



# 2016 TO 2018 BUDGET

AS APPROVED ON DECEMBER 17, 2015



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### A Message from York Regional Council

York Regional Council is pleased to present The Regional Municipality of York's \$2.8 billion 2016 budget. At 2.85 per cent, the 2016 tax levy increase remains unchanged from the Council-approved outlook in a budget that spans the full four years of our term. This document similarly includes outlooks for 2017 and 2018 with proposed tax increases also unchanged from what was approved in 2015.

The 2016 budget demonstrates the value of setting goals in a multi-year budget, including:

- Alignment of budgeting and strategic priorities
- Improved fiscal discipline
- Enhanced forecasting for long-term fiscal planning

It also shows how new water and wastewater user rates work hand-in-hand with the Regional fiscal strategy to reduce debt and support financial sustainability.

Moody's Investors Service and Standard & Poor's Rating Services maintained York Region's credit ratings of Aaa and AA+, respectively, and noted as positives our strong economy, exceptional levels of reserves and far-sighted financial management.

While delivering quality services to almost 1.2 million residents and investing in infrastructure to address growth, the 2016 budget enhances our financial sustainability, the hallmark of this Council's legacy.



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## EXECUTIVE SUMMARY

This budget updates the remaining years of a four-year plan approved by York Regional Council in early 2015.

It includes total operating spending of \$1,987 million for 2016 and Capital Spending Authority of \$2.7 billion, including \$783 million in 2016. It also provides an update of the budget outlook for 2017 and 2018.

An updated capital plan provides for spending of \$6.1 billion over the next 10 years. The capital budget includes record levels of investment in transportation, in both roads and transit, to the end of the current Council term to address a major concern of residents.

Updates to operating budgets from the outlook in the multi-year plan for 2015-18 accommodate unexpected pressures, while continuing to build reserves that are key to the Region's long-term fiscal health.

The 2016 operating budget will require tax levy funding of \$981 million. After assessment growth, this translates into a tax levy increase of 2.85% for 2016, the level approved in the multi-year budget. This is equivalent to \$63 on the average residential property tax bill.

## Budget update accommodates unexpected pressures

The foundation of the 2016 budget is the four-year budget that covers the current Council term and was approved early in 2015. It was the first budget for York Region to set out a four-year plan, consisting of the 2015 budget and a three-year outlook, as well as a 10-year capital plan.

Multi-year budgeting offers several important benefits, including better coordination of budgeting and strategic priorities, improved fiscal discipline and greater clarity about expected tax levies. This 2016 budget is the first update to the 2015-18 multi-year plan.

The update continues to reflect and benefit from the Region's fiscal strategy introduced in 2014 and enhanced in 2015. The strategy builds key reserves and reduces the need for debt. Since its introduction, reserves have grown by \$161 million and are expected to increase by a further \$2,812 million out to 2025. This budget also reflects new water and wastewater user rates that will ensure that starting in 2021, annual rate revenues will provide all funding needed to recover the costs of providing these services.

Together, the fiscal strategy and the move to full cost recovery water and wastewater rates significantly enhance the Region's financial sustainability. Over the next 10 years, the Region will issue \$1.86 billion less debt than without these measures, and will not issue any debt supported by the tax levy or user rates.

The budget, like other Regional activities, is guided by Vision 2051, which sets out the long-term goal of creating strong, caring and safe communities, and the related four-year strategic plan covering this Council term. These plans are discussed in more detail in the section starting on page 1.

### The operating budget

The day-to-day operating activities of York Region are central to the excellent quality of life its residents enjoy. Almost all of the spending in the operating budget goes to core service areas, including policing, community and social programs, environmental services, and roads and transit. A key goal is providing timely, high-quality services in the most efficient ways.

After approval of the multi-year plan, pressures on both costs and assessment growth revenue became evident. Savings in other areas, reduced contribution to the Region's fiscal stabilization

### York Region services

York Region provides important services to residents, often working in concert with its nine area municipal partners – Markham, Richmond Hill, Vaughan, Whitchurch-Stouffville, Aurora, King, Newmarket, East Gwillimbury and Georgina.

It is directly responsible for policing, public health, paramedic, social and community services, arterial roads and bridges and public transit. It delivers drinking water to local municipal systems and conveys wastewater from them, and shares in responsibility for solid waste management and community planning.

## The Operating Budget

(in \$ Millions)	2015 Approved	2016 Approved	2017 Outlook	2018 Outlook
Gross Expenditures	1,901	1,987	2,066	2,146
Non-Tax Revenue	963	1,006	1,041	1,079
Net Expenditures	938	981	1,025	1,067
Assessment Growth Revenue (%)	2.15	1.76	1.84	1.76
Proposed Tax Levy Increase (%)	2.97	2.85	2.69	2.35

reserve and higher-than-expected revenues from other sources allowed the Region to fully manage these pressures. As a result, the tax levy increases are those previously approved in the four-year plan.

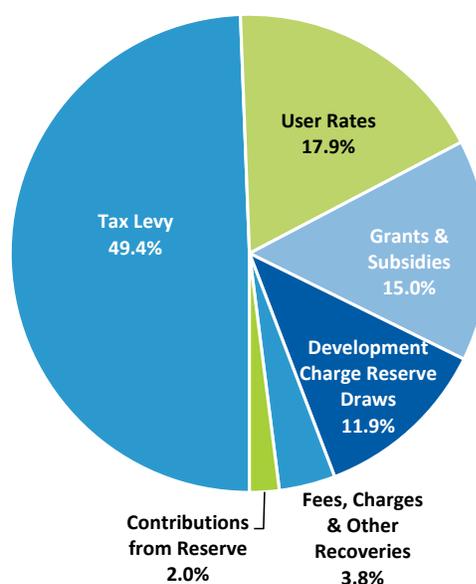
Services provided through the operating budget need to keep pace with population growth, as well as other changes. The budget reflects the continued outlook for population growth, which is expected to increase by 2% a year on average out to 2031.

Other changes to which the operating budget responds include increasing urbanization as land use intensifies, demographic trends and higher resident needs and expectations. The operating budget also funds the Region’s fiscal strategy, which is intended to improve long-term fiscal health. Externally, new or changed provincial and federal policies, programs and legislation continue to have impacts on operating budgets, and these are often difficult to predict.

The operating budget is supported by the annual tax levy and several other sources of revenue, such as development charges and grants from other levels of government. The “net operating budget” refers to the portion funded just by the tax levy.

The net tax levy of \$981 million will support 49.4% of the total operating budget, with other revenues funding the balance. The share of the operating budget supported by the tax levy is projected to remain fairly stable in 2017 and 2018.

**2016 Total Revenue  
(\$1,987 Million)**



## The capital budget

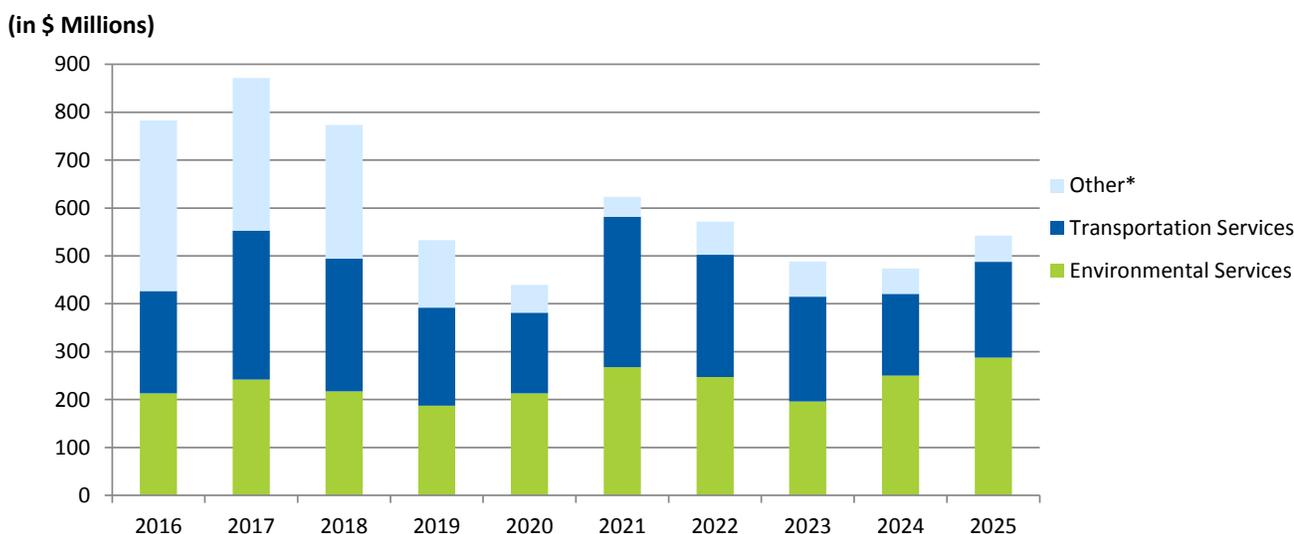
York Region continues to invest in such major assets as roads, transit, water and wastewater systems, police stations and community housing, with a proposed capital plan for 2016 of \$783 million. This represents the first year of a 10-year plan of \$6.1 billion, among the largest in Ontario. The Capital Spending Authority, which allows multi-year capital commitments, is \$2.7 billion.

The new 10-year plan represents an increase of \$280 million from the 10-year plan that was approved and started in 2015.

Responding to concerns about traffic congestion, the capital plan continues the emphasis in the multi-year budget on investments in roads and transit. These are taking place through both the Transportation Services department, whose responsibilities include roads and some transit related capital construction, and York Region Rapid Transit Corporation, which is coordinating and project managing the building of several transit projects funded by multiple levels of government.

As the graph below illustrates, high levels of road and transit investment are planned to continue to the end of the current Council term. The Region will benefit from the investment and strongly advocates for continued funding from other levels of government to create the comprehensive transit network that the Region and the Greater Toronto Area (GTA) as a whole need for sustainable growth.

### Transportation and transit capital investments remain strong through 2018



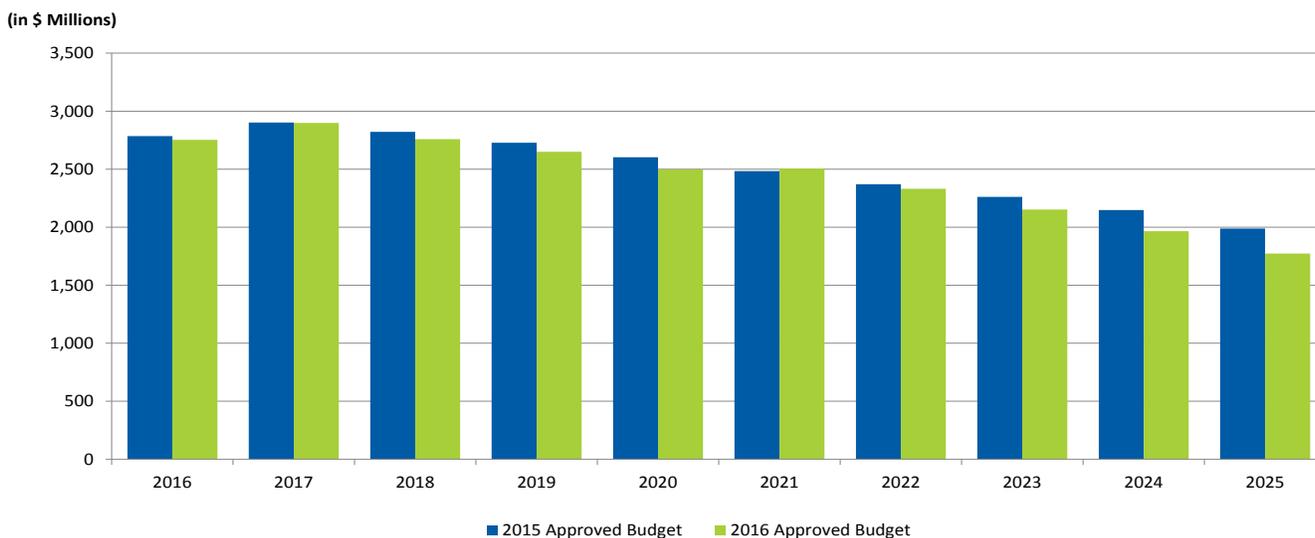
- Other includes Community and Health Services, Information Technology Services, Property Services, Planning and Economic Development, York Region Rapid Transit Corporation and York Regional Police.

The Region will also make significant investments in water and wastewater assets both to serve growth and to renew existing assets. The current plan includes \$2.3 billion for these projects.

With the growth in its stock of assets, the Region must ensure it will have funds for rehabilitation and replacements. Since development charges fund growth-related investments only, the Region’s fiscal strategy responds to the need to build up reserves for capital spending on these other needs.

Because of the Region’s fiscal strategy and new water and wastewater rates, the 10-year capital plan will be achieved without additions to user-rate or tax-levy-supported debt. The Region will continue to borrow to fill the timing gap between its growth-related capital needs and development charge collections. Overall, however, total debt will fall from the levels expected in the multi-year outlook.

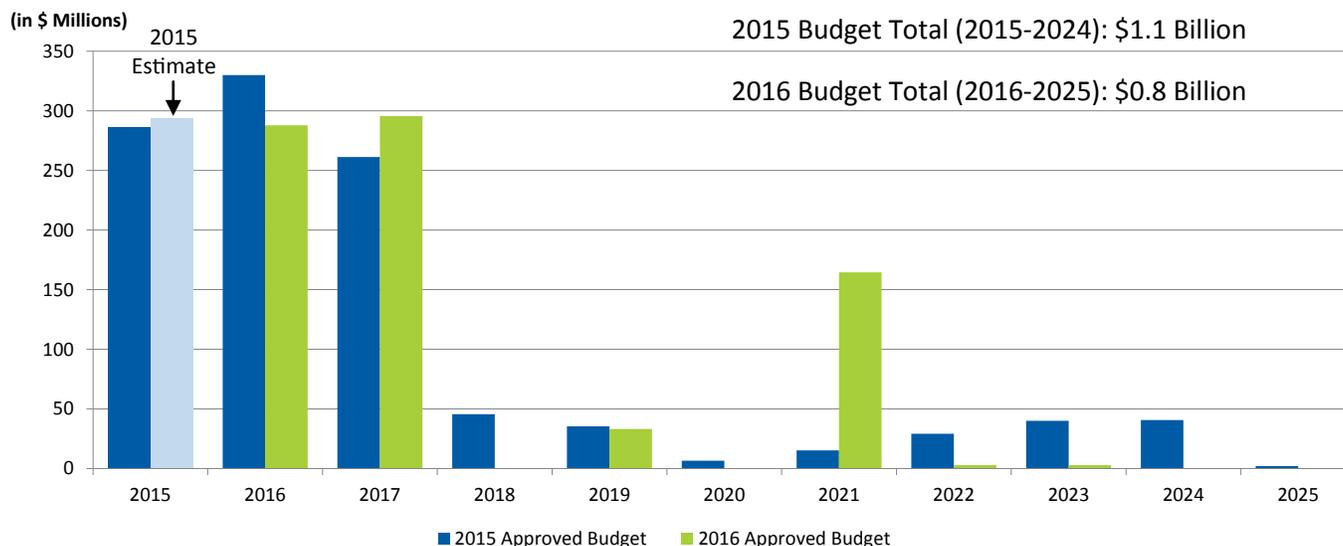
### Budget will reduce outstanding debt



Debt is expected to peak at \$2.9 billion in 2017, which is consistent with the multi-year outlook.

Additions of debt over the next 10 years will be \$0.3 billion lower than expected in the multi-year outlook, owing mainly to the adoption of full cost recovery user rates for water and wastewater.

### New debt issues will fall in next 10 years



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## KEY PLANS AND POLICIES

The purpose of budget-making is to develop a financial plan that moves the Region closer to its goals in the short and long term.

Vision 2051, which was approved by Regional Council in May 2012, sets out a path for York Region to follow over the next decades to achieve its goal of creating strong, caring and safe communities.

Like the Regional Official Plan, it lays out long-term objectives. While the Official Plan provides a framework for development, Vision 2051 complements it by speaking to a broad range of outcomes:

- A place where everyone can thrive
- Livable cities and complete communities
- A resilient natural environment and agricultural system
- Appropriate housing for all ages and stages
- An innovation economy
- Interconnected systems for mobility
- Living sustainably
- Open and responsive governance

## New strategic plan focuses on four major priorities

Each four years, at the start of the new term of office, Regional Council endorses a four-year strategic plan that aims to turn the long-term objectives of Vision 2051 into day-to-day activities and goals. The 2015 to 2019 Strategic Plan, which was approved in February 2015, drew on Vision 2051 and a scan of the local and wider environment to identify both potential obstacles to the Region's goals and opportunities to achieve faster progress.

The plan also took into account the Regional fiscal strategy. This helped to ensure that as the plan is translated into programs and initiatives, these will respond to the needs of the community now and in future in ways that are responsible to taxpayers.

The new plan focuses on four priority areas for the Region:



**ECONOMIC  
VITALITY**



**HEALTHY  
COMMUNITIES**



**SUSTAINABLE  
ENVIRONMENT**



**GOOD  
GOVERNMENT**

In the plan, these are detailed as follows.

- **Strengthen the Region's economy**, with the strategic objectives of:
  1. Fostering an environment that attracts, grows and maintains businesses
  2. Supporting the development and retention of the Region-wide workforce
  3. Focusing on networks and systems that connect people, goods and services
  4. Ensuring optimal locations for business and employment growth are available
- **Support community health and well-being**, with the strategic objectives of:
  1. Increasing the range of available and affordable housing choices
  2. Protecting public health
  3. Making our communities more welcoming and inclusive
  4. Strengthening the Region's network of human services to support people in achieving their potential

- **Manage environmentally sustainable growth**, with the strategic objectives of:
  1. Managing traffic congestion
  2. Optimizing critical infrastructure systems capacity
  3. Encouraging growth along Regional Centres and Corridors
  4. Preserving green spaces
- **Provide responsive and efficient public service**, with the strategic objectives of:
  1. Making it easier to access Regional information and services
  2. Ensuring a fiscally prudent and efficient Region
  3. Stewardship of the Region’s assets
  4. Strengthening organizational capacity and effectiveness.

As with the previous four-year plan, clear goals are set out for each priority, with concrete measures of progress attached. In total, the plan includes 22 community indicators, 48 key Regional performance measures and 42 key planned Regional activities. The plan, including measures, is available on the Region’s website under About York Region > Plans, Reports and Strategies > 2015 to 2019 Strategic Plan.



**York Region’s hierarchy of planning and accountability framework**

After approval of the plan, the Region’s departments worked to make sure their 2016 and subsequent budgets and business plans were consistent with its direction. They also adjusted their own longer-term plans to align with the new four-year plan, and are tracking and measuring progress towards its goals.

The Region’s Management Team engages in a strategy review process to support progress. The strategy reviews help departments devise plans to ensure those falling behind or requiring resolution receive the needed attention.

Council and York Region residents will be regularly updated on results and progress. The previous strategic plan, for 2010 to 2014, achieved more than 90% of its objectives. Progress reports for the new plan will be available at York.ca under About York Region > Plans, Reports and Strategies > 2015 to 2019 Strategic Plan.

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## ECONOMY AND DEMOGRAPHICS

In mid-2015, an estimated 1.16 million people lived in York Region, making it one of Canada's largest municipalities.

Since becoming a regional municipality in 1971, York Region has benefited from strong growth in population and employment.

From mid-2001 to mid-2011, York Region's census population grew by more than 300,000 people, an average annual growth rate of 3.5%.

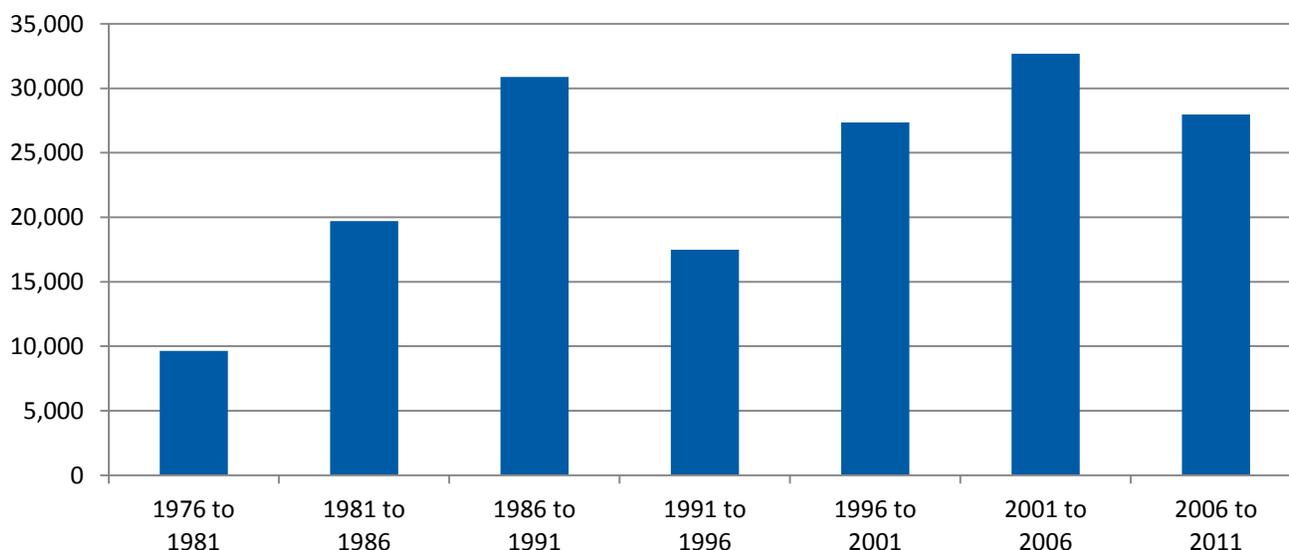
The 2011 National Household Survey also identified York Region as the home of one of Canada's most highly educated and wealthy populations. Average household income was about \$111,000, well above the figures of roughly \$86,000 for Ontario and \$79,000 for Canada.

## York Region attracts people and businesses

The 2011 census identified the Region as Canada's fastest growing large municipality in the 2006-to-2011 period. The rate of growth, however, had actually moderated from the previous census period. Between 2001 and 2006, the Region's census population increased by just over 4% a year on average, but that rate fell to roughly 3% in the 2006-to-2011 period.

### Population growth in York Region since 1976 (annualized census population growth)

Average Annual Census  
Population Growth



The Region attracts businesses as well as people. After the City of Toronto, it is Ontario's second largest business hub, with more than half a million local jobs. Knowledge-based sectors like information and communications technology, life sciences and financial services are important to the Regional economy. Its nearly 50,000 businesses include the Canadian headquarters or divisional operations of 15 Fortune 100 corporations and three of the Greater Toronto Area's top six corporate research and development spenders.

New building activity is strong. Almost 7,400 residential dwellings started construction in the Region in 2014, compared to about 4,600 units in Peel Region, which has roughly the same population. Including industrial, commercial and institutional new build and renovations, the total construction value in the Region was \$2.86 billion in 2014.

