainty
- Temporary impacts versus permanent impacts
- Flexibility to respond to changing demands on programs and services
- Safe Restart Program funds are restricted to COVID-19 impact incurred by March 31, 2021



Corporate Communications – \$100,000



Social Services – \$1,081,786



Economic Development – \$144,290



Transit – \$17,432,084



Public Health – \$1,407,413

- **\$20.2 million** forecasted temporary COVID-19 pandemic impact in 2021
- Safe Restart Program (municipal and transit stream) to fund temporary impact
- Use of the Operating Impact Stabilization Reserve Fund should the eligibility date of March 31, 2021 for Safe Restart Program not be extended



Advance transit-oriented development opportunities on key transit corridors



Leverage ICIP funding to advance bus rapid transit expansion projects



Advance the servicing of employment lands



Pursue Project Woodward to establish a clean energy innovation hub for business in Clarington Energy Park



Advance the deployment of broadband infrastructure to underserved areas

Economic Prosperity



Continue to advance the development of the Region's Official Plan - Envision Durham



Support the development of a Regional Nuclear Sector Strategy



Advance Clarington Police Complex Phase 2



Develop and launch a refreshed Economic Development Strategy and Action Plan



Invest in new facilities and equipment to respond to growth pressures



Continue to develop and implement a Corporate Climate Change Master Plan



Pilot a bio cover application on the former Oshawa landfill site



Develop and implement the Region's low carbon fleet strategy



Develop the Durham Home Energy Savings Program

Environmental Sustainability



Implement strategy to expand tree planting across the Region



Develop "Durham Building Standards" for construction, renovation and operation of facilities



Increase waste diversion through the advancement of the Region's pre-sort and AD facility



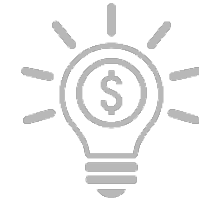
Respond to provincial legislative changes on extended producer responsibility



Develop 50 modular affordable supportive housing rental units

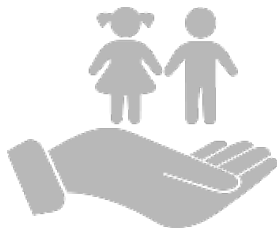


Construction of temporary supportive housing units under the Region's Microhome Pilot Project



Complete and consult on Regional Community Improvement Plan

Social Investments



Investigate licensed childcare options to support families working shifts



Additional DRLHC operating funding to address systemic budget pressures



Expansion of the Durham Portable Housing Benefits



Continue development of a Community Safety and Well-being Plan



Create a community-based anti-racism task force to help address diversity, equity and inclusion



Community Paramedicine Program Pilot



Enhance the level of care and supports for residents of the Region's long-term care homes



Grant Funding for Grandview Children's Centre, Lakeridge Hospital Bowmanville, Durham College Whitby and Trent University Durham

Community Vitality



Work with DRPS and Lakeridge Health to provide three additional nurses for the mental health support unit



Continue implementation of the Ontario Seniors Dental Care Program



Expand automatic speed enforcement program and continue to implement Vision Zero counter measures outlined in Region's Road Safety Action Plan



Ongoing system enhancements for Emergency 9-1-1



Implement the multi-year enterprise myDurham311 project



Increase investment in technology infrastructure and applications

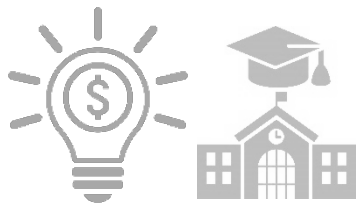


Increase virtual delivery of Public Health, Social Assistance, Family, POA Courts and DRPS services

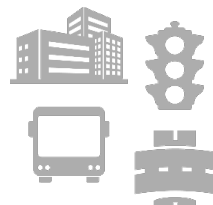


Continue implementation of the CADLINK software for Paramedic Services

Service Excellence



Advance City Studio Durham program



Investment in the ongoing maintenance and renewal of the Region's assets



Continue to advance various Regional review and improvement initiatives



Advance the Region's Electronic Document Management Project

Forecasted Pressures:

- Road and bridge rehabilitation and expansion needs over the forecast period (\$1.5 billion)
- Pre-servicing of employment lands
- Investment in broadband infrastructure
- Facility expansion over the forecast period to provide services for a growing and diverse population
- Investments to implement Climate Master Plan and reduction in GHG emissions
- Increased operating cost pressure for long-term care homes
- Lakeridge long-term care home
- Potential additional health resources to address permanent impacts of COVID-19
- Investments to achieve Council's affordable housing targets
- Aging social housing portfolio requiring significant capital investment
- Continued need to address waitlists in several social service program areas
- Funding for Grandview Children's Centre and Lakeridge Health ten year plan



Durham Budget

2021

Questions