## **Development charges are key to investing in infrastructure and servicing debt, but challenging to forecast**

Development activity is important to the revenue side of the Regional budget. To support population and job growth, the Region invests in roads, watermains and other infrastructure to serve new housing, commercial and other developments. It uses charges levied on the developments to fund most of these related infrastructure costs.

A key goal of good financial management is to match the pacing of capital projects to the rate of growth. The nature of capital investments, however, means that they often need to be made in advance of the growth they will serve. Budgeting decisions, especially those relating to capital investments, must therefore be based on the best available forecasts of population growth and development activity.

The Growth Plan for the Greater Golden Horseshoe, the provincial growth management strategy for the GTA and outlying areas, develops forecasts of population, employment and housing growth for the area as a whole and allocates them to individual regional and single-tier municipalities. The most recent amendment to the Growth Plan, in 2013, provided a 2041 mid-year target for York Region of 1.79 million residents. The amendment also projected that the Region would grow to 1.59 million residents by 2031, which would require average annual growth of 2% from 2011 to 2031. The job forecast of 786,000 by 2031 implies a similar rate of growth.

How growth translates into development activity depends on several factors. These include the number of new households formed as population grows, availability of suitable land, length of the planning approvals process, state of the economy and outlook in the development industry – to name a few. Further factors, especially the mix of housing types and the development charges levied on each, determine how development activity translates into development charge collections. As a result, development charge collections do not necessarily track year-to-year population growth and can be challenging to forecast accurately.

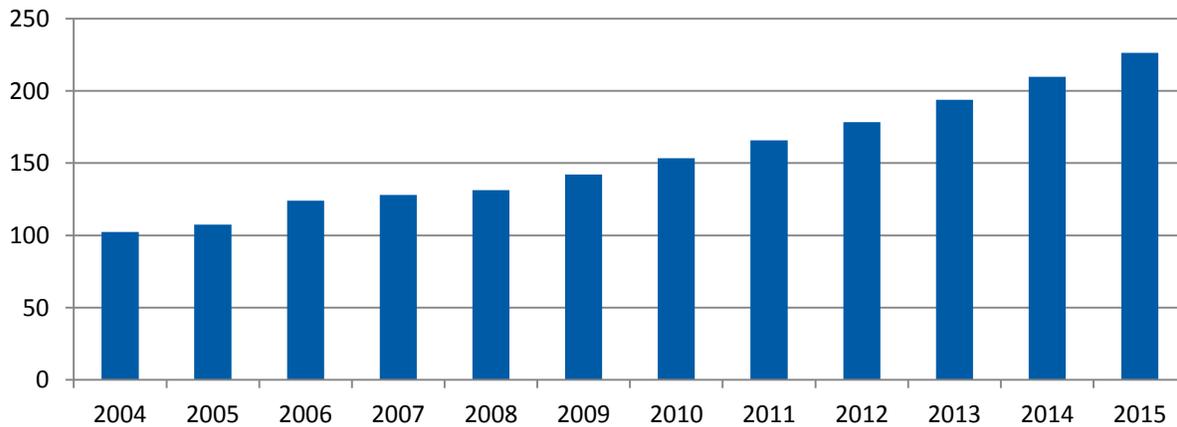
## **Assessed value of property forms a stable foundation to fund services**

Ongoing services and asset upkeep, as opposed to new growth-related projects, are funded to a large extent by property taxes. These are based on the assessed value of existing homes and businesses. The assessment base provides a stable long-term funding source. The Region benefits from a total property tax assessment base of \$226.3 billion, the second-highest in the GTA.

Residential housing represents a large part of the assessment base. Resale housing prices in the Region are generally high, with an average \$764,200 against \$612,400 for the GTA as a whole. That figure reflects an average of \$935,900 for a single detached house and \$362,200 for a condominium or apartment. (Figures are 12-month averages covering October 2014 to September 2015, from the Toronto Real Estate Board.) According to the 2011 census, some 88.5% of households are owner-occupied, the highest percentage in the GTA.

## Taxable assessment value in York Region is increasing

Total taxable assessment value (in \$ billions)



With increasing urbanization, demographic shifts and high prices for single detached housing, development tends to use less land per household than in the past, especially in the southern part of the Region. Over time, the shift to higher density will change the make-up of the housing stock, with possible impacts on development charges and the assessment base.

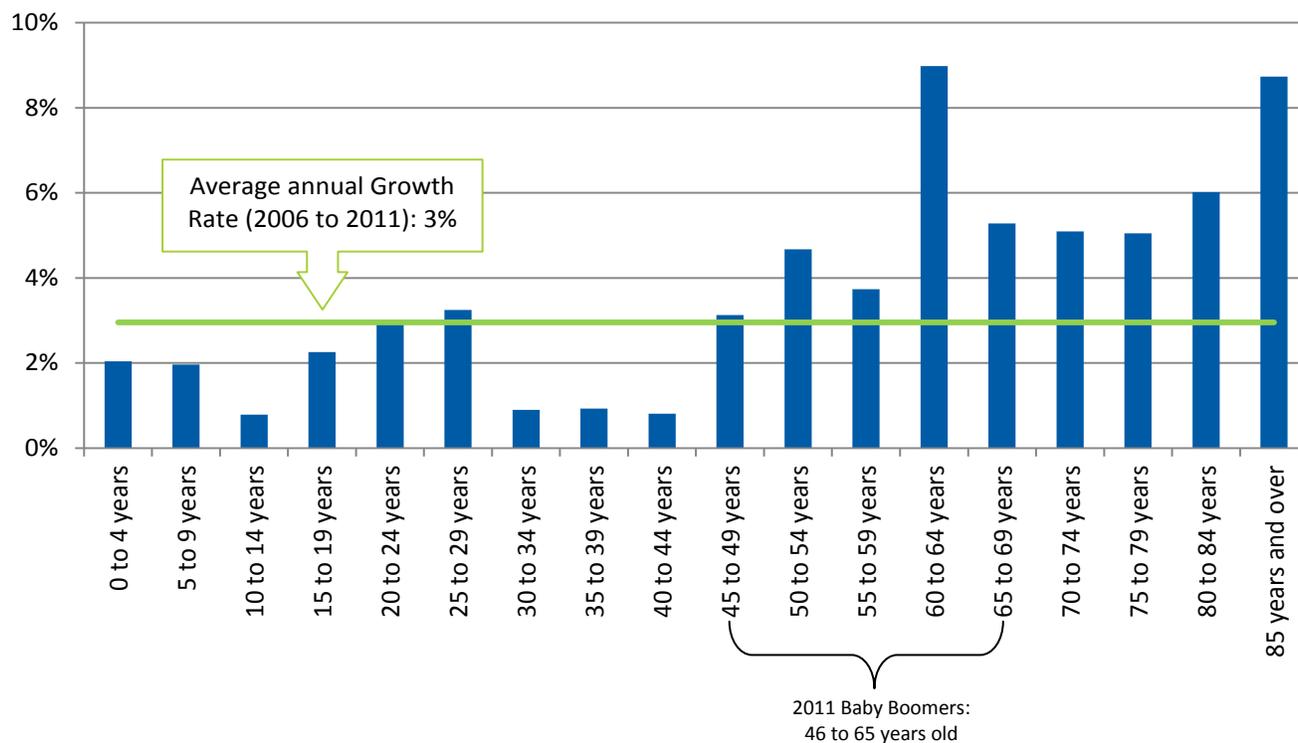
On the spending side, growth and the shape it takes have major impacts on both capital and operating budgets. To look at options for managing growth effectively, the Region is currently undertaking a comprehensive review of the Regional Official Plan and the master plans that guide investment in roads, transit, water and wastewater systems. The process, key factors and expected outcomes are discussed in the box on page 14.

## Couples with children the largest age group, but older cohorts are growing

The age make-up and other demographic features of the Region's population also have an impact on spending plans, especially around the type and level of services required. The needs of residents shift over the course of their lives, from early childhood through to old age, as well as being shaped by individual challenges.

Couples, the majority with children, make up almost two-thirds of all households. The general aging trend across Canada is also evident in the Region. Based on 2006 and 2011 census data, the graph on the opposite page shows that the fastest-growing cohort was residents aged 60-64, reflecting the entry of the oldest "baby boomers" to those years. Since the baby boom lasted to the mid-1960s, the early boomers will be joined soon by other cohorts.

## Population growth rate by age cohort (2006-2011 annualized inter-censal data)



Source: 2006 to 2011 community census profiles

The growth in the 80-to-84 and 85-and-over cohorts reflects increasing life expectancy, which is higher in York Region than Ontario or Canada as a whole. Typically, an increasing share of population over 75 can create pressures on services, especially long-term care and paramedics. To help balance the demand for services across the entire spectrum as older age cohorts grow, the Region is developing a seniors' strategy that is discussed in the box on page 123.

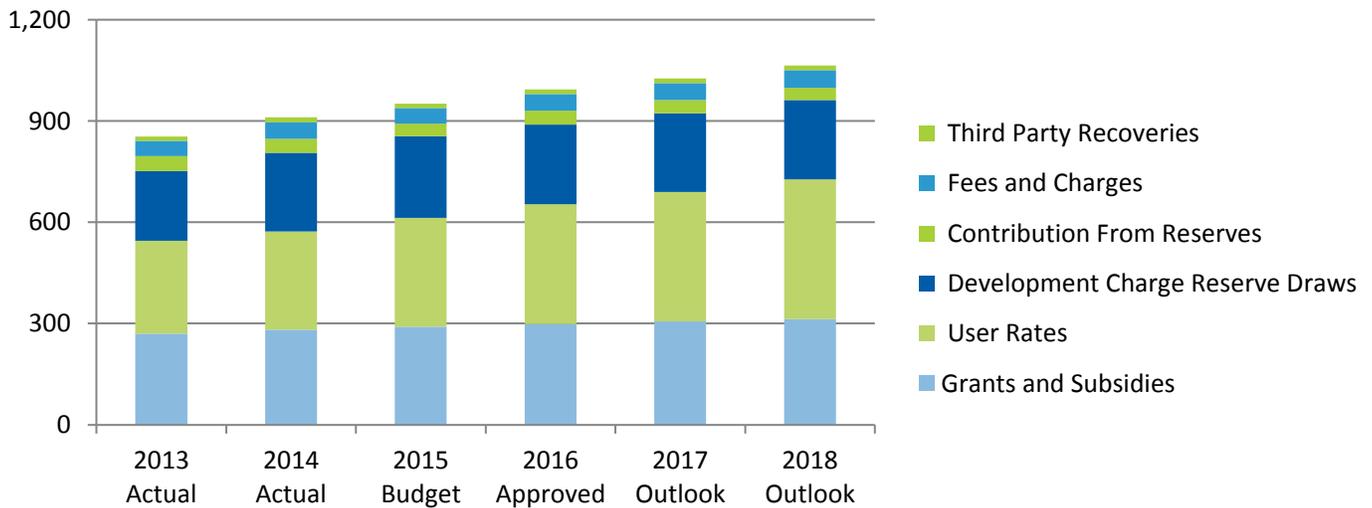
The need for services can also be influenced by length of time a resident has lived in Canada. Almost half the population is made up of people born outside Canada. York Region residents report more than 200 distinct ethnic origins, with China, Iran, India and the Philippines together accounting for about half of the most recent arrivals. Such initiatives as the York Region Immigration Settlement Strategy aim to help integrate newcomers and support their success.

## Revenue trends

A municipality can face greater risk when a significant share of its revenue comes from sources over which it has little or no control. If these revenue sources are volatile, it can be hard to plan and budget accurately.

## Non-tax revenue trends (2013-2018)

(in \$ Millions)



As the graph above shows, draws on development charge reserves are an important funding source for York Region. The development charge collections that fund the reserves do not necessarily, as noted earlier, track population growth closely. Managing the capital plan as part of the Regional fiscal strategy is key to reducing the risks related to this uncertainty.

Grants and subsidies from the federal and provincial governments are also a major source of non-tax revenue. The Region bases its projections of these revenues on information from the provincial and federal program areas responsible for allocating funds. Changes from year to year typically reflect changes in demographics, the economy or provincial/federal policy.



## BUDGET OVERVIEW

This budget book contains operating and capital budgets for the Regional Municipality of York, including an operating budget for 2016 and the following two years and a 10-year capital plan.

The budget updates the four-year operating budget approved by Council early in 2015. The approved outlook formed the basis of this budget.

This updated budget sets out spending on operations of \$1,987 million for 2016 and Capital Spending Authority of \$2.7 billion, including capital spending of \$783 million in 2016. It updates both the outlook to the end of 2018 and longer-term capital plans.

This budget discusses sources of funding for capital and operations, including development charges, the property tax levy and user rates for water and wastewater services. It includes a tax levy increase of 2.85% in 2016, the same as the outlook approved as part of the 2015 budget.

## Budget balances key priorities and available resources

On the operating side, the Region managed the impacts of cost pressures, lower-than-expected cost recoveries and slower-than-forecast assessment growth revenue. As a result, there is no change in the outlook for the tax levy increase from 2016 to 2018. Details are provided in the section entitled “Changes to outlook” starting on page 24.

The 10-year capital plan set out in this budget, at \$6.1 billion, represents an increase of \$280 million from the 10-year plan in the 2015 budget. This modest increase comes after three years in which the capital plan was reduced to moderate growth in debt, including a decrease of roughly \$800 million from 2014 to 2015. Details on the capital budget appear in the section starting on page 37.

The capital budget reflects increased investment in asset renewal by Environmental Services as a result of Council approval of water and wastewater user rates that will fully cover all costs. The new rates are discussed in the section starting on page 49.

### The value of multi-year budgeting

The adoption of a four-year budget cycle to coincide with Council terms was intended to bring the following benefits:

- **Tightening the links between budgeting and strategic priorities.** To increase the likelihood of reaching goals, financial plans and strategic goals both need to take a long-term view, and each needs to inform the other along the way.
- **Improving fiscal discipline.** Having a longer view of the spending impacts of choices made in an individual year and an idea of future revenues allows for much better decision-making.
- **Providing a longer-term outlook for program and service planning.** Almost all programs, services and capital investments have impacts and need funding over more than a single year. Having a longer-term budget for the organization as a whole helps departments assess and weigh those impacts as they work to fit their plans into the larger whole.
- **Reducing uncertainty about future tax levies.** Preparing a longer-term budget allows the Region to develop and share a better estimate of the tax levies that will be needed over the period.
- **Providing a longer-term outlook to those who rely on Regional funding for programs they deliver.** Many outside organizations rely on the Region for a share of their funding. Having information for more than one year allows them to plan and deliver their programs more efficiently.

The update for 2016 and the following two years illustrates the value of multi-year budgeting, which provided an approved base for the remaining years of the plan. This gave staff a goal toward which to work, with the high-level objective of close alignment with the fiscal goals in the 2015-18 plan.

The multi-year plan also gave the Region an opportunity to direct financial resources toward key

strategic priorities during the current Council term. This update sets out some of the accomplishments to date and lists initiatives that continue to support those priorities.

The multi-year budget included a proposed budget for 2015 and outlook for the subsequent three years. This budget updates the 2016 outlook and seeks approval of it and the outlook for the remaining two years. Next year's budget will propose spending for 2017 and update the outlook for 2018. In 2018, the final year of the current term, Council will consider a single-year budget. The next four-year budget, for 2019 through 2022, will be presented at the beginning of the next Council term.

## Aligning with Vision 2051 and strategic plan priorities

The multi-year budget approved earlier in 2015 addressed Vision 2051 and the four-year strategic plan developed in 2015 to support Vision 2051 during the current Council term. During the year, the Region continued to work to align activities with these priorities, which are discussed in more detail in the section starting on page 1. Specifically, departments worked to focus their activities on addressing the 2015-19 strategic plan's four priorities: strengthening the Region's economy, supporting community health and well-being, managing environmentally sustainable growth, and providing responsive and efficient public service.

## Budget addresses service and fiscal planning needs

As a financial planning document, the budget itself addresses two objectives under the strategic priority of providing responsive and efficient public service: a fiscally prudent and efficient Region, and stewardship of the Region's assets. To achieve these objectives, it must balance four important priorities: investing in assets, providing ongoing services, using the right mix of funding sources, and keeping the Region financially sustainable. Budgeting to meet these priorities involves:

- **Keeping up with growth while maintaining assets.** York Region must build new infrastructure to meet growth needs, care for existing assets as they age and meet service expectations. All departments are developing asset management plans to ensure assets are properly cared for; the Regional fiscal strategy and new water and wastewater rate structure are helping to ensure adequate funding from reserves for major renewals and replacements.
- **Responding to greater and more complex service needs.** York Region's population is not just growing, it is changing. Older people make up the fastest growing cohort in the Region, which has prompted the development of a seniors strategy to balance needs across the age spectrum. There are more single-person and sole-parent households and more people facing language barriers than in the past. Housing affordability is another concern, as house prices consistently go up faster than incomes. The Region will continue to deliver services that support people across the age spectrum, providing enhancements where possible to meet specific community needs.
- **Ensuring the right balance of funding sources.** The tax levy covers about half of the costs in the operating budget, but its support varies widely by program. Some programs or services require only partial support by Regional property taxes or none at all, as with water and wastewater services funded by user rates. As well, in some areas the province and/or federal government provide grants

## Coordinating strategies for more sustainable growth

The Region is currently updating three long-term plans, all of which are fundamental to accommodating expected growth in population and jobs out to 2041:

- The York Region Official Plan, which outlines the policies to guide growth, economic, environmental and community planning decisions;
- The Transportation Master Plan, the blueprint for addressing the Region’s transportation and mobility needs (more details on the update of this plan appear on page 62); and
- The Water and Wastewater Master Plan, a long-term strategy integrating social, environmental and financial sustainability into the delivery of water and wastewater services.

Because the three plans are closely related, staff from the Planning and Economic Development branch and Transportation and Environmental Services departments have consulted widely with residents and worked with area municipalities and other stakeholders to ensure a coordinated approach to accommodating growth.

A major message from public consultation is that residents want complete, vibrant and walkable communities. They recognize that planning communities where people can live close to work, shops and entertainment helps to reduce travel demand.

Where travel is necessary, people want to see less traffic congestion. There was interest in more investment in transit, and in better walking and cycling connections.

A key theme in reducing congestion, improving transit service and giving pedestrians and cyclists more options is having more streets in new developments go right across the “block” (in planning terms, a block is generally the area bounded by Regional roads). Creating this finer and more permeable street grid will require coordination with a range of stakeholders, including area municipalities and developers.

The way communities are planned also affects the costs and environmental impacts of providing transportation, transit, water and wastewater services. More urbanized development is easier to serve with transit and makes good use of existing water and wastewater infrastructure, but it may also increase costs because installing and maintaining more utilities, roads, sidewalks and other assets in a smaller area can be challenging.

The consultations are analyzing possible growth management options that include a range of targets for intensification. The final direction for accommodating growth will take into account the Region’s Centres and Corridors initiative, which identifies areas of future intensification and how they connect. It will also respond to the need to offer a range of housing types in the Region, which is driven by both market demand and Regional policy.

The updated Regional official plan reflecting a recommended growth scenario and updated policies is expected to be adopted by Council late in 2016, after endorsement of the two master plans.

or subsidies because the benefits are society-wide and the service is mandated by legislation. Across the budget, therefore, the Region looks at user fees and other revenue tools to ensure costs are allocated fairly between service users and the general tax base, and advocates for appropriate support from the federal and provincial governments.

- **Remaining financially sustainable.** The Regional fiscal strategy is addressing how to meet critical spending priorities while moderating growth in debt. To help deal with the uncertainty around population growth and development charge revenues, it strikes a prudent balance between investing in infrastructure now and saving for the future. The Region will increasingly draw on asset management plans to ensure it is directing resources to the highest capital priorities.

The budget also responds to factors that have organization-wide impacts in the short and longer terms. These include decisions at the federal and provincial levels of government that alter the Region’s role in delivering services, change regulatory or policy frameworks, or both.

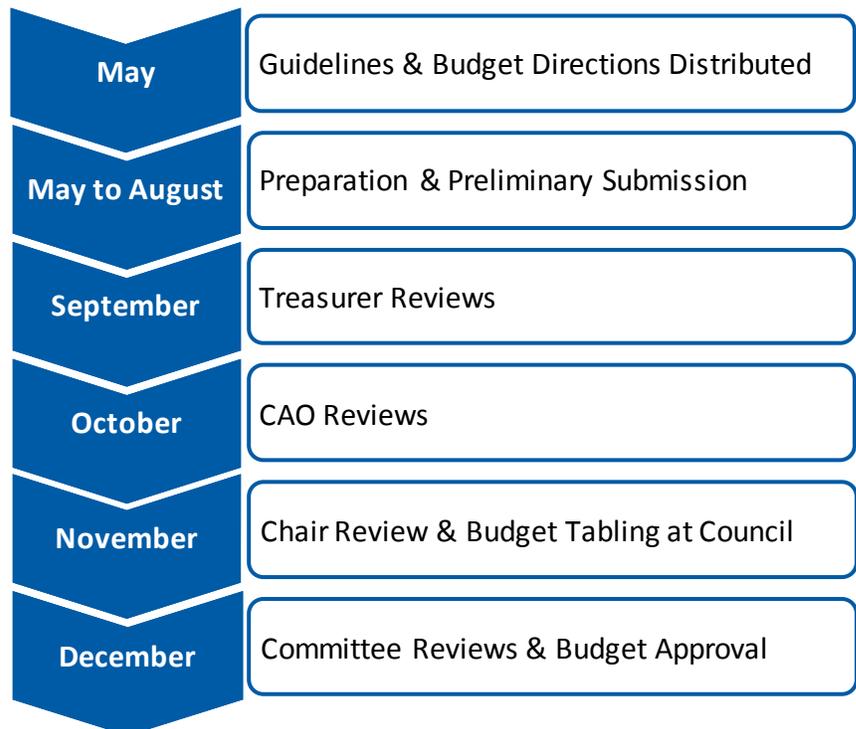
## The budget process

For 2016, the operating budget was based on the approved operating budget outlook in the four-year budget. The multi-year budget will continue to be the starting point for the years remaining in the current Council term.

From that starting point, departments look at spending pressures in their operating budgets that were not foreseen when the multi-year budget was approved. These could include higher-than-expected costs of providing services, lower-than-forecast revenues, increased demand for services, or some combination of these factors. They then review their base budgets to identify possible areas for cost savings and efficiencies to offset pressures.

Departments develop their capital budgets using their master plans and goals, guided ultimately by Vision 2051 and the York Region Official Plan. While capital plans typically cover 10 years, it is Capital Spending Authority that allows departments to commit dollars to specific projects, including projects with associated contracts covering multiple years. Any borrowing associated with the Region’s Capital Spending Authority falls within the debt limits set by the province.

Accommodating growth remains a central priority in the capital



budget, but as assets age the share for renewal and replacement is starting to grow. The nature of capital projects provides some flexibility to reschedule work to reduce spending in a given year if necessary. There is a limit to this flexibility, however, as the pressures of growth increase, requiring new assets to be built, and also as assets age and need renewal.

Senior management of the Region and the Chairman of Regional Council review budget proposals to ensure they comply with Council guidelines and balance competing priorities in ways that are reasonable and responsible. As spending needs become clearer, estimates of funding sources are prepared and the budget, including the proposed tax levy, is finalized for Committee review and Council approval. Council may also amend the budget after approval. Final approved budgets, including any amendments, are available to the public on [York.ca](http://York.ca).

## The operating impacts of capital

Operating costs include day-to-day staffing, repairs and utilities, financing charges, and contributions to reserves, including a reserve for smaller “pay-as-you-go” capital projects that can be funded from ongoing revenues. Capital spending goes to building or acquiring large assets like roads and buses, watermains and water treatment plants.

Operating and capital budgets are presented separately because the two kinds of spending follow different patterns. Operating expenses are more predictable and stable from year to year. Spending on capital projects, in contrast, generally involves very large up-front investments for assets that are designed to give service for more than a year. The service lives of some assets are measured in decades.

Despite their separate budgets, operating and capital spending are closely linked:

- As new capital assets go into service, operating costs generally rise. Building more roads, for example, means more has to be spent each year on keeping them clear and maintaining them.
- Some capital investments, conversely, are intended to reduce operating costs. An example would be spending more on insulating a building to reduce its future heating and cooling costs. An analysis of total lifecycle costs – that is, the costs to build, operate, maintain, upgrade, rehabilitate and finally dispose of an asset – takes trade-offs of this nature into consideration.
- When major spending on capital has to take place to serve a development before the related development charges are collected, the Region must borrow money to fill the gap. The interest charges and debt repayments are included in operating costs.
- When fiscal constraints delay a capital project, this can also increase operating costs. For example, an older asset that is more costly to run must be kept in place longer than planned.

The table on the opposite page shows the impacts on the operating budget of capital investments.

The first line, “Departments’ contributions to capital reserves,” records net changes to contributions to capital reserves through the operating budget. Departmental budgets add to reserves each year to pay for renewal and replacement projects, such as resurfacing roads and rehabilitating trunk sewers. (The Regional fiscal strategy also contributes to reserves for capital, but this is not recorded in the table.)

## Incremental impacts of capital on operations

(in \$000s)	2016 Approved	2017 Outlook	2018 Outlook
	Gross	Gross	Gross
Departments' Contributions to Capital Reserves	24,807	25,495	33,714
Debenture Financing Costs of Capital Projects	(14,749)	(14,504)	(11,684)
Operating Impact of New Capital (excluding VivaNext)	5,078	4,424	3,755
VivaNext Impact on Operating	1,315	1,480	1,346
<b>Total</b>	<b>16,451</b>	<b>16,896</b>	<b>27,130</b>

Over the next three years, contributions from the operating budget to these reserves are increasing, reflecting the new water and wastewater user rates.

The second line of the table shows the year-over-year change in debt financing (that is, interest and principal repayment) for capital projects. This includes three types of debt: debt for growth-related projects that is to be repaid from development charges; user-rate debt for water and wastewater renewals and replacements; and, debt supported by the tax levy for other renewals and replacements, and the portion of roads growth projects not funded by development charges.

Before the Regional fiscal strategy and full cost recovery water and wastewater rates were put in place, all three types of debt were generally increasing. New water and wastewater rates have put an end to new user-rate debt and the Regional fiscal strategy did the same for new tax-levy debt. Now the only type of debt that might increase is development charge debt. The Regional fiscal strategy, however, is also moderating this source of debt. Looking at all three sources, debt repayment costs will decline by \$40.9 million from 2015 to 2018 as existing user-rate and tax-levy debt is repaid and not replaced.

The major impact of capital on day-to-day operating expense, as opposed to reserve contributions or debt, comes from putting new assets into service. By 2018, the Region will be spending \$17.4 million more each year to operate new assets, with \$4.1 million, or almost one-quarter, attributable to opening additional segments of the Viva bus rapidways. Most of the balance is due to putting other new assets into service. The table does not show any offsetting revenue or funding support from other levels of government that may result from the operation of new assets.

## Asset management planning

Just as capital spending affects operating costs, the reverse is also true: operating budgets have impacts on capital investments. The most serious of these is the risk of shortening an asset's useful life because it is not maintained properly, owing to lack of funds. Ensuring this does not happen is an aspect of good asset management planning.

Asset management works through the complex relationships among operating budgets, capital outlays and fiscal strategy to develop a plan that provides the desired level of service while minimizing, over the long term, the costs and risks related to assets and the services they provide and ensuring the organization is able to cover costs as they arise.

Developing an asset management plan starts with assessing the current state of assets. York Region reports publicly every two years on the state of its major asset classes, including roads, transit, water and wastewater and housing. In 2014 Council received reports from departments with major asset portfolios. The departments' infrastructure scored a B ("good") grade overall, based on 2013 assessments. The grade reflects the estimated reliability, capacity and condition of the assets.

The B grade for the major asset classes underscores that the Region benefits from having made most of its infrastructure investments fairly recently. The bulk were in the past 30 years, meaning that most major assets are not long into their service lives (bearing in mind that some water and wastewater infrastructure in Ontario is still in service after more than 100 years).

The Region is currently updating its information on the state of infrastructure for a report to be presented in 2016. Early indications are that the physical condition of the major asset portfolios has not changed significantly in the past two years.

Starting from such a strong base, York Region has the opportunity to continue developing asset management programs at a time when there is no major backlog of old or underperforming assets. It can focus mainly on managing future demands driven by population growth, demographic shifts, public expectations and changes in technology and regulatory requirements.

As well, with the stock of infrastructure built and acquired over the past decades, the Region's attention is shifting increasingly to maintaining, rehabilitating, upgrading and ultimately replacing existing assets. It is hard to predict exactly how much this will cost, but the National Research Council recommends that about 2% of the value of assets should be spent on maintenance each year. An additional 2% a year

### Drivers of good asset management



Source: Based on York Region's Asset Management Framework

should be added to reserves that are intended to pay for major rehabilitation, replacements and upgrades. The Region’s corporate-wide approach to building reserves for asset management is discussed in the section on financial sustainability starting on page 201.

In the proposed 10-year capital plan, 63% of expected spending will be to serve growth, 35% will be on renewals and replacements, and 2% will provide enhancements.

Departments are continuing to develop asset management frameworks and plans. A central tenet of asset management is recognizing that proper repairs and maintenance are usually a far more cost-effective way to meet service requirements than acquiring new assets. Failing to take care of assets can have other cost impacts, for example by damaging other infrastructure. Estimates vary across types of asset, but many experts cite a “Rule of Five” that says every dollar of maintenance put off now will cost five dollars later.

At an organizational level, asset management planning will help the Region better understand the interplay of operational and fiscal costs and risks that are inherent to capital investments and their timing. This will help to set priorities for the capital plan and provide realistic estimates of operating costs.

## Sources of funding

The Region has access to several funding sources, including transit fare revenue, cost recovery charges, user fees, funding from other levels of government, and the tax levy. It also charges water and wastewater rates that are designed to recover the full costs of providing these services, which is discussed in the section starting on page 49. As noted above, achieving the right balance of funding sources is an important priority.

**Fares and user fees.** These are charges collected directly for a regional service, for example fares paid by transit passengers. These fees may cover only part of the costs, which is often acceptable because the service brings other benefits. In the case of transit, for example, reasonable fares encourage ridership, which reduces congestion and provides Regional residents with more travel options.

**Development charges.** These charges are included in the cost of new housing and other developments and are used to fund the infrastructure that residents and businesses will need. If development charges are received before the related infrastructure is built, they go into a reserve until needed; if after, the infrastructure must be financed with debt until the charges are collected. A proposed update to the Development Charge bylaw will be presented to Council in 2017.

**Transfers from the provincial and federal governments.** Funding from other orders of government can be provided on a long-term basis for specific programs, like Ontario Works. Transfers can also be for programs of time-limited duration or can be targeted to building infrastructure.

**The tax levy** covers the difference between these other sources of funding and the Region’s total costs each year. It is collected based on the assessed value of property in York Region.

## The use of debt and reserves

Issuing **debt** is a source of financing, but ultimately it is not a source of funding. Under provincial legislation it can be used only to a limited extent and only for infrastructure.

For the purposes of good planning and prudence, the Region also maintains and contributes to **reserves**. These are built up over more than one year and are intended to cover major future costs, especially capital projects. They provide funding for the budget in the year that the Region withdraws from them.

Keeping a strong level of reserves is critical to the Region's management of debt and contributes to its high credit ratings. They also provide a cushion against sudden, unforeseen changes in revenues or spending. The section on financial sustainability starting on page 201 discusses their role in the Regional fiscal strategy.

## Accounting basis of budget

York Region prepares its budgets using the modified accrual basis of accounting, which is explained in more detail in the section on Basis of Budgeting and Reporting starting on page 209. The section provides a table that shows the differences between the way the Region presents the numbers here in the budget and in its annual report at the end of the fiscal year. It also discusses why Ontario municipalities use differing approaches in their budgeting and reporting documents.

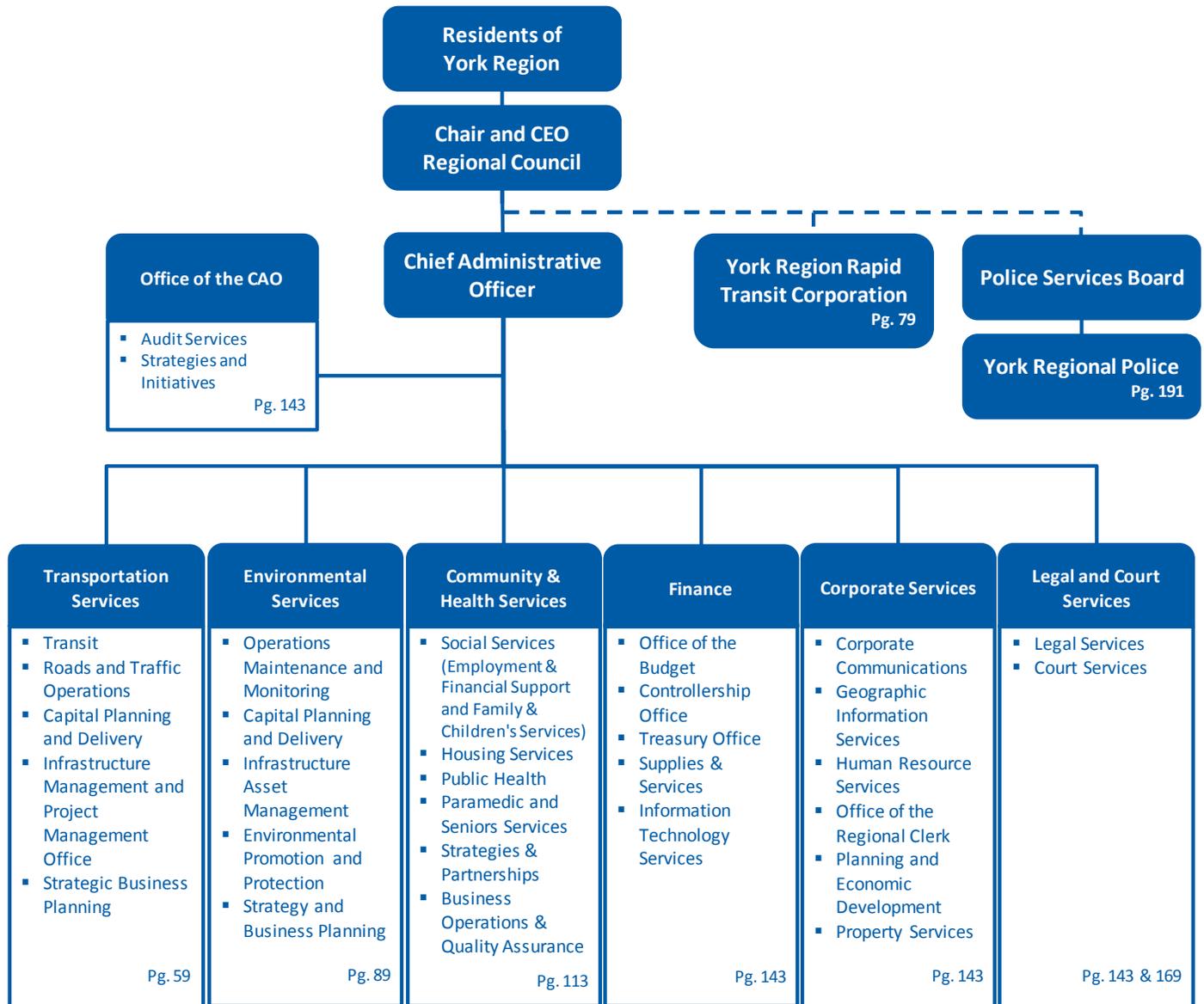
## Economic assumptions

The Finance department provided departments with the following assumptions for growth in population, general costs and utility costs over the outlook years.

### Key Economic Assumptions in Outlook Years

	2016 Outlook	2017 Outlook	2018 Outlook
Population Growth	2.00%	2.05%	2.05%
Inflation	2.00%	2.00%	2.00%
Utilities	10.40%	10.40%	10.40%

## Regional organizational chart



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# OPERATING BUDGET

Together, the departments that provide waste management, water and wastewater, roads and transit services, paramedic services and public health and social programs, plus York Regional Police, account for almost 85% of the operating budget.

The operating spending for 2016 is \$1,987 million, of which roughly half will be supported by the tax levy.

The outlook for 2016-18, approved as part of the multi-year plan in the 2015-18 budget, remains unchanged at 2.85% in 2016, 2.69% in 2017 and 2.35% in 2018.

The 2016 tax levy increase translates to \$63 on the average residential property tax bill in the Region.

## Operating budget funds services and fiscal priorities

The operating budget supports a wide range of important public services that York Region residents use and depend on every day and that are provided by paramedics, public health nurses, water system operators, forestry technicians, police officers and others who work for the Region. It helps pay for ongoing services like waste management and transit that are provided under contract. Occupancy costs like utilities and leases for space not owned by the Region, as well as fuel for vehicles and other day-to-day expenses, are all operating costs.

The operating budget also includes contributions for “pay-as-you-go” capital spending, which is spending on smaller capital projects that can be covered from current revenue sources.

As well, several financial items are funded by the operating budget. These include interest charges, debt repayments and the Regional fiscal strategy. The section on Financial Sustainability, which starts on page 201, provides more details on the fiscal strategy, which has been put in place to improve the Region’s long-term fiscal health.

### Changes to 2016 operating outlook

Multi-year budgeting, which Regional Council adopted early in 2015 for its entire four-year term, recognizes the need to reassess plans each year in case of unexpected changes to the outlook. These can include, for example, new regulations, increased demand for services, need for new services, higher utility rates, or changes to expected funding.

(continued on page 26)

### Major initiatives with ongoing operating impacts

Capital projects typically bring ongoing operating impacts: examples include snow-clearing on new roads and pumping and maintaining water systems. Projects with operating impacts in the 2016-18 budget include:

- Bringing 12.5 kilometres of new Viva bus rapidways into service
- Adding 52 new lane-kilometres of road
- Opening two transitional/emergency housing facilities
- Building or rehabilitating paramedic stations
- Expanding and upgrading water and wastewater infrastructure.

These and other capital projects will increase operating costs by \$6.4 million in 2016 and a further \$5.7 million in 2017, and by a total of \$17.2 million by 2018. Major sources of the increase are related to Viva (24%), paramedic operations (38%), and contracts to run the housing facilities (8%). These increases do not reflect offsetting revenues, for example from transit fares or increased funding from other levels of government.

Where funds come from...

... and where they go



2016 Operating Budget Balances Funding and Spending  
**\$1,987 Million**



(continued from page 24)

As departments updated their budgets during 2015, a number of unexpected operating pressures became evident. These were addressed by finding efficiencies and savings across departments.

Planned 2016 spending for York Regional Police, whose budget is reviewed and approved separately by the Police Services Board, was \$541,000 higher than in the outlook. This was due to lower-than-expected revenues, including a reduction in provincial grant funding. The police service worked to minimize the pressure by slowing the rate of planned hiring and introducing new revenue measures.

On the revenue side, assessment growth revenue was \$1,869,000 lower than expected in the outlook. The Region reduced the potential impact of this pressure by lowering the contribution to the fiscal stabilization reserve created in 2012 to help protect multi-year fiscal plans from unexpected adverse changes. A further offset was provided by additional revenue from the provincial government, announced in November 2015.

The result of these actions was to fully manage pressures and maintain the outlook approved as part of the 2015-18 budget. The tax levy increase in 2016 is 2.85%, as previously approved, which works out to \$63 on the average residential property tax bill. The outlook also remains unchanged for the approved 2017 and 2018 tax levy increases.

## **Managing ongoing pressures through savings and efficiencies**

The discussion above highlights the importance of ongoing efforts to manage operating costs to protect against unexpected pressures. These can arise from several sources, including sources outside the Region's control like changes in federal or provincial regulations or policy. Factors that are under greater Regional control and need to be recognized in operating budgets include:

- Higher costs of operation as capital projects are completed and the assets come into service. An estimate of these costs is built into the operating budget, but the exact timing and size of the impacts are not always known in advance.
- The need to fund asset management reserves. The Region has also embarked on asset management planning as a corporate priority. As departments develop a better sense of the funds needed for asset renewal and replacement, this has an impact on the reserves set aside for that purpose.
- Lower user fees or cost recoveries than expected. Reserves can help manage variances arising from unusual one-time factors (for example, a particularly harsh winter that reduces transit ridership). Over the long term, however, revenue projections and cost recovery plans should reflect good business planning, including the use of evidence from past experience in the Region or elsewhere.

Departments work to offset the risk of pressures by finding savings and ways of operating more efficiently, while providing the same or an improved level of service. Examples in the remainder of the current four-year budget include:

- Requiring food handlers to take formal training to reduce risks to consumers and minimize the requirement for re-inspection by public health inspectors
- Moving to 24/7 operating in water and wastewater reducing overtime and stand by costs
- Installing solar panels on Region-owned buildings, generating up to \$140,000 a year in revenues and reducing net operating costs
- Initiating a low demand transit strategy in rural areas of York Region that uses fuel-efficient, smaller vehicles to provide new service options to residents
- Installing new equipment to better manage the use of salt on roadways in winter to reduce environmental impacts while ensuring road safety.

## Delivering service to a larger population

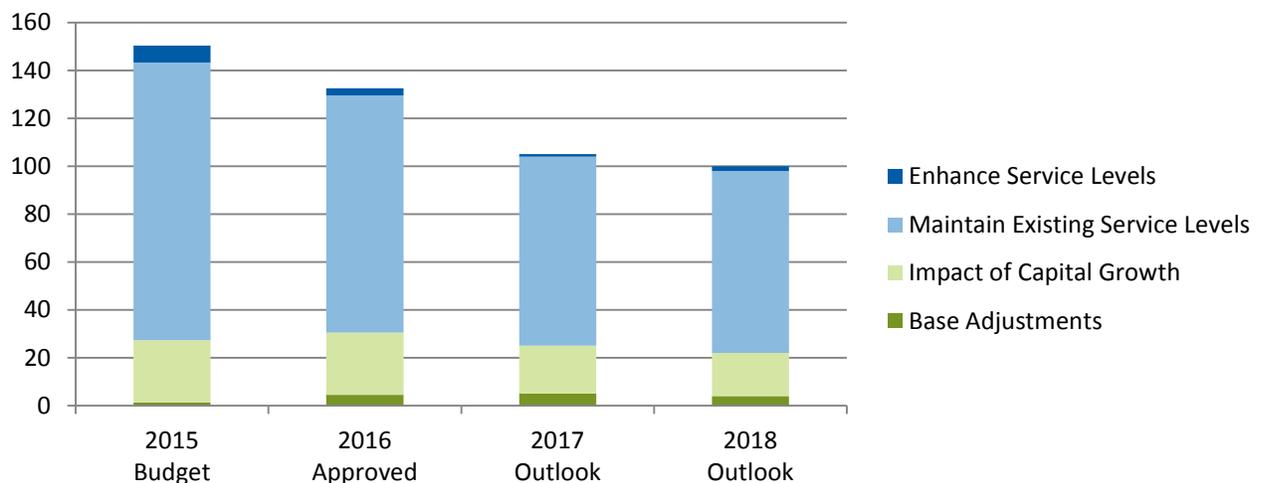
The Region adopts new technology to help deliver services more efficiently, where this is both possible and cost-effective. Despite this, however, public services continue to be delivered mainly by people. Providing additional service, whether to meet the needs of population growth or to enhance services, may therefore result in increased staffing.

As the graph below shows, population growth is by far the largest driver of higher staff complement at the Region. The second-largest driver is the need for staff to operate new capital assets as they come into service. Both types of increase are needed to maintain critical services as communities grow.

In reporting its staff complement, the Region includes all permanent full-time and part-time staff on a full-time equivalent basis. People employed on a casual or temporary basis are not counted in the complement, but the costs associated with their positions are included in the budget.

## Drivers of staffing growth

### # of Full-Time Equivalents



## Funding sources vary across service areas

The Region receives revenues and other funds in the form of grants and subsidies, transit fares and other fees, and water/wastewater user rates. These sources offset operating costs and help to moderate pressure on the tax levy.

The degree to which the tax levy supports services varies across areas, depending on how much is funded from other sources:

### 2016 share of operating spending versus share of tax levy

	Share of Operating Spending	Share of Tax Levy
Environmental Services	27%	5%
Transportation Services	16%	21%
Community & Health Services	24%	17%
York Regional Police	17%	30%
Other	16%	27%

Environmental Services has the lowest reliance on the tax levy because its largest program, water and wastewater services, is fully funded from rates charged for those services. It also receives revenues related to its other activities, for example materials sold for recycling.

Transportation Services includes both the road program, which is very reliant on the tax levy, and transit, which is about 46% funded by fares and other transit-related revenues.

Community and Health Services receives funding from the provincial government and, to a lesser extent, the federal government for most of the programs it offers. While this lessens its reliance on tax levy, it can also create uncertainty around funding, operating costs and the department's responsibilities.

York Regional Police, which is governed at arm's length from the Region, relies heavily on the tax levy for its funding. It is working to recover more of its costs of providing specific types of service, however, including responses to false security alarms and producing vehicle accident reports.

The "other" category includes corporate departments and the fiscal strategy, which are largely funded by the tax levy. The section starting on page 201 discusses the fiscal strategy in more detail.

## Main drivers of year-over-year changes to the operating budget

Most of the discussion in this section has focused on the proposed change in the operating budget from the plan for 2016 presented in the multi-year budget earlier in 2015. This section instead analyzes the growth in the 2016 operating budget from what was approved for the 2015 fiscal year. This provides a look at the trend in the operating budget from one year to the next.

At \$1,987 million, the 2016 operating budget has increased by \$86 million from the \$1,901 million approved operating budget for 2015. Some \$981 million, or 49.4%, of this is funded by the tax levy. This represents an increase of \$43 million from 2015.

The analysis below focuses on net pressures on the tax levy after offsets from such other sources as internal savings, provincial funding and cost recovery efforts are taken into account. It excludes the water and wastewater budget because those costs are fully covered from rate revenues.

The major factors in the year-over-year tax levy change are:

- **Base adjustments.** These include inflationary cost pressures and increases in revenue sources. Inflation, including compensation increases for staff, is the major cost driver, accounting for \$21.5 million of the year-over-year increase. This is partially offset by increases of \$6.1 million in provincial grants and subsidies for Community and Health Services programs, \$3.8 million in revenues for police reports, \$1.7 million in transit fare and bus advertising revenues and \$0.9 million in provincial gas tax revenue.
- **Efficiencies and program reductions.** This item, totaling \$1.4 million, helps offset cost increases and growth pressures. Corporate Services identified savings of \$0.5 million, as did Waste Management. The latter saving came largely from negotiating a lower cost per tonne for diversion of source-separated green bin organics.
- **Legislated and contractual.** This item reflects services the Region is mandated to provide under legislation, as well as its contractual commitments. In 2016, these will add \$2.4 million to the costs funded by the tax levy. The largest increases are in the Municipal Property Assessment Corporation fee (about \$1 million), the costs of One Call (\$0.7 million), and rates paid to operators of several programs managed by Community and Health Services (\$0.5 million).
- **Fiscal strategy.** Contributions to the Debt Reduction Reserve and the Capital Asset Replacement reserve are the two elements of this item, and together they accounted for a \$21.4 million increase. For more information, see the Achieving Financial Sustainability section starting on page 201.
- **Impact of capital.** This category reflects changes in day-to-day costs as new capital assets go into service, in pay-as-you-go capital contributions to reserve and in tax-levy debt repayment. The year-over-year impact will be \$1.5 million. The table on page 17 provides more details.
- **Growth and service enhancements.** As population grows, operating costs must generally increase to maintain existing service levels. To keep pace with growth, the budget includes increases for transit service (\$1.8 million), York Regional Police staffing (\$0.9 million) and Public Health programs (\$0.7 million). Costs may also rise to provide a higher level of service, for example larger contributions to a reserve for non-profit housing repairs. In 2016, more than two-thirds of the cost increase in this category is attributable to meeting the needs of growth and the balance is for service enhancements.

The table on the following page summarizes the expected impacts of these factors for 2016 to 2018.

## Year-over-year drivers of the 2016 to 2018 tax levy increases

(in \$ Millions)	2016 Approved		2017 Outlook		2018 Outlook	
	\$	%	\$	%	\$	%
Base Adjustments:						
Compensation and Inflation	21.5	49.8%	21.6	48.6%	20.9	49.6%
Revenues	(13.2)	(30.6%)	(9.9)	(22.3%)	(7.4)	(17.6%)
Reserves, Allocations, and Capital Recoveries	(2.2)	(5.0%)	(3.4)	(7.7%)	(2.1)	(5.0%)
Efficiencies & Program Reductions	(1.4)	(3.2%)	(1.3)	(3.0%)	(0.7)	(1.6%)
Legislated & Contractual	2.4	5.5%	4.6	10.5%	5.7	13.6%
Fiscal Strategy	21.4	49.6%	28.3	63.7%	15.8	37.5%
Impact of Capital	1.5	3.6%	(1.1)	(2.4%)	2.7	6.5%
Growth & Service Enhancements	13.1	30.4%	5.6	12.6%	7.1	17.0%
<b>Total Budget Change</b>	<b>43.2</b>		<b>44.4</b>		<b>42.1</b>	

Note: The chart above excludes water and wastewater as those services are fully funded through user rates which are included on page 33. The chart also does not add due to rounding.

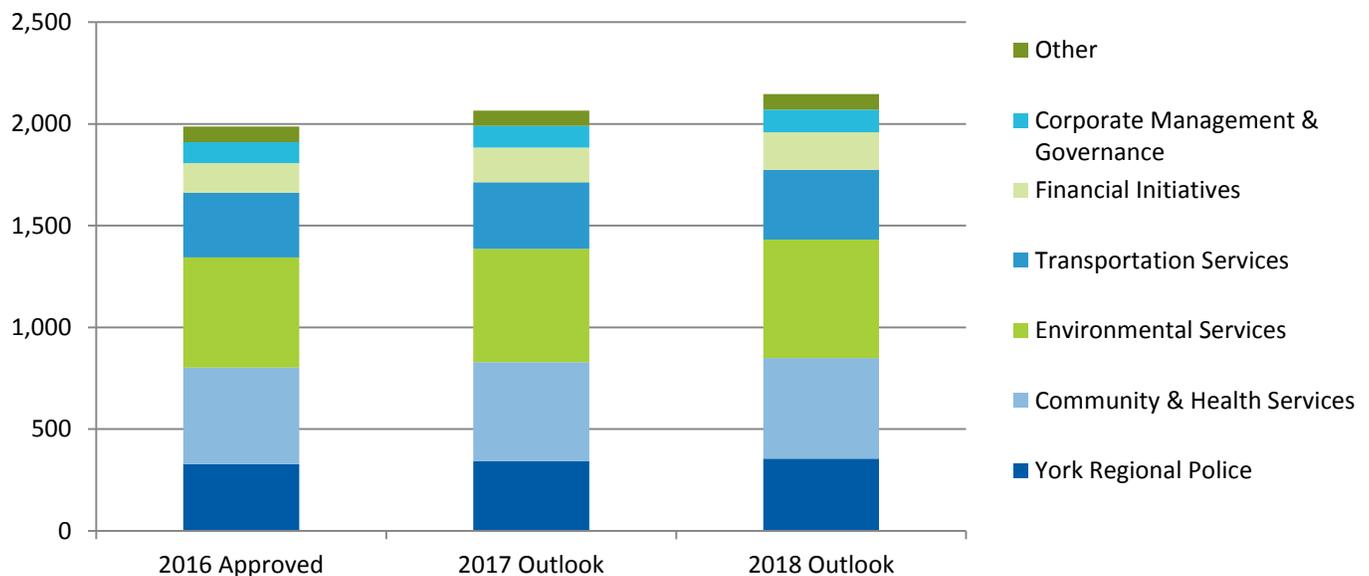
## Outlook for the balance of the multi-year budget

Departments will continue to manage the operating pressures over the balance of the multi-year budget so that they meet their outlooks.

The graph below shows the total operating spending planned for 2016 to 2018.

## Planned spending by area or program over the balance of the multi-year budget

(\$ in Millions)

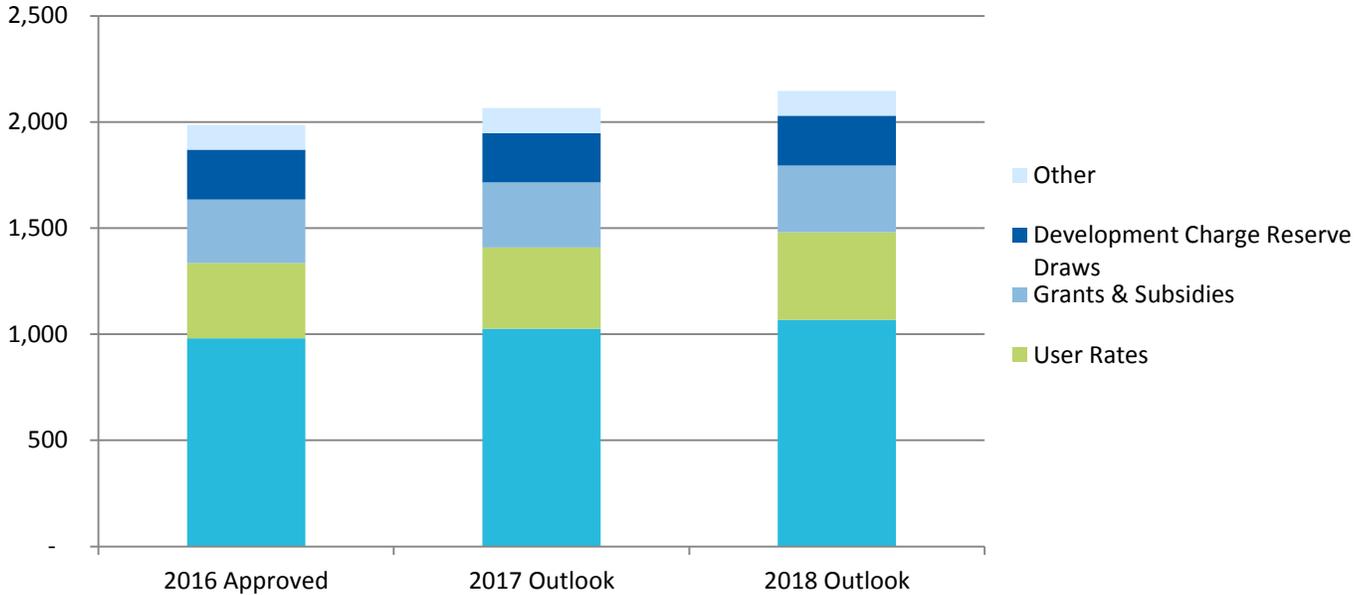


While costs are rising, growth in non-tax revenues will help keep the operating budget on track. Most of the growth will result from the move to full cost recovery user rates for water and wastewater, which is discussed in more detail in the section starting on page 49.

The graph below shows the expected levels of non-tax revenue sources, as well as expected tax levy amounts.

### Revenue sources are expected to grow

(\$ in Millions)



### Net tax levy calculation

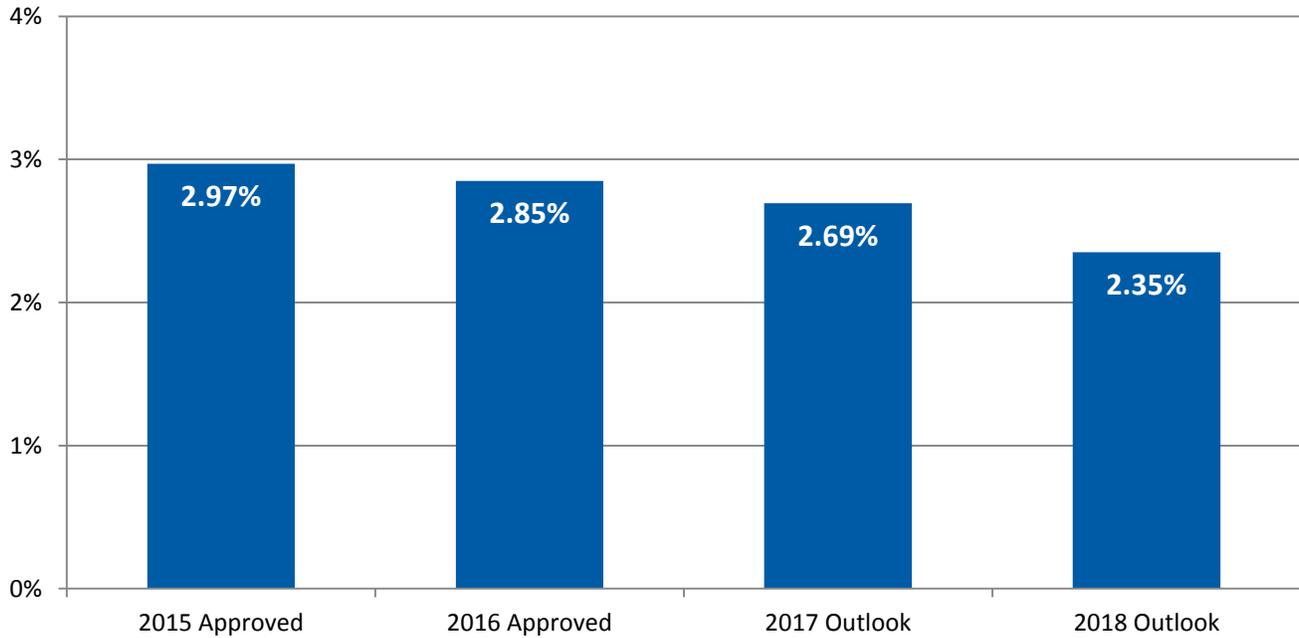
(in \$000s)	2015 Approved	2016 Approved	2017 Outlook	2018 Outlook
Operating Expenditures	1,761,887	1,870,632	1,927,156	1,993,875
Capital Contributions	88,256	49,647	46,445	46,252
Fiscal Strategy	105,566	127,479	155,299	171,191
Allocations & Recoveries	(54,630)	(60,604)	(62,867)	(64,947)
<b>Total Operating Budget</b>	<b>1,901,079</b>	<b>1,987,154</b>	<b>2,066,033</b>	<b>2,146,371</b>
Less: Revenues	(963,475)	(1,006,345)	(1,040,789)	(1,079,028)
<b>Total Tax Levy*</b>	<b>937,604</b>	<b>980,809</b>	<b>1,025,244</b>	<b>1,067,342</b>
Less: Revenue from Assessment Growth		16,493	18,018	18,004
<b>Tax Levy Net of Assessment Growth*</b>		<b>964,316</b>	<b>1,007,227</b>	<b>1,049,338</b>

\* Numbers may not add due to rounding.

Despite various cost pressures and revenue changes, the Region was able to accommodate all of the pressures and keep the 2016 to 2018 tax levy increases the same as in the 2015-2018 multi-year plan.

As noted, the impact in 2016 of a 2.85% increase in the tax levy is \$63 on the average residential property tax bill.

### No change to proposed tax levy increases



# The Operating Budget 2016 to 2018

## Consolidated Financial Summary

(in \$000s)	2015 Budget	2016 Approved	Inc/(Dec) \$	2017 Outlook	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	1,761,887	1,870,632	108,745	1,927,156	56,525	1,993,875	66,718
Contribution to Capital	88,256	49,647	(38,609)	46,445	(3,202)	46,252	(193)
Fiscal Strategy	105,566	127,479	21,913	155,299	27,820	171,191	15,892
Revenues	(963,475)	(1,006,345)	(42,870)	(1,040,789)	(34,444)	(1,079,028)	(38,239)
Allocations and Recoveries	(54,630)	(60,604)	(5,973)	(62,867)	(2,263)	(64,947)	(2,081)
<b>Net Budget</b>	<b>937,604</b>	<b>980,809</b>	<b>43,205</b>	<b>1,025,244</b>	<b>44,435</b>	<b>1,067,342</b>	<b>42,098</b>
<b>Assessment Growth Revenue</b>		(16,493)		(18,018)		(18,004)	
<b>Net Budget After Assessment Growth Revenue</b>		<b>964,316</b>		<b>1,007,227</b>		<b>1,049,338</b>	
<b>% Change</b>			<b>2.85%</b>		<b>2.69%</b>		<b>2.35%</b>
<b>% Change - Outlook</b>			<b>2.85%</b>		<b>2.69%</b>		<b>2.35%</b>

## Consolidated Incremental Changes to Budget

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	
<b>Restated Base</b>	1,901,079	937,604	1,987,154	980,809	2,066,033	1,025,244	
Base Adjustments	28,710	(9,225)	20,013	(13,188)	21,275	(10,783)	
Efficiencies & Program Reductions	(3,648)	(2,908)	(1,331)	(1,331)	(1,153)	(692)	
Legislated & Contractual	3,569	2,391	5,190	4,648	6,271	5,710	
Fiscal Strategy	21,913	21,417	27,820	28,318	15,892	15,792	
Impact of Capital	16,451	21,295	16,896	19,119	27,130	23,579	
Growth & Service Enhancements	19,079	10,237	10,292	6,868	10,920	8,491	
<b>Total Budget</b>	<b>1,987,154</b>	<b>980,809</b>	<b>2,066,033</b>	<b>1,025,244</b>	<b>2,146,371</b>	<b>1,067,342</b>	
<b>Assessment Growth Revenue</b>		(16,493)		(18,018)		(18,004)	
<b>Total Budget After Assessment Growth Revenue</b>	<b>1,987,154</b>	<b>964,316</b>	<b>2,066,033</b>	<b>1,007,227</b>	<b>2,146,371</b>	<b>1,049,338</b>	
<b>Change from Prior Year Before Assessment Growth Revenue</b>	<b>\$</b>	<b>86,075</b>	<b>43,205</b>	<b>78,879</b>	<b>44,435</b>	<b>80,338</b>	<b>42,098</b>
	<b>%</b>	<b>4.53%</b>	<b>4.61%</b>	<b>3.97%</b>	<b>4.53%</b>	<b>3.89%</b>	<b>4.11%</b>
<b>Change from Prior Year After Assessment Growth Revenue</b>	<b>\$</b>		<b>26,712</b>		<b>26,418</b>		<b>24,093</b>
	<b>%</b>		<b>2.85%</b>		<b>2.69%</b>		<b>2.35%</b>

## Consolidated Staffing Summary

	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change
<b>Budget Base</b>	5,442.1		5,574.6		5,679.6	
New	125.0	2.3%	101.0	1.8%	96.0	1.7%
Conversions	7.5	0.1%	4.0	0.1%	4.0	0.1%
Program Reductions	-		-		(0.5)	(0.0%)
<b>Total Full-Time Equivalents</b>	<b>5,574.6</b>	<b>2.4%</b>	<b>5,679.6</b>	<b>1.9%</b>	<b>5,779.1</b>	<b>1.8%</b>
<b>Outlook</b>	<b>5,589.6</b>	<b>2.7%</b>	<b>5,713.6</b>	<b>2.2%</b>	<b>5,836.1</b>	<b>2.1%</b>

## Consolidated Tax Levy Summary 2015 to 2016

(in \$000s)	2015 Budget		2016 Approved		% Change
	Gross	Net	Gross	Net	Net
<b>Transportation Services</b>					
York Region Transit/Viva	179,689	95,765	183,524	95,515	(0.26%)
Contribution to Pay-As-You-Go Capital	9,100	9,100	9,100	9,100	-
Roads & Traffic	75,034	50,587	76,482	50,230	(0.71%)
Contribution to Pay-As-You-Go Capital	31,185	31,185	32,185	32,185	3.21%
Transportation Program Support	15,948	15,933	16,191	16,176	1.52%
Sub Total	<b>310,957</b>	<b>202,571</b>	<b>317,482</b>	<b>203,206</b>	<b>0.31%</b>
<b>Environmental Services</b>					
Waste Management	59,321	41,022	62,280	42,187	2.84%
Water & Wastewater Services	451,814	-	468,767	-	-
Natural Heritage & Forestry	6,854	6,104	7,677	6,647	8.90%
Contribution to Pay-As-You-Go Capital	1,191	1,191	1,210	1,210	1.60%
Energy Management	608	480	585	565	17.67%
Sub Total	<b>519,788</b>	<b>48,796</b>	<b>540,519</b>	<b>50,609</b>	<b>3.71%</b>
<b>Community &amp; Health Services</b>					
Employment & Financial Support	92,643	14,608	97,399	16,634	13.86%
Family & Children's Services	102,166	14,604	103,429	14,843	1.63%
Housing Services	71,815	45,110	76,636	47,243	4.73%
Public Health	59,406	11,450	60,617	12,230	6.81%
Paramedic Services	67,620	31,020	71,562	32,964	6.27%
Seniors Services	32,679	11,610	32,758	11,829	1.89%
Strategies & Partnerships	13,550	13,176	14,038	13,789	4.66%
Business Operations & Quality Assurance	17,275	17,275	18,190	18,190	5.30%
Sub Total	<b>457,153</b>	<b>158,853</b>	<b>474,630</b>	<b>167,723</b>	<b>5.58%</b>
<b>Corporate Management</b>					
Chair & Council	2,148	2,148	2,184	2,184	1.71%
Office of the C.A.O.	5,674	5,062	5,816	5,477	8.19%
Legal Services	5,161	4,803	5,440	5,036	4.86%
Financial Management	15,498	13,753	16,283	14,399	4.70%
Information Technology Services	17,912	17,912	18,648	18,648	4.11%
Contribution to Pay-As-You-Go Capital	6,800	6,800	6,800	6,800	-
Communications, Information and Data	9,366	9,113	9,937	9,674	6.16%
Human Resource Services	7,611	7,547	7,918	7,854	4.07%
Planning and Economic Development	8,915	6,671	9,022	6,727	0.85%
Property Services	20,171	18,867	21,556	20,547	8.91%
Contribution to Pay-As-You-Go Capital	332	332	332	332	-
Sub Total	<b>99,588</b>	<b>93,007</b>	<b>103,937</b>	<b>97,680</b>	<b>5.02%</b>
Recovery from WWw (User Rate)		<b>(6,918)</b>		<b>(7,279)</b>	<b>5.21%</b>
<b>Total Regional Programs</b>	<b>1,387,486</b>	<b>496,309</b>	<b>1,436,567</b>	<b>511,938</b>	<b>3.15%</b>
<b>Court Services</b>	<b>10,999</b>	<b>(1,113)</b>	<b>11,156</b>	<b>(1,617)</b>	<b>45.30%</b>
<b>Financial Initiatives</b>					
Fiscal Strategy	105,566	96,910	127,479	118,326	22.10%
Non-Program and Financial Management	19,759	12,094	18,250	10,611	(12.26%)
Sub Total	<b>125,326</b>	<b>109,004</b>	<b>145,729</b>	<b>128,937</b>	<b>18.29%</b>
<b>Boards &amp; Authorities</b>					
Conservation Authorities	5,572	5,572	5,703	5,703	2.37%
Hospital Capital Funding	13,931	13,931	14,176	14,176	1.76%
Property Assessment (MPAC)	17,735	17,735	18,729	18,729	5.60%
GO Transit	2,500	-	2,500	-	-
Sub Total	<b>39,738</b>	<b>37,238</b>	<b>41,109</b>	<b>38,609</b>	<b>3.68%</b>
<b>York Region Rapid Transit Corporation</b>	<b>21,806</b>	<b>9,209</b>	<b>24,153</b>	<b>7,876</b>	<b>(14.48%)</b>
<b>Total Operating Programs</b>	<b>1,585,355</b>	<b>650,647</b>	<b>1,658,714</b>	<b>685,743</b>	<b>5.39%</b>
<b>Police Services</b>	<b>315,724</b>	<b>286,957</b>	<b>328,440</b>	<b>295,066</b>	<b>2.83%</b>
<b>Total Operating Budget</b>	<b>1,901,079</b>	<b>937,604</b>	<b>1,987,154</b>	<b>980,809</b>	<b>4.61%</b>
Less Assessment Growth Revenue				<b>(16,493)</b>	<b>(1.76%)</b>
<b>Total After Assessment Growth</b>	<b>1,901,079</b>	<b>937,604</b>	<b>1,987,154</b>	<b>964,316</b>	<b>2.85%</b>

## Consolidated Tax Levy Summary 2017 to 2018

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
<b>Transportation Services</b>						
York Region Transit/Viva	187,133	95,828	0.33%	192,662	97,732	1.99%
Contribution to Pay-As-You-Go Capital	9,100	9,100	-	9,100	9,100	-
Roads & Traffic	83,296	52,521	4.56%	91,772	54,461	3.69%
Contribution to Pay-As-You-Go Capital	29,185	29,185	(9.32%)	29,185	29,185	-
Transportation Program Support	18,346	18,331	13.32%	19,469	19,439	6.04%
Sub Total	<b>327,060</b>	<b>204,965</b>	<b>0.87%</b>	<b>342,188</b>	<b>209,916</b>	<b>2.42%</b>
<b>Environmental Services</b>						
Waste Management	64,245	43,776	3.77%	66,054	45,205	3.27%
Water & Wastewater Services	483,811	-	-	506,635	-	-
Natural Heritage & Forestry	8,074	7,044	5.98%	8,172	7,142	1.39%
Contribution to Pay-As-You-Go Capital	1,008	1,008	(16.69%)	815	815	(19.15%)
Energy Management	597	577	2.07%	750	730	26.56%
Sub Total	<b>557,735</b>	<b>52,405</b>	<b>3.55%</b>	<b>582,425</b>	<b>53,892</b>	<b>2.84%</b>
<b>Community &amp; Health Services</b>						
Employment & Financial Support	99,664	16,937	1.82%	101,268	17,610	3.97%
Family & Children's Services	104,665	15,052	1.41%	105,147	15,476	2.81%
Housing Services	78,847	48,055	1.72%	78,467	48,789	1.53%
Public Health	62,560	13,151	7.53%	64,341	14,106	7.26%
Paramedic Services	74,655	34,706	5.28%	78,641	36,458	5.05%
Seniors Services	33,322	12,116	2.42%	33,868	12,379	2.17%
Strategies & Partnerships	14,173	13,950	1.16%	14,557	14,538	4.22%
Business Operations & Quality Assurance	18,181	18,181	(0.05%)	18,568	18,568	2.13%
Sub Total	<b>486,068</b>	<b>172,148</b>	<b>2.64%</b>	<b>494,858</b>	<b>177,924</b>	<b>3.36%</b>
<b>Corporate Management</b>						
Chair & Council	2,222	2,222	1.73%	2,261	2,261	1.73%
Office of the C.A.O.	5,948	5,606	2.37%	6,217	5,873	4.75%
Legal Services	5,654	5,243	4.12%	6,074	5,658	7.90%
Financial Management	16,576	14,842	3.08%	17,305	15,428	3.95%
Information Technology Services	19,022	19,022	2.00%	19,642	19,642	3.26%
Contribution to Pay-As-You-Go Capital	6,800	6,800	-	6,800	6,800	-
Communications, Information and Data	10,554	10,289	6.35%	11,186	10,918	6.12%
Human Resource Services	7,928	7,864	0.12%	8,248	8,184	4.07%
Planning and Economic Development	9,309	7,015	4.28%	9,501	7,207	2.73%
Property Services	22,157	21,148	2.93%	22,895	21,886	3.49%
Contribution to Pay-As-You-Go Capital	332	332	-	332	332	-
Sub Total	<b>106,502</b>	<b>100,384</b>	<b>2.77%</b>	<b>110,460</b>	<b>104,187</b>	<b>3.79%</b>
Recovery from WWw (User Rate)		<b>(7,407)</b>	<b>1.76%</b>		<b>(7,606)</b>	<b>2.70%</b>
<b>Total Regional Programs</b>	<b>1,477,365</b>	<b>522,495</b>	<b>2.06%</b>	<b>1,529,932</b>	<b>538,313</b>	<b>3.03%</b>
<b>Court Services</b>	<b>11,322</b>	<b>(3,275)</b>	<b>102.50%</b>	<b>11,485</b>	<b>(3,329)</b>	<b>1.66%</b>
<b>Financial Initiatives</b>						
Fiscal Strategy	155,299	146,644	23.93%	171,191	162,436	10.77%
Non-Program and Financial Management	14,893	7,660	(27.81%)	13,874	7,104	(7.26%)
Sub Total	<b>170,192</b>	<b>154,304</b>	<b>19.67%</b>	<b>185,065</b>	<b>169,540</b>	<b>9.87%</b>
<b>Boards &amp; Authorities</b>						
Conservation Authorities	5,948	5,948	4.29%	6,107	6,107	2.67%
Hospital Capital Funding	14,437	14,437	1.84%	14,691	14,691	1.76%
Property Assessment (MPAC)	19,282	19,282	2.95%	19,852	19,852	2.96%
GO Transit	2,500	-	-	2,500	-	-
Sub Total	<b>42,167</b>	<b>39,667</b>	<b>2.74%</b>	<b>43,151</b>	<b>40,651</b>	<b>2.48%</b>
<b>York Region Rapid Transit Corporation</b>	<b>22,180</b>	<b>4,865</b>	<b>(38.23%)</b>	<b>22,377</b>	<b>4,441</b>	<b>(8.70%)</b>
<b>Total Operating Programs</b>	<b>1,723,226</b>	<b>718,056</b>	<b>4.71%</b>	<b>1,792,009</b>	<b>749,616</b>	<b>4.40%</b>
<b>Police Services</b>	<b>342,808</b>	<b>307,188</b>	<b>4.11%</b>	<b>354,361</b>	<b>317,726</b>	<b>3.43%</b>
<b>Total Operating Budget</b>	<b>2,066,033</b>	<b>1,025,244</b>	<b>4.53%</b>	<b>2,146,371</b>	<b>1,067,342</b>	<b>4.11%</b>
Less Assessment Growth Revenue		<b>(18,018)</b>	<b>(1.84%)</b>		<b>(18,004)</b>	<b>(1.76%)</b>
<b>Total After Assessment Growth</b>	<b>2,066,033</b>	<b>1,007,227</b>	<b>2.69%</b>	<b>2,146,371</b>	<b>1,049,338</b>	<b>2.35%</b>

## Consolidated Net Tax Levy Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>1,901,079</b>	<b>937,604</b>	<b>1,987,154</b>	<b>980,809</b>	<b>2,066,033</b>	<b>1,025,244</b>
<b>Base</b>						
<b>Compensation and Inflation</b>	28,597	27,170	25,975	25,663	26,306	25,952
<b>Legislated Program Requirements</b>	3,015	1,836	1,126	585	1,629	1,068
<b>Contractual Commitments and Rate Adjustments</b>	554	554	4,064	4,064	4,643	4,643
<b>Contributions to Non-Capital Reserves</b>	3,955	2,504	(2,151)	(1,320)	(2,368)	644
<b>Direct Charges, Allocations and Recoveries</b>	(3,257)	(3,061)	(3,140)	(2,148)	(1,545)	(2,237)
<b>Revenues</b>						
User Rate Revenue	-	(23,319)	-	(25,431)	-	(27,692)
Provincial/Federal Funding	(290)	(7,248)	2	(7,020)	(38)	(4,795)
Transit Fare Revenue	-	(1,173)	-	(1,741)	-	(1,803)
Provincial Offences Court Fine Revenue	-	(661)	-	(824)	-	(218)
Other Revenues	(294)	(3,436)	(674)	(368)	(1,079)	(635)
<b>Program Reductions and Efficiencies</b>	<b>(3,648)</b>	<b>(2,908)</b>	<b>(1,331)</b>	<b>(1,331)</b>	<b>(1,153)</b>	<b>(692)</b>
	<b>28,632</b>	<b>(9,742)</b>	<b>23,871</b>	<b>(9,870)</b>	<b>26,395</b>	<b>(5,764)</b>
<b>Fiscal Strategy</b>						
<b>Debt Reduction</b>	4,655	4,407	8,177	8,426	11,113	11,063
<b>Capital Asset Replacement</b>	17,258	17,010	19,643	19,892	4,779	4,729
	<b>21,913</b>	<b>21,417</b>	<b>27,820</b>	<b>28,318</b>	<b>15,892</b>	<b>15,792</b>
<b>Impact of Capital</b>						
<b>Contributions to Capital Reserves</b>	24,807	24,807	25,495	25,495	33,714	33,714
<b>Net Debenture Financing of Capital Projects</b>	(14,749)	(9,906)	(14,504)	(12,111)	(11,684)	(15,236)
<b>Operating Impact of New Capital</b>	5,078	5,078	4,424	4,255	3,755	3,755
<b>VivaNext Impact on Operating</b>	1,315	1,315	1,480	1,480	1,346	1,346
	<b>16,451</b>	<b>21,295</b>	<b>16,896</b>	<b>19,119</b>	<b>27,130</b>	<b>23,579</b>
<b>Growth and Service Enhancements</b>						
<b>Maintaining Existing Service Levels</b>	14,915	6,507	8,126	5,854	10,174	7,821
<b>Enhancing Service Levels</b>	4,164	3,729	2,165	1,014	746	670
	<b>19,079</b>	<b>10,236</b>	<b>10,292</b>	<b>6,868</b>	<b>10,920</b>	<b>8,491</b>
<b>Total Budget</b>	<b>1,987,154</b>	<b>980,809</b>	<b>2,066,033</b>	<b>1,025,244</b>	<b>2,146,371</b>	<b>1,067,342</b>
<b>Change from Prior Year</b>	\$	<b>86,075</b>	<b>43,205</b>	<b>78,879</b>	<b>44,435</b>	<b>80,338</b>
	%	<b>4.5%</b>	<b>4.6%</b>	<b>4.0%</b>	<b>4.5%</b>	<b>3.9%</b>
				<b>4.5%</b>	<b>3.9%</b>	<b>4.1%</b>



# CAPITAL BUDGET

Building the right portfolio of infrastructure – including roads, bridges, water and wastewater systems – and maintaining it properly is critical to ensuring the Region’s growing communities benefit from safe, reliable and efficient services.

To support that goal, York Region’s capital budget for the 10 years starting in 2016 totals \$6.1 billion, including \$783 million in 2016.

Capital Spending Authority is the authority from Council to commit funding to a capital project. It gives multi-year authority for large projects that will be spread over several years. It is forecast for each year of the capital plan to ensure the Region will comply with the annual repayment limit that the province imposes on municipal borrowings.

The Capital Spending Authority associated with the 2016 budget is \$2.7 billion.

## Capital plan supports growth and asset management

A major focus of the capital plan is transportation. While investing in roads, the Region is also encouraging residents to use other modes of transportation, including transit, cycling and walking, in addition to or instead of the single-occupant car.

Major investments in building bus rapidways and extending the Spadina subway into York Region are supporting this shift. As well, the provincially-funded Regional Express Rail initiative is expected to have an impact on travel behaviour, as well as on the Region's capital plans, as it is implemented over the next several years. Looking ahead, a comprehensive transit network for the Region needs to include extension of the Yonge Street subway line to Richmond Hill. These projects are discussed in more detail on page 43.

With several major projects recently completed, water and wastewater investments will focus on leveraging existing assets to support growth in urbanized areas, moving ahead on strategic growth-related projects, and reducing operational risks. York Region has delivered more than \$1.8 billion in water and wastewater infrastructure over the past five years, and a further \$2.3 billion is included in the next ten years.

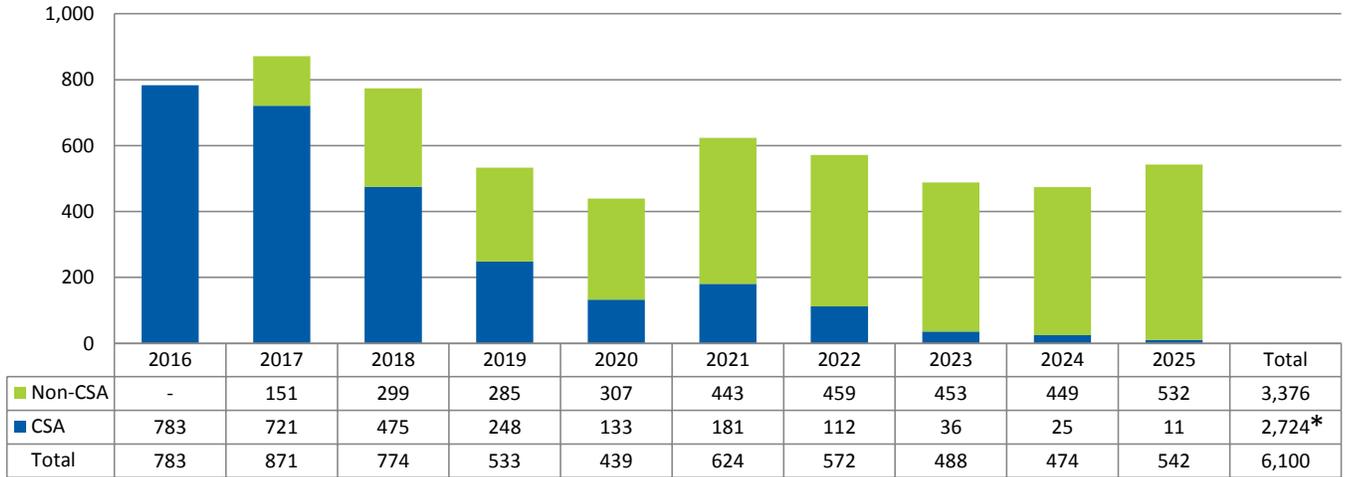
(continued on page 40)

### Capital investment helps the Region grow and prosper

- The current term of Council will see record levels of investment in roads, with forecast spending in 2015 and the budget for 2016 to 2018 totalling \$721 million
- In addition to York Region's own investments in transit, the province is funding the Viva bus rapidways and federal and provincial contributions support the Toronto-York Spadina Subway Extension
  - ◆ Several rapidway segments are already in service, reducing travel time compared to mixed traffic, and more will be added in the next three years
  - ◆ Completion of the subway extension, managed by the Toronto Transit Commission (TTC) and partially funded by the Region, is now slated for 2017 and its budget is under review
- For water and wastewater, Upper York Sewage Servicing is a strategic growth project, while recent approval of new user rates will allow more spending on rehabilitation of existing assets
- The Durham York Energy Centre, an energy from waste facility, will reduce the garbage going to landfill by 30,000 tonnes a year
- Two new emergency and transitional housing facilities will respond to the pressing social needs of underserved segments of the population

## 10-year capital plan and Capital Spending Authority (CSA)

(in \$ Millions)



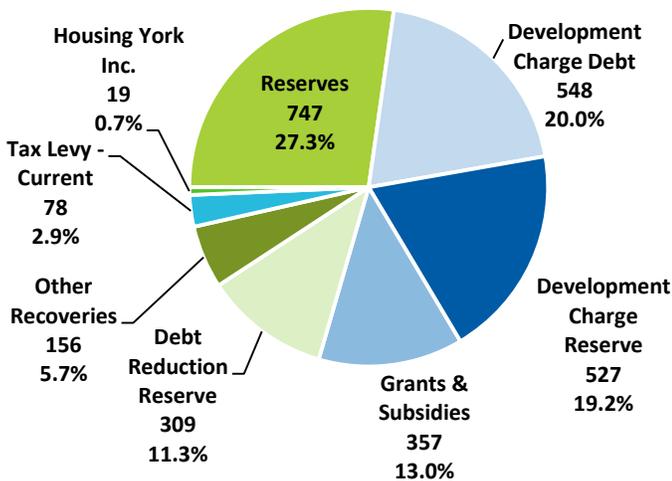
Note: Numbers may not add due to rounding.

Environmental Services also has an additional \$18.2 million in 2016 Capital Spending Authority incurred in years beyond 2025. Total 2016 Capital Spending Authority is \$2,742 million.

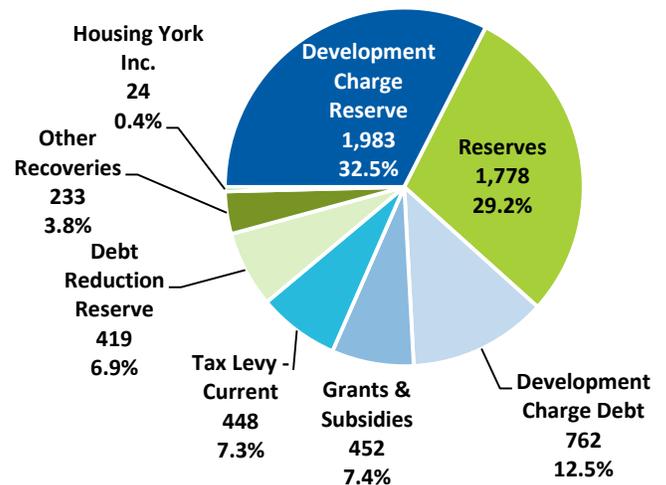
## 2016 Capital Spending Authority and 10-year capital plan funding

(in \$ Millions)

**Capital Spending Authority  
(\$ 2,742 Million)**



**10-Year Plan  
(\$ 6,100 Million)**



(continued from page 38)

While roads, bridges, rapidways, buses and water and wastewater assets account for most of the capital plan, other investments, for example in community housing and paramedic stations, provide services that residents rely on. The Region will also invest in information technology and other corporate assets to support more efficient delivery of services.

At \$6.1 billion, the 10-year capital plan in this budget represents an increase of \$280 million from the 10-year plan that started in 2015. Because of the Regional fiscal strategy and approval of full cost recovery water and wastewater rates, this 10-year plan — one of the largest in Ontario outside Toronto — will be achieved without additions to user-rate or tax-levy-supported debt.

The major drivers of change include:

- An overall increase of \$205 million for Transportation Services from the previous plan
- An increasing need for Environmental Services to renew water and wastewater infrastructure, with \$265 million in additional spending supported by new full cost recovery water and wastewater rates, offset by decreases as some projects in the previous 10-year plan are now largely complete
- Higher expected costs, to be confirmed by year-end, to extend the Spadina subway to Vaughan.

Growth-related capital projects, which make up the bulk of the Region’s program, are funded largely by development charges. To be efficient, major capital projects must take into account future growth as well as existing need, which means projects are often built ahead of the development they will serve. As a result, the Region has financed much of its growth-related capital by issuing debt, with the aim of repaying most debt from development charges collected when future growth occurs. A goal of the Regional fiscal strategy, discussed in the section starting on page 201, is to reduce reliance on debt, including this development-charge-funded debt.

## 2016 Capital Spending Authority major projects

Project	Delivered by	(\$ Millions)
Spadina Subway Extension	York Region Rapid Transit Corporation	258
Annex	Corporate Services	206
Duffin Creek Incinerator	Environmental Services	171
Southeast Collector Rehabilitation	Environmental Services	122
Duffin Creek Stage 1 & 2 Upgrades	Environmental Services	114
Transit Garage (Southeast)	Transportation Services	99
Trunk Sewer Rehabilitation	Environmental Services	77
Unionville Redevelopment	Community and Health Services	75
Peel Water Supply - Cost - Shared Works	Environmental Services	67
Upper York Sewage Servicing	Environmental Services	66

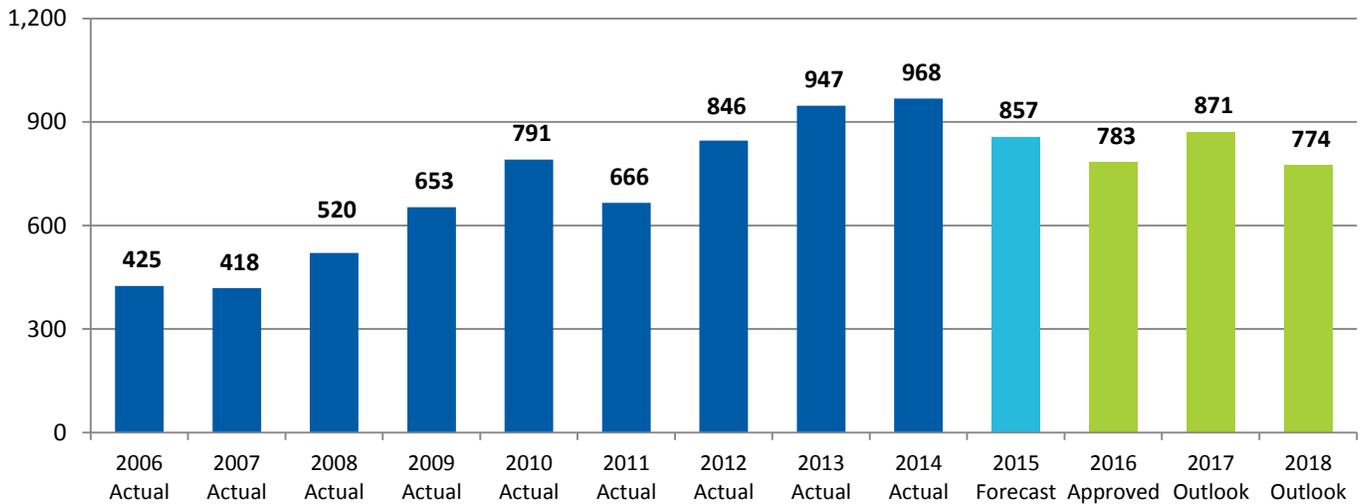
In line with the strategy, a few projects moved from earlier years to later in the plan to better align investments with expected funding sources, especially development charges. As a result, capital spending in 2016 is down \$27 million from the previous plan.

## Seeing the results of better budgeting and capital delivery

With the years before 2015 showing actual spending, the graphs below demonstrate that the total value of capital projects delivered by the Region has generally been increasing. This reflects two factors — budget changes and greater focus on delivery — which are to some extent related.

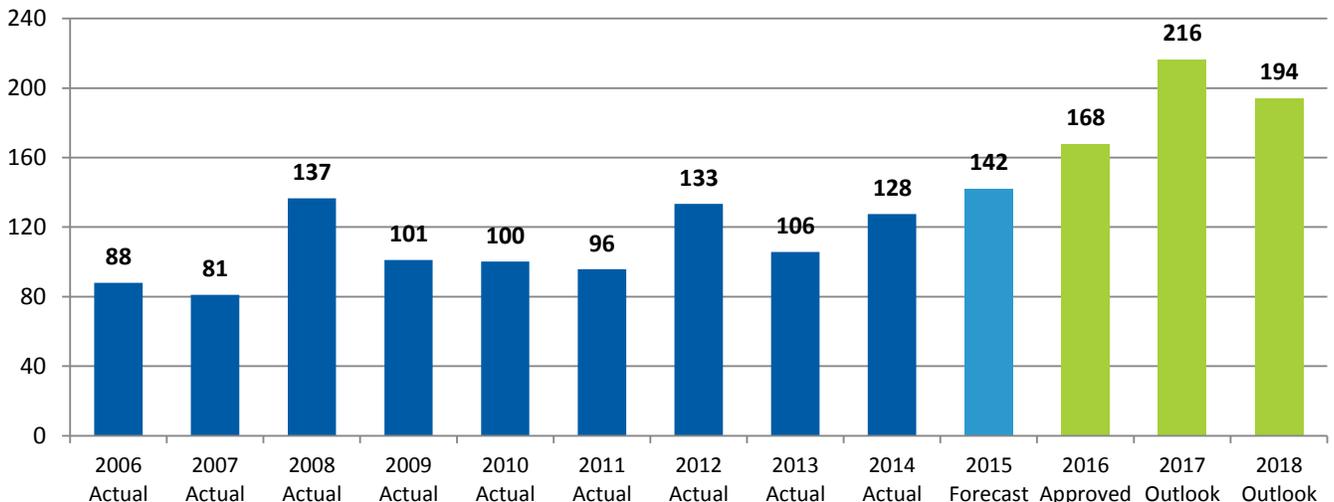
### Significant capital investments continue over the remaining term of Council

(in \$ Millions)



### Including record levels in road projects to manage congestion

(in \$ Millions)



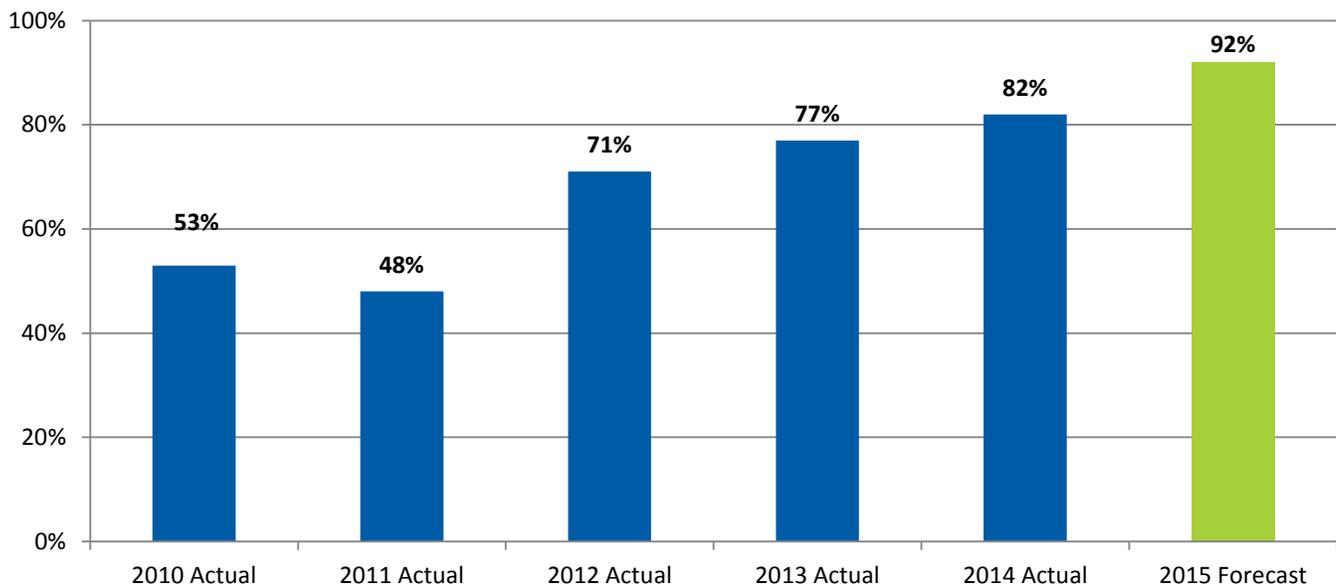
Before 2012, the budgeting process allowed departments to carry forward unused capital funds from a previous year. This meant that the request for funding for the next year was essentially an increment to the funds already available to the department. This reduced transparency and accountability in the capital budget process, and provided little incentive to move projects ahead as quickly as possible. When borrowing to fund projects, this increased interest and other financing costs. Allowing funds to be carried forward over long periods of time also meant they were unavailable for other important organizational priorities.

Capital budgeting now requires departments to develop and follow a multi-year plan that aligns with strategic corporate priorities. Unspent funds are no longer automatically available to the department for the following year. While departments were already focused on effective capital delivery, these measures have improved fiscal discipline.

As the graph below shows, starting in 2012 there has been a steady increase in the percentage of capital spent to capital budgeted.

As capital spending now tracks very closely to budgets, and the Region is carrying out or coordinating projects worth billions of dollars, it is important to ensure a margin for prudence in capital planning. A capital contingency reserve has been included in the multi-year budget.

### Capital delivery performance to budget is improving



## The future of transit in York Region

The building of Viva bus rapidways and extension of the Spadina subway to Vaughan represent the first building blocks of a comprehensive rapid transit network for York Region. As growth in the Region continues to outpace that of most other municipalities, and traffic congestion mounts, the need to build out that network becomes stronger.

In April 2015, the province announced \$16 billion in funding to expand and improve rapid transit in the Greater Toronto and Hamilton Area over the next 10 years. The focus will be enhancements to the GO Transit network through the Regional Express Rail initiative. Major projects include:

### Barrie Rail Corridor

- Two-way, 60-minute service or better between Barrie and Union Station
- Peak service on weekdays every 30 minutes between Barrie and Union Station
- 15-minute electrified service between Aurora and Union Station.

### Stouffville Rail Corridor

- Two-way, 60-minute service or better between Mount Joy and Union Station
- Peak service on weekdays every 20 minutes between Lincolnville and Union Station
- 15-minute electrified service between Unionville and Union Station

### Richmond Hill Rail Corridor

- Peak service every 15-30 minutes between Bloomington Road and Union Station

Regional Express Rail could have significant fiscal impacts on the Region, including the need to provide new rail crossings on Regional roads, deal with traffic flow into and out of GO stations and parking lots, and expand transit service at stations.

The timing is uncertain. Metrolinx, the provincial agency responsible for GO and for coordinating transit in the Toronto area, has announced that it expects approval of an environmental assessment for double-tracking the line to Barrie, which is key to improving service, by December 2016. Regional staff have set up a team, including municipal representatives, to support the initiative and will continue to assess fiscal impacts as more information becomes available.

The board of Metrolinx has also given the go-ahead to further work on a possible extension of the Yonge Street subway line from Finch Station to the Richmond Hill Centre Terminal, near Yonge Street and Highway 7 in York Region. The work would take the project to the concept design stage. Combined with the expansion of rail service, the subway extension would provide excellent opportunities for intermodal rapid transit. This would be enhanced by the building of more bus rapidways.

As existing projects funded by senior levels of government continue to be completed, York Region, the province and federal government must think ahead to the next steps in a comprehensive network. These are key investments that would support not only Regional growth, but that of the Greater Toronto and Hamilton Area as a whole. Costs are likely to be in the billions of dollars, a level that is beyond the fiscal capacity of the Region alone.

## 10-Year Capital Plan Gross Expenditures

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Plan Total	Balance to Complete	Total Plan Expenditures
<b>Transportation Services</b>													
York Region Transit	45,407	94,546	82,207	49,607	34,504	117,182	90,459	55,266	28,618	53,041	650,837	98,500	749,337
Roads	168,009	216,380	194,286	154,882	134,026	196,378	164,723	163,425	142,307	146,768	1,681,184	876,557	2,557,741
Sub Total	213,416	310,926	276,493	204,489	168,530	313,560	255,182	218,691	170,925	199,809	2,332,021	975,057	3,307,078
<b>Environmental Services</b>													
Water	77,598	89,066	58,538	50,323	44,346	48,038	37,288	30,461	86,536	107,043	629,237	238,256	867,493
Wastewater	122,275	139,937	153,091	134,009	161,609	216,452	207,151	161,958	160,524	170,405	1,627,411	498,844	2,126,255
Waste Management	9,930	6,882	3,859	325	4,582	964	675	1,051	582	7,820	36,670	-	36,670
Natural Heritage & Forestry	1,860	1,658	1,465	1,816	1,975	1,592	1,500	1,490	1,420	1,570	16,346	-	16,346
Energy Management	1,341	4,540	530	1,010	635	760	735	1,210	810	810	12,381	-	12,381
Sub Total	213,004	242,083	217,483	187,483	213,147	267,806	247,349	196,170	249,872	287,648	2,322,045	737,100	3,059,145
<b>Community and Health Services</b>													
Housing Services	15,816	21,074	54,247	31,568	80	80	25,080	25,080	80	80	173,185	-	173,185
Paramedic Services	20,480	12,726	6,493	11,676	4,513	3,470	3,917	5,811	7,155	9,900	86,141	-	86,141
Senior's Services	2,666	2,371	723	2,028	3,653	1,053	868	853	703	578	15,496	-	15,496
Sub Total	38,962	36,171	61,463	45,272	8,246	4,603	29,865	31,744	7,938	10,558	274,822	-	274,822
<b>Information Technology</b>	21,983	15,341	14,522	18,190	19,908	16,100	15,058	15,390	17,332	20,692	174,516	116,422	290,938
<b>Property Services</b>	40,166	85,588	93,165	56,672	11,945	8,558	11,506	15,033	13,326	14,175	350,134	-	350,134
<b>Planning and Economic Development</b>	1,197	263	-	-	-	-	-	-	-	-	1,460	-	1,460
<b>York Region Rapid Transit Corporation</b>	165,105	108,844	46,138	3,126	2,549	1,139	-	-	-	-	326,901	-	326,901
<b>York Region Police</b>	33,099	16,278	36,318	17,724	14,984	11,763	12,921	11,453	14,485	9,555	178,580	-	178,580
<b>Corporate Capital Contingency</b>	56,000	56,000	28,000	-	-	-	-	-	-	-	140,000	-	140,000
<b>York Region</b>	<b>782,932</b>	<b>871,494</b>	<b>773,582</b>	<b>532,956</b>	<b>439,309</b>	<b>623,529</b>	<b>571,881</b>	<b>488,481</b>	<b>473,878</b>	<b>542,437</b>	<b>6,100,479</b>	<b>1,828,579</b>	<b>7,929,058</b>

## 2016 Capital Spending Authority Gross Expenditures

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Plan Total	Balance to Complete	2016 Capital Spending Authority
<b>Transportation Services</b>													
York Region Transit	45,407	70,689	11,662	6,401	3,000	33,000	33,000	-	-	-	203,159	-	203,159
Roads	168,009	174,576	104,254	52,124	17,209	42,669	11,408	-	-	-	570,249	-	570,249
Sub Total	213,416	245,265	115,916	58,525	20,209	75,669	44,408	-	-	-	773,408	-	773,408
<b>Environmental Services</b>													
Water	77,598	74,479	34,049	26,482	11,898	5,609	4,187	369	1,121	1,242	237,034	4,230	241,264
Wastewater	122,275	114,069	92,951	68,556	77,792	82,373	63,868	35,548	23,740	9,465	690,637	13,996	704,633
Waste Management	9,930	3,914	2,220	100	-	-	-	-	-	-	16,164	-	16,164
Natural Heritage & Forestry	1,860	-	-	-	-	-	-	-	-	-	1,860	-	1,860
Energy Management	1,341	3,400	-	-	-	-	-	-	-	-	4,741	-	4,741
Sub Total	213,004	195,862	129,220	95,138	89,690	87,982	68,055	35,917	24,861	10,707	950,436	18,226	968,662
<b>Community and Health Services</b>													
Housing Services	15,816	20,594	53,767	31,488	-	-	-	-	-	-	121,665	-	121,665
Paramedic Services	20,480	8,131	941	-	-	-	-	-	-	-	29,552	-	29,552
Seniors Services	2,666	1,313	-	-	-	-	-	-	-	-	3,979	-	3,979
Sub Total	38,962	30,038	54,708	31,488	-	-	-	-	-	-	155,196	-	155,196
<b>Information Technology</b>	21,983	15,341	14,522	18,190	19,908	16,100	-	-	-	-	106,044	-	106,044
<b>Property Services</b>	40,166	73,143	82,580	41,728	146	-	-	-	-	-	237,763	-	237,763
<b>Planning and Economic Development</b>	1,197	263	-	-	-	-	-	-	-	-	1,460	-	1,460
<b>York Region Rapid Transit Corporation</b>	165,105	98,636	45,836	3,126	2,549	1,139	-	-	-	-	316,391	-	316,391
<b>York Regional Police</b>	33,099	6,113	4,145	-	-	-	-	-	-	-	43,357	-	43,357
<b>Corporate Capital Contingency</b>	56,000	56,000	28,000	-	-	-	-	-	-	-	140,000	-	140,000
<b>York Region</b>	<b>782,932</b>	<b>720,661</b>	<b>474,927</b>	<b>248,195</b>	<b>132,502</b>	<b>180,890</b>	<b>112,463</b>	<b>35,917</b>	<b>24,861</b>	<b>10,707</b>	<b>2,724,055</b>	<b>18,226</b>	<b>2,742,281</b>

## 10-Year Capital Plan Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charge Reserve	Grants & Subsidies	Other Recoveries
<b>Transportation Services</b>								
York Region Transit	650,837	111,400	56,338	209,735	4,000	89,070	180,294	-
Roads	1,681,184	313,366	68,982	47,991	311,926	802,270	9,895	126,754
Sub Total	2,332,021	424,766	125,320	257,726	315,926	891,340	190,189	126,754
<b>Environmental Services</b>								
Water	629,237	-	-	327,765	82,838	216,834	-	1,800
Wastewater	1,627,411	-	-	658,803	236,864	638,774	-	92,970
Waste Management	36,670	-	-	36,670	-	-	-	-
Natural Heritage & Forestry	16,346	8,186	-	-	-	8,160	-	-
Energy Management	12,381	-	-	12,381	-	-	-	-
Sub Total	2,322,045	8,186	-	1,035,619	319,702	863,768	-	94,770
<b>Community and Health Services</b>								
Housing Services	173,185	-	-	75,822	30,574	20,598	46,191	-
Paramedic Services	86,141	-	23,622	42,190	9,295	11,034	-	-
Seniors Services	15,496	-	11,566	3,930	-	-	-	-
Sub Total	274,822	-	35,188	121,942	39,869	31,632	46,191	-
<b>Information Technology</b>								
	174,516	-	-	174,516	-	-	-	-
<b>Property Services</b>								
	350,134	14,939	221,374	113,821	-	-	-	-
<b>Planning and Economic Development</b>								
	1,460	146	-	-	1,314	-	-	-
<b>York Region Rapid Transit Corporation</b>								
	326,901	-	3,438	2,702	33,283	97,642	178,825	11,011
<b>York Regional Police</b>								
	178,580	-	34,012	71,968	23,952	47,948	-	700
<b>Corporate Capital Contingency</b>								
	140,000	-	-	-	52,575	51,025	36,400	-
<b>York Region</b>	<b>6,100,479</b>	<b>448,037</b>	<b>419,332</b>	<b>1,778,294</b>	<b>786,621</b>	<b>1,983,355</b>	<b>451,605</b>	<b>233,235</b>

## 2016 Capital Spending Authority Financing Sources

(in \$000s)	2016 Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charge Reserve	Grants & Subsidies	Other Recoveries
<b>Transportation Services</b>								
York Region Transit	203,159	9,100	26,136	10,767	4,000	38,374	114,782	-
Roads	570,249	67,836	34,312	14,530	202,395	176,205	1,100	73,871
Sub Total	773,408	76,936	60,448	25,297	206,395	214,579	115,882	73,871
<b>Environmental Services</b>								
Water	241,264	-	-	103,420	78,897	57,147	-	1,800
Wastewater	704,633	-	-	404,803	116,959	103,149	-	79,722
Waste Management	16,164	-	-	16,164	-	-	-	-
Natural Heritage & Forestry	1,860	1,140	-	-	-	720	-	-
Energy Management	4,741	-	-	4,741	-	-	-	-
Sub Total	968,662	1,140	-	529,128	195,856	161,016	-	81,522
<b>Community and Health Services</b>								
Housing Services	121,665	-	-	52,352	25,074	18,048	26,191	-
Paramedic Services	29,552	-	16,395	3,047	9,295	815	-	-
Seniors Services	3,979	-	2,376	1,603	-	-	-	-
Sub Total	155,196	-	18,771	57,002	34,369	18,863	26,191	-
<b>Information Technology</b>								
Information Technology	106,044	-	-	106,044	-	-	-	-
<b>Property Services</b>								
Property Services	237,763	-	217,121	20,642	-	-	-	-
<b>Planning and Economic Development</b>								
Planning and Economic Development	1,460	146	-	-	1,314	-	-	-
<b>York Region Rapid Transit Corporation</b>								
York Region Rapid Transit Corporation	316,391	-	3,438	2,702	33,283	97,642	178,825	501
<b>York Regional Police</b>								
York Regional Police	43,357	-	9,580	6,515	22,855	4,407	-	-
<b>Corporate Capital Contingency</b>								
Corporate Capital Contingency	140,000	-	-	-	72,614	30,986	36,400	-
<b>York Region</b>	<b>2,742,281</b>	<b>78,222</b>	<b>309,358</b>	<b>747,330</b>	<b>566,686</b>	<b>527,493</b>	<b>357,298</b>	<b>155,894</b>

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# WATER AND WASTEWATER USER RATES

In October 2015, York Regional Council approved water and wastewater user rates that are designed to yield the revenue needed to cover all costs of providing water and wastewater services.

Achieving full cost recovery is an important and highly-recommended position that few other North American municipalities have reached.

Full cost recovery is key to the financial sustainability of water and wastewater systems, which the Canadian Municipal Water Consortium has identified as a critical priority.

This is because rates that are too low bring higher risks and, ultimately, greater costs. The impacts can include asset failures like watermain breaks that disrupt traffic and shatter road surfaces, inability to retire outdated equipment and invest in new technologies, and rising debt to fill the gap between needs and resources.

By moving to full cost recovery, York Region is ensuring residents continue to benefit from state-of-the-art water and wastewater systems and is reducing the risks associated with underfunding.

## New user rates support long-term system and fiscal health

York Region, like many other Ontario municipalities, has recognized for several years the benefits of full cost recovery pricing and the risks of not implementing it. Efforts to work toward this goal were hampered by the need for better models for projecting demand for water and the costs of rehabilitating and replacing assets. As a result, user-rate revenues were not adequate to build reserves to the level needed to cover all asset management costs, and debt was used to fill part of the gap. This debt, which must be paid from user rates, has added to operating costs.

The new rate structure, based on sophisticated forecasting methodology and more detailed information about asset management costs, is expected to bring York Region to full cost recovery through rates in 2021. After that, annual rate increases are expected to moderate.

The starting point for the financial sustainability plan that generated the new rates was the following set of goals:

- aligning with Vision 2051, the long-term plan for the Region, and the 2015–2019 strategic plan
- supporting two other corporate initiatives – asset management planning and the Regional fiscal strategy
- meeting specific service levels and the needs of growth and intensification
- supporting sustainable development
- complying with current and expected regulations and operating standards
- conserving and protecting water and other resources
- operating and building as efficiently as possible

### Major features of the new rates and financial sustainability plan:

- Funding for critical renewal and replacement of aging water and wastewater assets will increase from \$765 million, as outlined in the 2015 budget, to \$1,030 million.
- No new user-rate-supported debt will be issued and existing user-rate debt will essentially be paid off by 2034, versus 2043 under the old structure. Reduced reliance on user-rate debt will help improve the Region’s fiscal health, which has been affected by high levels of debt needed both to fund new assets and care for existing ones.
- Rates will remain among the lowest in Ontario as a percentage of average household income. Nonetheless, the Region will monitor existing programs that provide financial assistance for housing costs in case any requests for help with water bills arise.
- Because actual results may differ from projections, revised rates may be recommended as part of the annual budget process if reserve contributions are significantly below plan. The plan also includes a rate stabilization reserve in case of unforeseen one-time charges.

## Water and wastewater rates included in the 2016 to 2018 Budget

	2015	2016	2017	2018
Wholesale Rates per m <sup>3</sup>	\$2.18	\$2.37	\$2.59	\$2.82
% Increase		9%	9%	9%

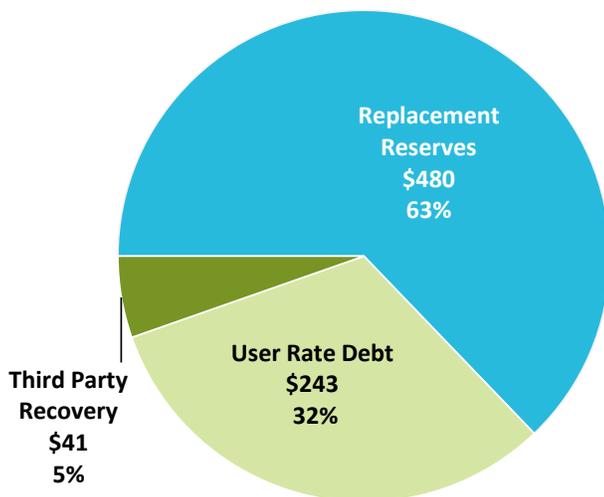
**Notes:** Rates are effective April 1st of each year.

Regional Council also approved rate increases of 9% for 2019 and 2020, taking rates to \$3.07 and \$3.35, respectively, for those years, and an increase of 2.9% for 2021, for a rate of \$3.45. The increase in 2021 is low since that is the year in which full cost recovery is achieved. Increases are expected to be similarly low in the following years.

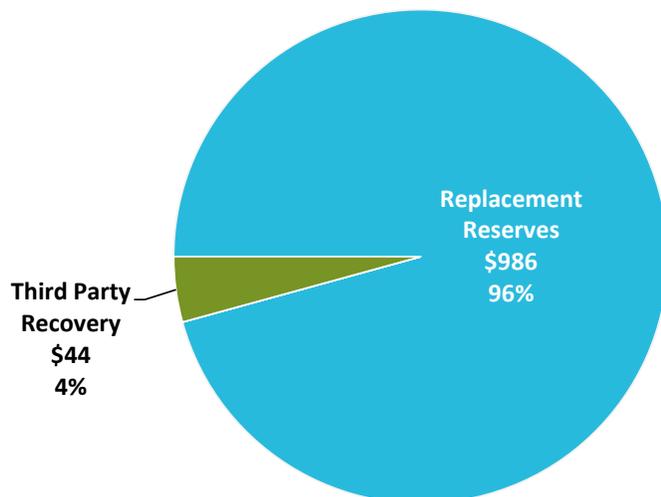
## New rates will allow more spending on renewal and rehabilitation without adding debt

### Funding for Rehabilitation & Replacement (in \$ Millions)

**2015 Budget  
(2016-2025): \$765 Million\***



**2016 Budget with Full Cost Recovery Pricing (2016-2025): \$1,030 Million**



\* Numbers may not add due to rounding

Note: In these charts, total rehabilitation and replacement costs include the costs of growth projects that are funded by replacement reserves

## Engagement with area municipalities was key

Ongoing engagement with area municipalities, the Region's core customer base, was also key. Area municipalities, which purchase water and wastewater services from the Region and set retail rates for their customers, face many of the same challenges as the Region regarding costs of operating the distribution system and dealing with aging infrastructure.

Environmental Services and Finance staff discussed development of the financial sustainability plan with their local counterparts throughout 2014 and 2015. Outreach included presentations to local municipal treasurers and public works directors and commissioners, as well as individual meetings from July to September 2015 to follow up on earlier feedback. This engagement was very helpful in several areas, especially the design of the rate structure.

With Council approval of the new rate structure, staff presented an update to the Area Treasurers in late October 2015, with a full communication package to follow. The Region will also consult with area municipal staff in mid-December, and engagement will continue as the new rates are implemented.

## Modelling brought together costs and expected demand

Regional staff carried out two major types of work to develop the financial sustainability plan:

- developing an estimate of the replacement costs of water and wastewater assets and the points in time when major work would need to be done to renew and ultimately replace assets; and
- building a model to forecast future demand for water, based on how demand has responded in the past to population growth, price and weather.

This work culminated in a model that brought together major asset management needs with expected water demand. The final model also included the likely growth in ongoing operating costs.

This model allowed Regional staff to determine the revenues needed to fully fund all costs. To develop rates that would generate those revenues, two additional factors had to be taken into account: the impact on customers over time, and appropriate principles for the setting of rates.

## Equal contributions ensure fairness to customers over time

Even with a commitment to full cost recovery rates, there is a need to decide exactly how rates will pay for major renewal and replacement projects over time. Trying to fund these projects as they are being carried out is not practical, as the amounts of money involved are large and projects don't happen on a regular schedule. Users would face huge year-to-year fluctuations in rates.

Two mechanisms are available to smooth out the required cash flows and make rates more predictable — reserves and borrowing. These mechanisms have different implications for timing and costs:

- Reserves consist of rate revenue put aside as savings toward future projects.
- Debt, conversely, allows projects to go ahead before funding from rate revenues is available. Through their rates, customers then pay interest and repay the capital over a period of years.

It can be argued that building reserve funds for capital projects means current users are paying the cost of something that will benefit future users as much as, or more than, them.

That might be the case if the municipality only rarely invested in renewals or replacements of major assets. But in many municipalities — including York Region — projects of this type represent a steady stream of investment needs. When that is the case, today’s water service users benefit from investments paid for by reserves built in earlier years, while they contribute to reserves that will fund investments in future years. As long as the contributions are equal, fairness over time, which is also called intergenerational equity, is assured.

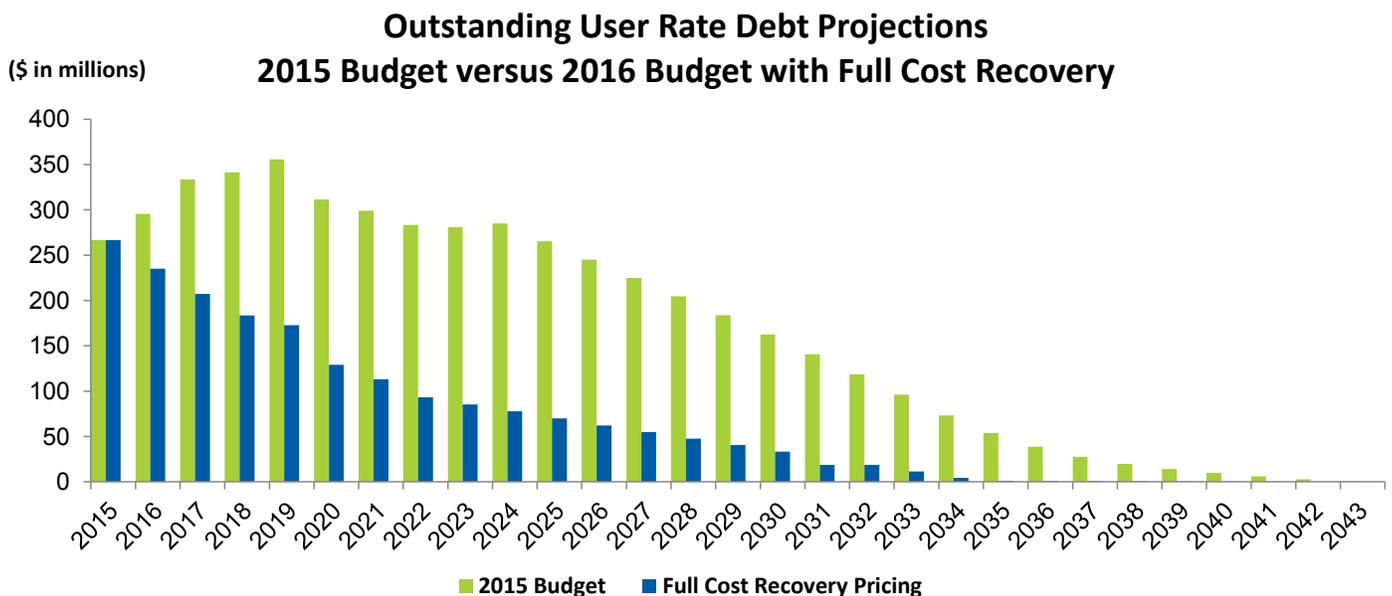
Using debt to fund the asset can be another way of improving intergenerational equity, but it is less acceptable than using equal contributions to reserves because too heavy a reliance on debt creates unacceptable risks to fiscal health.

York Region therefore addressed intergenerational equity by choosing a rate structure based on equality of contributions. Under any option considered, the user rate for each customer would reflect (after taking inflation into account) the same amount over time for capital costs, reserve contributions, and financing, once full-cost pricing is in effect. This ensures fairness to current and future customers.

In addition, using reserves instead of debt for renewal and rehabilitation projects helps the over-all financial health of York Region. The Region needs the ability to build and maintain all of its infrastructure, which includes roads, bridges, buses, rapidways, buildings and housing as well as water and wastewater assets, without relying too heavily on debt.

Ensuring adequate user-rate revenues for water and wastewater renewal and replacement needs puts an immediate end to the need to finance any of these costs with debt, and over time will allow all user-rate debt to be repaid from rate revenues much more quickly.

### Additions to user-rate debt are no longer required



## Water and Wastewater Rate Financial Summary 2015 to 2016

	2015 Budget		2016 Approved		
	Amount in \$000s	(\$/m <sup>3</sup> )	Amount in \$000s	(\$/m <sup>3</sup> )	% Change
<b>Expenditures</b>					
General Expenditures	71,662	0.60	73,275	0.60	0.8%
Purchased Services					
Purchased Water	40,753	0.34	43,199	0.36	4.9%
Wastewater Treatment	31,012	0.26	33,289	0.27	4.3%
Financing Costs (Principal & Interest)					
Growth Related	202,285	1.70	191,315	1.57	(7.4%)
Non-Growth Related	43,797	0.37	40,607	0.33	(9.5%)
Contribution to Reserves					
Contribution to Rate Stabilization Reserve	-	-	751	0.01	
Contribution to Water and Wastewater Reserve <sup>1</sup>	79,733	0.67	102,749	0.85	26.1%
Allocations and Capital Recoveries	(17,426)	(0.14)	(16,417)	(0.14)	(5.3%)
<b>Gross Expenditures</b>	<b>451,814</b>	<b>3.80</b>	<b>468,767</b>	<b>3.86</b>	<b>1.6%</b>
<b>Recoveries</b>					
Fees and Charges	(3,145)	(0.03)	(2,166)	(0.02)	(32.7%)
Development Charge Recovery	(202,285)	(1.70)	(191,315)	(1.57)	(7.4%)
<b>Total Recoveries</b>	<b>(205,429)</b>	<b>(1.73)</b>	<b>(193,481)</b>	<b>(1.59)</b>	<b>(7.8%)</b>
<b>Corporate Allocations</b>	<b>6,918</b>	<b>0.06</b>	<b>7,279</b>	<b>0.06</b>	<b>4.1%</b>
<b>Gross Expenditures less Recoveries<sup>2</sup></b>	<b>253,303</b>	<b>2.13</b>	<b>282,565</b>	<b>2.32</b>	<b>9.2%</b>
<b>User Rate Revenue</b>					
Water	(110,440)	(0.92)	(115,736)	(0.95)	3.7%
Wastewater	(142,863)	(1.21)	(166,829)	(1.37)	13.5%
<b>Water and Wastewater Rate Revenue<sup>2</sup></b>	<b>(253,303)</b>	<b>(2.13)</b>	<b>(282,565)</b>	<b>(2.32)</b>	<b>9.2%</b>

### Notes:

- Contributions to the water and wastewater reserve are used to fund asset rehabilitation and replacement in the current and future years.
- The rates shown in the table above and on the following page reflect the blended rate for the full year. The table on page 51 shows the effective rate as of April 1st each year.

## Water and Wastewater Rate Financial Summary 2017 to 2018

	2017 Outlook			2018 Outlook		
	Amount in \$000s	(\$/m <sup>3</sup> )	% Change	Amount in \$000s	(\$/m <sup>3</sup> )	% Change
<b>Expenditures</b>						
General Expenditures	76,278	0.63	4.2%	80,340	0.66	5.4%
Purchased Services						
Purchased Water	45,113	0.37	4.5%	47,296	0.39	4.9%
Wastewater Treatment	33,883	0.28	1.9%	34,505	0.28	1.9%
Financing Costs (Principal & Interest)						
Growth Related	181,276	1.49	(5.2%)	176,831	1.46	(2.4%)
Non-Growth Related	33,371	0.27	(17.7%)	19,821	0.16	(40.5%)
Contribution to Reserves						
Contribution to Rate Stabilization Reserve	800	0.01	6.7%	1,000	0.01	25.0%
Contribution to Water and Wastewater Reserve <sup>1</sup>	130,381	1.07	27.0%	165,174	1.36	26.8%
Allocations and Capital Recoveries	(17,292)	(0.14)	5.4%	(18,332)	(0.15)	6.1%
<b>Gross Expenditures</b>	<b>483,811</b>	<b>3.98</b>	<b>3.3%</b>	<b>506,635</b>	<b>4.18</b>	<b>4.8%</b>
<b>Recoveries</b>						
Fees and Charges	(2,253)	(0.02)	4.1%	(2,372)	(0.02)	5.4%
Development Charge Recovery	(181,276)	(1.49)	(5.2%)	(176,831)	(1.46)	(2.4%)
<b>Total Recoveries</b>	<b>(183,529)</b>	<b>(1.51)</b>	<b>(5.0%)</b>	<b>(179,203)</b>	<b>(1.48)</b>	<b>(2.3%)</b>
<b>Corporate Allocations</b>	<b>7,407</b>	<b>0.06</b>	<b>1.9%</b>	<b>7,606</b>	<b>0.06</b>	<b>2.8%</b>
<b>Gross Expenditures less Recoveries<sup>2</sup></b>	<b>307,689</b>	<b>2.53</b>	<b>9.0%</b>	<b>335,038</b>	<b>2.76</b>	<b>9.0%</b>
<b>User Rate Revenue</b>						
Water	(126,520)	(1.04)	9.4%	(138,309)	(1.14)	9.4%
Wastewater	(181,168)	(1.49)	8.7%	(196,729)	(1.62)	8.7%
<b>Water and Wastewater Rate Revenue<sup>2</sup></b>	<b>(307,689)</b>	<b>(2.53)</b>	<b>9.0%</b>	<b>(335,038)</b>	<b>(2.76)</b>	<b>9.0%</b>

## Principles balance customer and supplier interests

Because providing water and wastewater is a natural monopoly — that is, having one provider is the lowest-cost option — rate-setting needs to take into account a balance between customers' interests and those of the supplier.

In developing its rate structure, York Region adopted these principles:

- Rates should be efficient, effective, fair to users and predictable.
- Once pricing that recovers all costs, including asset management, is achieved, rates should be as stable as possible.
- The rate structure should be transparent, and any change in structure should be made in coordination with area municipalities.
- Affordability should be addressed through support for struggling households under existing programs, not a general subsidy to all users.

The third principle reflected discussion with area municipalities, which was helpful in understanding their concerns and views on potential rate structure changes. In particular, the 2015 meetings underscored the importance of coordinating any change in the basic rate structure with the area municipalities. It was largely for this reason that the Region, after considering possible other options, decided to continue the existing approach of a pure volumetric charge, in which all of its customers pay the same amount per cubic metre.

The fourth principle speaks to concerns about affordability as water rates increase. As part of the user-rate review, a task group was formed to analyze the potential impact of higher water costs on low-income households. (The group looked at low-income households that receive a water bill; many low-income households live in apartments and their water costs are included in their rent.)

The task group found that low-income households in York Region were paying between 1.4% and 5.0% of after-tax income on water and wastewater services, depending on household size and which municipality they lived in. These percentages fall within affordability guidelines set by such organizations as the United Nations and the Organisation for Economic Cooperation and Development. This does not rule out, however, that some households might struggle to meet their obligations under the new rates.

The Region manages two existing programs, the Housing Stability Program and the Homelessness Prevention program, that provide financial assistance for rent, mortgage payments, utilities and other housing costs.

To date, these programs have not received any requests for financial help specifically for a water bill. The Region will continue to monitor to see if any requests arise. If they do, it is expected that they can be accommodated under the existing programs.

## Elements of prudence protect against unforeseen adverse changes

All forecasting involves inherent uncertainties. In the case of the water and wastewater plan, these are of two broad types:

- Unforeseen or unpredictable “one-time” factors that result in differences between forecast and actual results. These factors would include, for example, an unexpected change in provincial standards that suddenly increased costs, or an unusually cool, wet summer that reduced revenues below forecast.
- Underlying trends that are different from those built into the model. The demand forecast reflects the best currently available information. Actual trend lines might differ, however, which is why the Region will continue to collect and analyze data about the factors that affect demand and costs.

Two mechanisms have been included in the plan to deal with the two different types of uncertainty:

- A rate stabilization reserve is available to help offset the impact of an unexpected adverse event in the year in which it occurs. The reserve will be included in the update to the Regional Fiscal Strategy that will be brought to Council in late 2015.
- A rate review would respond to the possibility of a longer-term shift in the factors underlying the model. It would be triggered if reserve contributions were 10% or more below planned targets for any year within the term of the approval. If the review suggested the need for a rate adjustment, this would require Council approval.

Some factors might have to be managed using both mechanisms. Unlike a single season of extreme weather, for example, a “one-time” change like a new, more costly regulatory standard would have both immediate and ongoing impacts. The reserve would help cover unexpected costs in the short term, while the review would assess the risk of higher ongoing costs and whether a rate adjustment might be needed to deal with them.

## Communicating the value of water builds understanding of new rates

The Region has created a campaign called “Water Is” to educate residents on water issues and the value of water. Through Water Is and related initiatives, it has carried out surveys and gathered information about water use and attitudes among the Region’s residents and businesses. This helped efforts to develop the water demand forecast model, and surveys and related information will continue to be used to refine the model.

The Water Is campaign has also had an important role in building awareness of the complexity involved in delivering water and wastewater services in the Region, which in turn has helped to develop a deeper understanding of the importance of continued investment to ensure safe and reliable services. It uses numerous channels, including YouTube videos, a Water Is website, Facebook and advertorials in seven local newspapers and one magazine with a combined circulation of more than 600,000.

With Council approval of the new rate structure, the next phase of Water Is focuses on explaining the importance of full cost recovery rates. Communications will target several audiences through a range of

media, including videos, posters, brochures, advertorials, social media, and face-to-face discussion.

The Region will leverage products that have already been created to explain how water systems work and why they are valuable. Examples include the Water Works and Water Hero videos, brochures and FAQs (frequently asked questions).

To support the new rates, the Region will also develop new material, including a customized York Region-specific version of the “Water: What You Pay For” video produced by the Alliance for Water Efficiency. As well, two new advertorials will appear in local publications, one explaining how water revenue is invested and the other focusing on the relative affordability of water compared to other household expenditures. These will be complemented by a “How Your Water Dollars are Invested” infographic brochure.

The Region is also looking at various means of explaining the more technical aspects of developing the plan, including the use of best practices throughout the process, to audiences interested in municipal infrastructure, the water and wastewater industry, public policy, and/or public administration.

### **Full plan is available on the Region’s website**

In addition to the range of communications products outlined above, the complete Financial Sustainability Plan, reflecting the rates approved by Regional Council , is available on York.ca.



# TRANSPORTATION SERVICES

Transportation Services plan, build and operate roads and transit services that respond to the needs of our growing communities.

- **Transit — YRT/Viva**
- **Roads and Traffic Operations**
- **Capital Planning and Delivery**
- **Infrastructure Management and Project Management Office**
- **Business Planning and Technology**

## Managing congestion to keep the Region moving

Transportation Services accounts for \$317.5 million, or 16.0%, of the York Region gross operating budget. Almost two-thirds of this comes from the tax levy, with development charges and transit fares accounting for most of the balance.

The department also manages about \$3.2 billion of transportation and related infrastructure, including roads, bridges, transit terminals, fleet vehicles and maintenance facilities.

The 2015-18 multi-year budget focuses on supporting the growth of an efficient Regional transit system, improving traffic flow, increasing road capacity and maintaining assets.

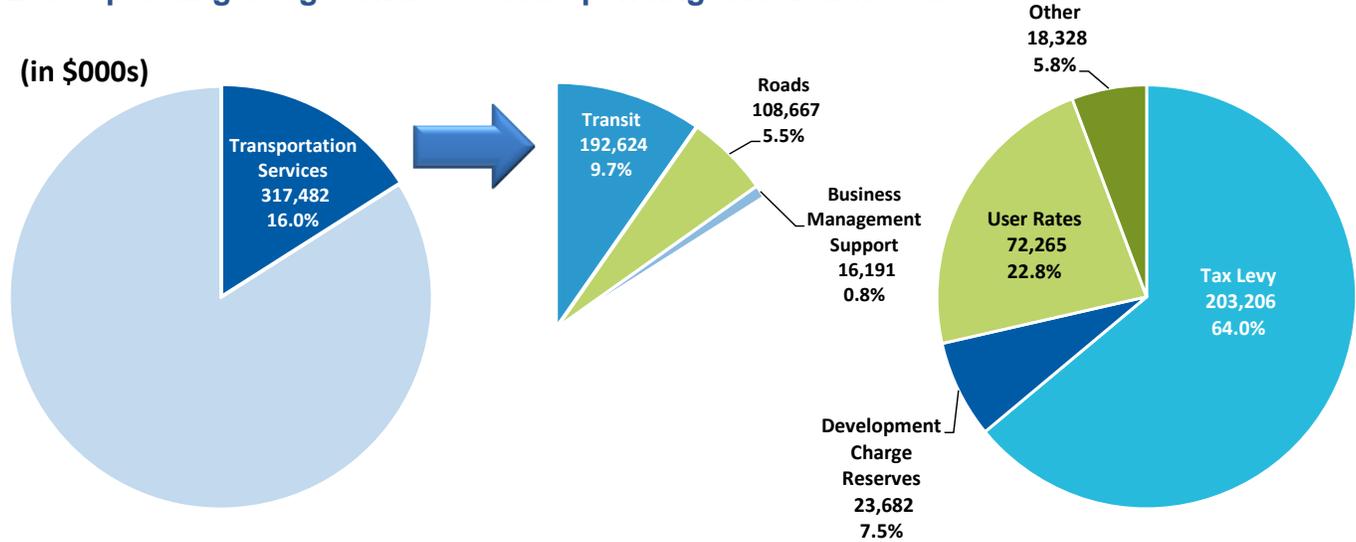
Recent department accomplishments align with those goals:

- Starting transit operation on the Town Centre Boulevard rapidway section in East Markham and preparing for opening of the Davis Drive rapidway in Newmarket by year-end
- Opening a new Operations, Maintenance and Storage Facility for Viva buses, as described in the box on page 63
- Carrying a forecast of 22.7 million revenue riders on YRT/Viva in 2015, up from 19.4 million in 2010, and a forecast 374,000 on Mobility Plus, up from 355,000 in 2014
- Continuing several major road widening projects to add 63 lane-kilometres of road by 2018, including 11 by the end of 2015
- Completing construction of 20 lane-kilometres for cycling in 2015
- Rehabilitating/resurfacing approximately 120 lane-kilometres of road in 2015
- Installing 15 new traffic cameras in 2015, bringing the Region's total to 100
- Installing seven new traffic signals in 2015

### Major initiatives planned and underway:

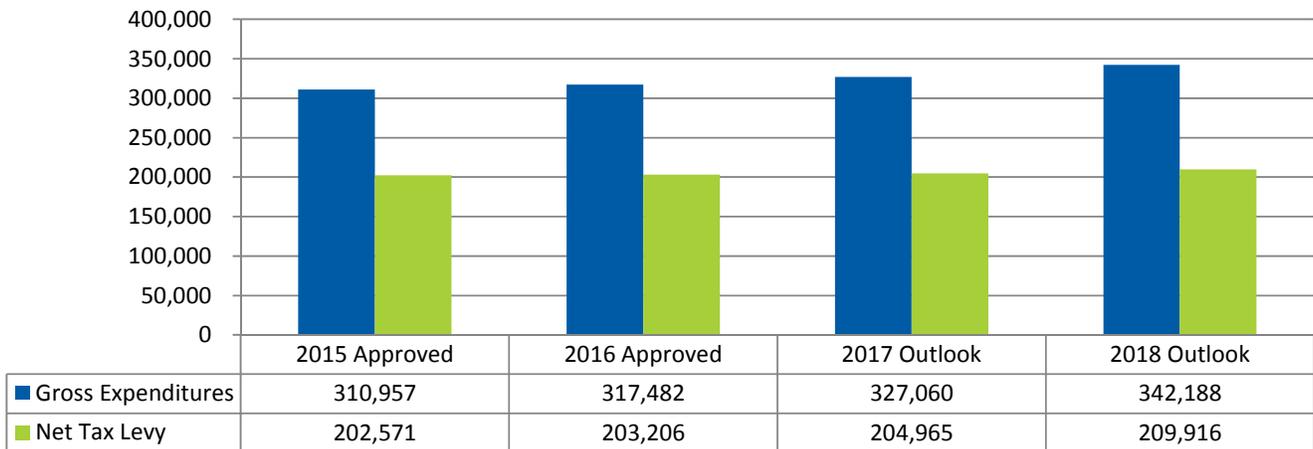
- Expanding the Regional conventional and Viva bus fleets at a total cost of \$53 million and spending an additional \$49 million to replace aging buses in both fleets over the 2016-18 period
- Working to ensure comprehensive asset management, for example spending \$91 million to resurface roads and rehabilitate roads and bridges during the 2015-2018 term of Council
- Working on expansions and/or upgrades of Major Mackenzie Drive (CP Rail to Pine Valley Drive, \$101 million), Highway 7 (Town Centre Boulevard to Sciberras Road, \$38 million), St. John's Sideroad (Bayview Avenue to Woodbine Avenue, \$35 million) and 2nd Concession (Green Lane to Doane Road, \$71 million) to manage congestion
- Spending \$52 million to construct a crossing, over Highway 404 north of Highway 7 and extend the northbound off-ramp, to improve traffic flow

## 2016 operating budget share of total spending and how it's funded



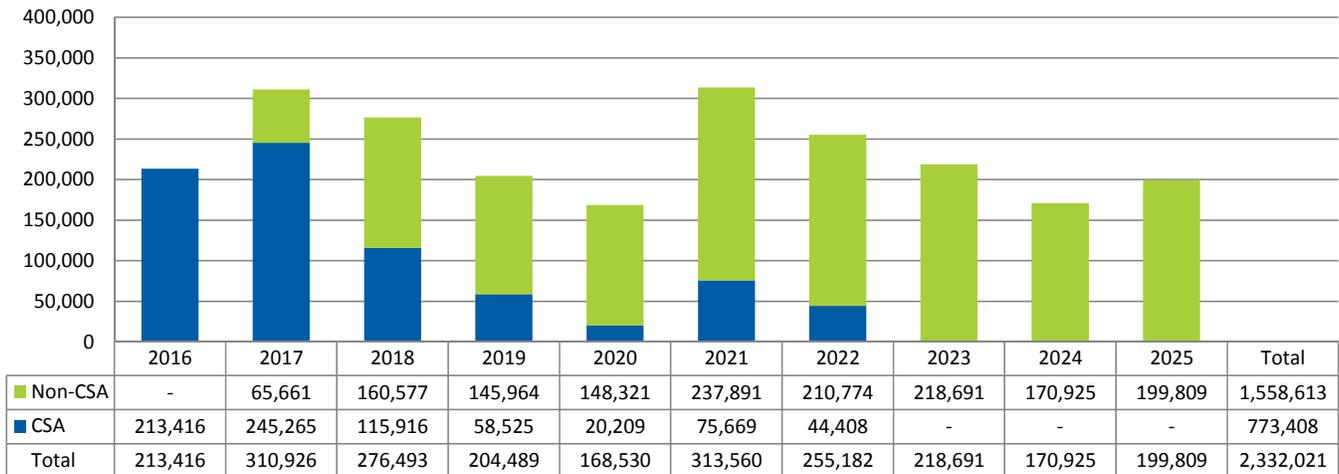
## 4-year operating budget spending

(in \$000s)



## 10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



## Charting the future with the Transportation Master Plan

The Transportation Master Plan, currently being updated, is York Region's blueprint for addressing the transportation and mobility needs of those living and working in the Region over the next 25 years. The updated plan will guide the creation of a flexible and adaptable network that can respond effectively to growth pressures and travel trends. Key objectives of the updated plan are:

- Managing traffic congestion
- Increasing transit ridership
- Encouraging active transportation
- Supporting employment through goods movement
- Changing travel behaviour

The Transportation Master Plan will reflect the next phase of the Viva network and the provincial Regional Express Rail plan to expand GO Transit service.

Staff have been engaging residents to get their feedback and ideas on the updated plan since August 2014. More than 2,000 people have responded through a variety of channels, including seven open houses, online surveys and multiple public outreach events.

In addition, the Transportation Master Plan Advisory Task Force, consisting of members of Regional Council, will provide staff with feedback on complex policy areas requiring coordination and consultation among the Region's nine area municipalities and surrounding communities. These include:

- Increasing road connections by creating a finer grid street network, which is explained in more detail on page 14
- Developing a Regional parking strategy
- Protecting for and accommodating goods movement
- Building future corridors, such as for general purpose, high-occupancy vehicles and transit
- Integrating provincial initiatives like Regional Express Rail
- Defining jurisdiction for boulevards (the right-of-way land along Regional roads) and related elements like sidewalks and street lighting

The Transportation Master Plan Advisory Task Force will meet at critical milestones until the update is complete. Staff plan to bring recommendations for the update to Council for approval in spring of 2016.

The 2015-2018 budget approved by Council in early 2015 included the largest four-year transportation capital spending program in the Region's history. This is in response to the concerns of residents, who continue to identify transportation — both traffic congestion and public transit — as “top of mind” issues in public opinion surveys.

Transportation's 2016 10-year capital program has a total budget of \$2.3 billion. This includes both roads and transit projects, except transit projects being carried out by York Region Rapid Transit Corporation, discussed in the section that follows.

Providing travel options for modes other than single-occupant vehicles is vital to managing congestion in the long term. The increasing number of bus rapidways throughout the Region is positioning YRT/Viva as a viable alternative by ensuring that transit users arrive at their destination more quickly and reliably, and can connect easily to other means of transportation.

The Transportation Master Plan, which aligns transportation investments with the goals of Vision 2051, provides long-term guidance for the Region's transit and road networks. York Region is currently updating the plan. The discussion on the page opposite provides more details.

The balance of this section outlines the major program areas of the Transportation Services department and highlights specific challenges and how they are being addressed.

## Transit — YRT/Viva

York Region Transit, referred to as YRT/Viva, operates three types of service: bus rapid transit, conventional bus and Mobility Plus. YRT's Viva buses provide rapid transit service using rapidways on major corridors, such as Highway 7 and Yonge Street. Rapidways, bus-only lanes in the centre of the road, can reduce rush-hour travel time for a bus passenger by up to 40% compared to service in mixed traffic. Conventional buses provide local travel, with more frequent bus stops. Mobility Plus provides service to residents with disabilities who cannot use the other bus services for all or part of their trip.

## A new home for Viva vehicles

The YRT/Viva rapid transit fleet has a new home, with the recent opening of a state-of-the-art Operations, Maintenance and Storage Facility in the Town of Richmond Hill.

The purpose-built facility covers almost 500,000 square feet, equivalent to about eight football fields. With 53 garage doors, it has the capacity to store up to 200 articulated, 60-foot buses, and includes administrative offices, training facilities and 26 bus repair bays.

Several eco-friendly features support Leadership in Energy and Environmental Design (LEED) Silver certification for the facility:

- Energy-efficient lighting and heating systems
- White “cool” roofing and 19 skylights
- Five 100,000-litre tanks to harvest rainwater for re-use in the bus wash
- The planting of 201 trees on the site

Construction of the facility, which began in December 2012, was funded by the Region and the provincial and federal governments.

The new facility is a reminder that an expanding transit network brings the need for investment in related infrastructure and higher costs to operate and maintain it.

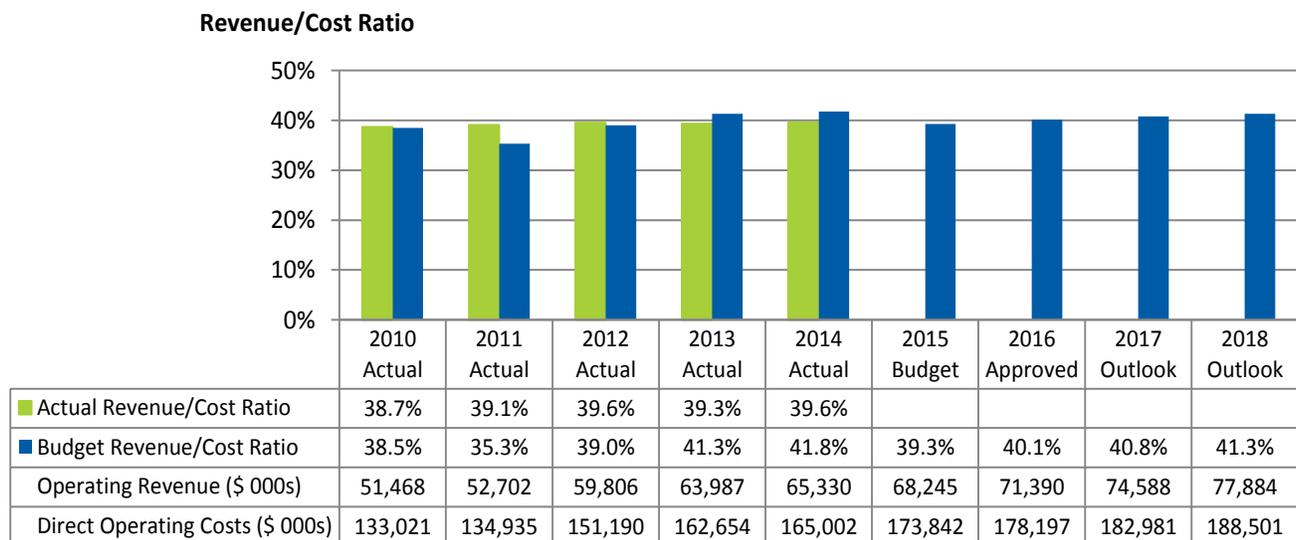
Other upcoming examples include the opening of new terminals at Cornell Centre in Markham and at Major Mackenzie Drive at Jane Street, as well as the Spadina Subway Extension in Vaughan.

All three services are integrated and passengers can transfer from one to another. The YRT/Viva system is fully accessible and programs are in place to give Mobility Plus clients the option to access the entire system, as legislated by the provincial *Accessibility for Ontarians with Disabilities Act*.

The Transit branch provides transit-related services, including planning and scheduling, security and fare enforcement, marketing and communications, capital procurement and delivery, and operation of two customer service call centres. Transit also negotiates and manages contracts for operating and maintaining buses, other transit vehicles and major transit facilities.

Transit operating costs are projected to be \$192.6 million in 2016, or just over 60% of the department’s total operating budget of \$317.5 million. This percentage is expected to remain stable out to 2018, while revenues — which come mainly from transit fares — are expected to rise.

### Revenues projected to rise faster than costs as ridership grows



Ridership is expected to rise over the next three years as a result of population growth and transit network expansion, despite the continuing service impacts of rapidway construction. This should provide a modest improvement in the ratio of revenues to costs.

YRT/Viva currently operates with more than 500 vehicles, a number that is projected to reach 600 in the next 10 years. To better manage the transit fleet, YRT/Viva has introduced a comprehensive program to ensure proper asset management, including regular, proactive maintenance. As a result, buses break down less often, thereby reducing service disruptions.

On-time performance is the main indicator of the quality of YRT/Viva services. YRT/Viva and Mobility Plus continue to meet or exceed industry standards and set targets.

The Transit branch’s capital investments are mainly in vehicles and related service and

maintenance facilities. The table on page 74 shows that under the approved 2016 Capital Spending Authority, growth-related transit investment would be \$183.2 million.

Other investments are needed to create the new rapidways and the infrastructure related to them. The building of the rapidways is supported by a \$1.8 billion provincial investment. The construction of rapidways and related facilities is planned and delivered by York Region Rapid Transit Corporation, as discussed in more detail starting on page 79.

### Looking ahead:

Building ridership on the new rapidways is key to supporting a greater shift to transit as well as increasing fare revenues. In addition to reducing bus travel time, rapidways will link YRT/Viva customers to key transit connections and destinations both within and outside the Region.

The Transit branch is working to support these goals in several ways, including:

- Working with partners to integrate rapid transit initiatives throughout the Greater Toronto Area
- Implementing the 2016 Annual Service Plan and 2016-2020 Strategic Plan
- Developing a fare strategy in 2016 that will address integration with other systems
- Generating revenues from new sources such as digital advertising on Viva buses and at transit terminals
- Continuing to acquire land and build new transit facilities
- Using new communications tools, such as Talk2YRT.ca, Tumbler and Pinterest

## With more assets, a growing need to plan

As discussed on page 17, the proper long-term care of large and complex asset portfolios depends on good asset management planning and execution.

Although the current capital program is largely focused on adding assets to expand the network and meet the needs of growth, rehabilitation and replacement of transportation assets as they age is becoming a larger share of the program.

Accurate estimates of replacement value – that is, how much it would cost today to build a brand new asset meeting the same performance and service expectations – are key to asset management.

Based on 2014 estimates, the approximate replacement value of Transportation Services' current asset portfolio is \$3.2 billion. This includes pavements and bridges, transit vehicles, stations and garages and traffic management equipment. By 2034, the replacement value will be close to \$7 billion due to growth.

Over the next 20 years, the Region faces challenges of managing new assets built to meet demand and an aging asset base in need of repair and rehabilitation. Increased funding for asset management will be necessary to maintain services that residents and businesses rely on. Funding sources will require new and innovative approaches. These may include redirecting existing revenue streams, seeking new revenue streams allocated entirely to asset management and using the asset replacement reserve to fund key life-cycle rehabilitation events.

## Roads and Traffic Operations

This branch is responsible for managing, maintaining and improving more than 4,100 lane-kilometres of Regional roads, as well as bridges, bike lanes and intersections.

Accomplishments of the Roads and Traffic Branch in 2015 include:

- Upgrading existing traffic signal control devices with 100 Centracs controllers
- Installing new electronic devices on plows and salt trucks that allow for more accurate road salt application, ensuring the right amount is being applied to roads during winter conditions
- Partnering with the City of Toronto for improvements to Steeles Avenue
- Buying and deploying 13 new snowplows, two bi-directional tractors and a snow melter to address increased challenges of maintaining the rapidways in winter
- Continuing several safety and public engagement initiatives, such as the “Pledge to Ignore” Distracted Driving Campaign, Safe Cycling Campaign and Winter Walk to School Day
- Optimizing signal timings at 125 intersections on 16 arterial corridors for safety and congestion management

Traffic has been increasing in line with growth in the Region’s population. Car trips to and from York Region increased by 28% over the past 10 years, reaching more than two million daily weekday trips in 2014.

Traffic incidents and customer feedback on congestion and safety are increasing in line with heavier traffic. In response, the branch communicates with road users through multiple channels. By the end of 2015, York Region is estimated to have posted more than 600 times on social media to communicate traffic disruptions and more than 300 times to provide road construction updates. It also posted 11 YouTube videos on various transportation topics, like the Transportation Master Plan and distracted driving.

Between January and September 2015, more than 7,000 people had visited the road construction schedule webpage, up from over 6,000 in 2014. With heavier traffic and more work on roads, social media posts and visits to webpages continue to grow.

## Partnering to make funding go further

Transportation Services looks constantly for partnership and collaboration opportunities to make the most of funding and operate more efficiently. Successful efforts in 2015 included:

- On behalf of all municipalities in the Greater Toronto and Hamilton Area, and with funding from the province, YRT/Viva set up and ran the Call One Call Centre for spectators requiring accessible transit services during the PanAm and ParapanAm Games.
- The cost of “locates” — locating buried infrastructure in the area before excavation — is rising with more construction activity. The department is working with Environmental Services to coordinate requests and reduce costs.
- The department also partnered with the Canadian Automobile Association and York Regional Police on the Safe Cycling Campaign, and with York Regional Police and Crime Stoppers on the “Pledge to Ignore” Distracted Driving Campaign.

In addition, the Roads and Traffic Operations branch operates a comprehensive Traffic Management Centre which includes an around-the-clock dispatch service that receives reports from the public, police and emergency services on such problems as collisions, potholes and damaged signs on Regional roads and sends crews to respond.

Increase in traffic on Regional roads is resulting in more collisions, with associated damage to Regional infrastructure. The department has policies and processes in place to recover the costs of this damage. In 2014, \$843,000 was recovered, representing 98% of costs. In 2015, the Region expects to recover \$1 million, representing a similar percentage of costs.

### **Looking ahead:**

The Regional road network is part of the complex integrated transportation system required to meet the needs of residents and support the Region's economic sustainability.

As a result of increasing traffic volumes, the Roads and Traffic Operations branch is developing a Congestion Management Strategy. The Congestion Management Strategy will coordinate current and future initiatives to plan for and accommodate growth in population and employment.

The strategy will look to ensure that the existing transportation network is available for use by all modes as much as possible. The goal is to maximize the efficiency of the existing network to manage congestion and improve transportation service. An important element of this is leveraging the capacity of each component of the network, so that road users have more travel options and transportation demand is more evenly distributed over all public roads.

The Roads and Traffic Operations branch is also seeing a significant increase in illegal roadside dumping as the costs and regulation of proper disposal increase. Cleaning up this refuse, which includes tires and building materials, is not included in the budget and puts upward pressure on costs.

## **Capital Planning and Delivery**

The Capital Planning and Delivery branch builds new infrastructure to add capacity and renews infrastructure through good asset management. The 2016 10-Year Roads Construction Portfolio has a total budget of \$1.5 billion.

The map on page 68 shows planned tender dates for capital growth projects over the next 10 years. The 10-year program is based on the Transportation Master Plan, which is discussed in more detail on page 62.

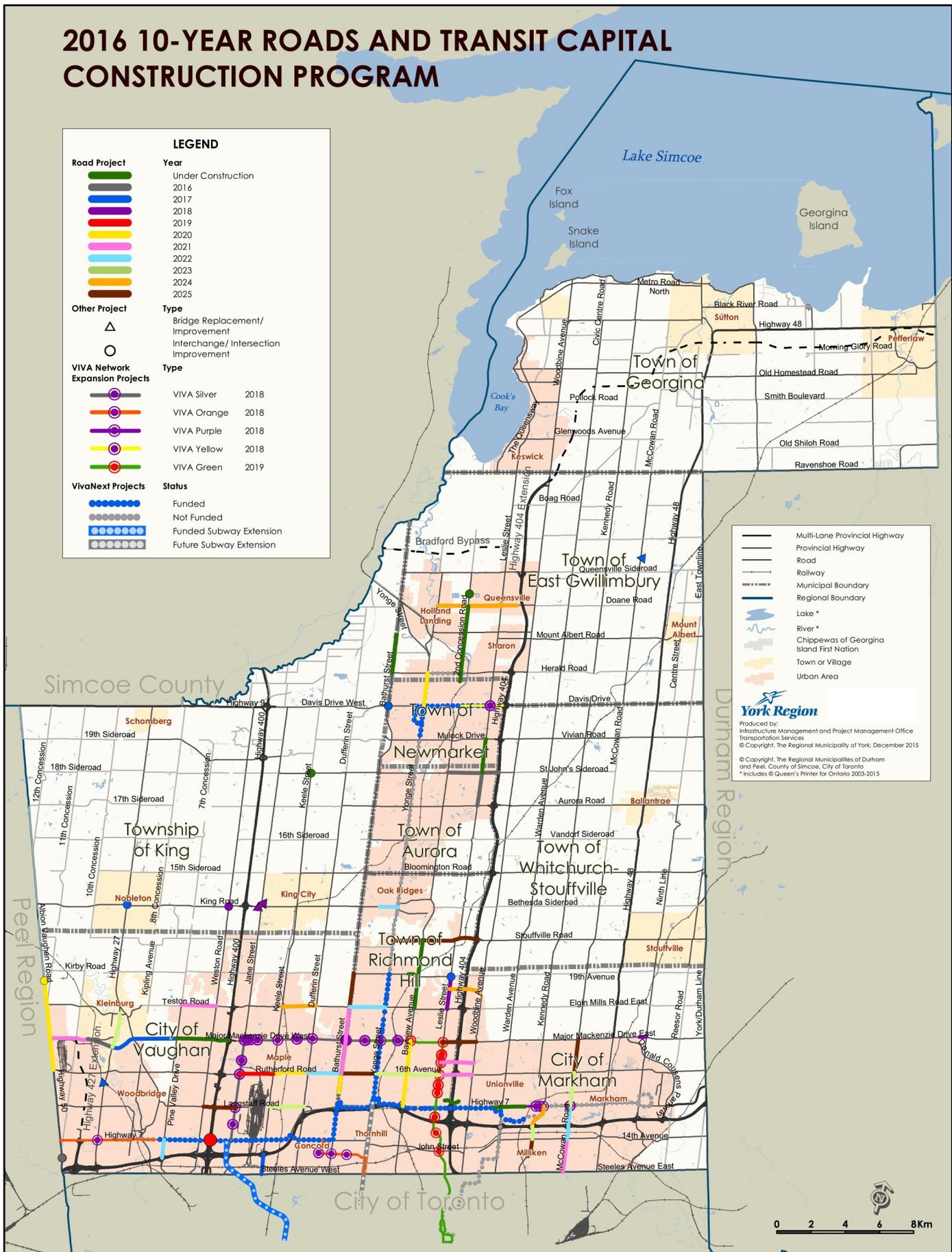
During the 2015-18 multi-year budget, the projected spending is \$625 million, an increase from \$456 million in the 2011-2014 term of Council. In the current term, \$525 million will be for growth-related projects to expand the road network, and \$100 million for renewal projects on existing road infrastructure.

Both growth and renewal investments bring an increased need to manage construction and related activities without causing major disruptions to road users.

# 2016 10-YEAR ROADS AND TRANSIT CAPITAL CONSTRUCTION PROGRAM

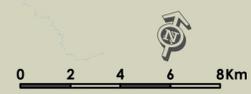
**LEGEND**

<b>Road Project</b>	<b>Year</b>
	Under Construction
	2016
	2017
	2018
	2019
	2020
	2021
	2022
	2023
	2024
	2025
<b>Other Project</b>	<b>Type</b>
	Bridge Replacement/Improvement
	Interchange/Intersection Improvement
<b>VIVA Network Expansion Projects</b>	<b>Type</b>
	VIVA Silver 2018
	VIVA Orange 2018
	VIVA Purple 2018
	VIVA Yellow 2018
	VIVA Green 2019
<b>VivaNext Projects</b>	<b>Status</b>
	Funded
	Not Funded
	Funded Subway Extension
	Future Subway Extension



	Multi-Lane Provincial Highway
	Provincial Highway
	Road
	Railway
	Municipal Boundary
	Regional Boundary
	Lake *
	River *
	Chippewas of Georgina Island First Nation
	Town or Village
	Urban Area

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 Transportation Services  
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## The Operating Budget 2016 to 2018

### Transportation Services Financial Summary

(in \$000s)	2015	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Budget	Approved	\$	Outlook	\$	Outlook	\$
Operating Expenditures	286,235	294,115	7,880	307,644	13,530	324,228	16,584
Contribution to Capital	40,285	41,285	1,000	38,285	(3,000)	38,285	-
Revenues	(108,386)	(114,276)	(5,890)	(122,095)	(7,820)	(132,272)	(10,177)
Allocations and Recoveries	(15,563)	(17,918)	(2,355)	(18,869)	(951)	(20,325)	(1,456)
<b>Net Budget</b>	<b>202,571</b>	<b>203,206</b>	<b>635</b>	<b>204,965</b>	<b>1,759</b>	<b>209,916</b>	<b>4,951</b>
<b>% Change</b>			<b>0.3%</b>		<b>0.9%</b>		<b>2.4%</b>
Outlook - Restated	202,571	204,129	1,558	205,888	1,759	210,839	4,951

### Transportation Services Incremental Changes to Budget

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	
<b>Restated Base</b>	310,957	202,571	317,482	203,206	327,060	204,965	
Base Adjustments	1,158	(1,627)	821	(920)	(295)	(2,113)	
Efficiencies & Program Reductions	-	-	(294)	(294)	(173)	(173)	
Legislated & Contractual	906	906	2,914	2,914	3,782	3,782	
Impact of Capital	495	(1,038)	3,357	(1,204)	8,533	1,733	
Growth & Service Enhancements	3,965	2,393	2,781	1,262	3,281	1,722	
<b>Total Budget</b>	<b>317,482</b>	<b>203,206</b>	<b>327,060</b>	<b>204,965</b>	<b>342,188</b>	<b>209,916</b>	
<b>Change from Prior Year</b>	<b>\$</b>	<b>6,525</b>	<b>635</b>	<b>9,579</b>	<b>1,759</b>	<b>15,128</b>	<b>4,951</b>
	<b>%</b>	<b>2.1%</b>	<b>0.3%</b>	<b>3.0%</b>	<b>0.9%</b>	<b>4.6%</b>	<b>2.4%</b>

### Transportation Services Staffing Summary

	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change
<b>Budget Base</b>	436.7		459.7		478.7	
New	22.0	5.0%	19.0	4.1%	17.0	3.6%
Conversions	1.0	0.2%	-		1.0	0.2%
Program Reductions	-		-		-	
<b>Total Full-Time Equivalents</b>	<b>459.7</b>	<b>5.3%</b>	<b>478.7</b>	<b>4.1%</b>	<b>496.7</b>	<b>3.8%</b>
Outlook - Restated	459.7	5.3%	478.7	4.1%	496.7	3.8%

## Transportation Services Budget by Program

(in \$000s)	2015 Approved		2016 Approved		% Change
	Gross	Net	Gross	Net	Net
<b>Transit - YRT/Viva</b>					
Conventional & BRT Operations	174,141	91,057	177,274	90,132	(1.0%)
Mobility Plus Operations	14,648	13,808	15,349	14,483	4.9%
	188,789	104,865	192,624	104,615	(0.2%)
<b>Roads &amp; Traffic</b>					
Roads Maintenance	94,841	71,840	97,218	72,560	1.0%
Traffic Management	6,852	5,781	7,381	6,310	9.2%
Capital Planning & Delivery	4,151	4,151	3,544	3,544	(14.6%)
Fleet Services	375	-	524	-	
	106,219	81,772	108,667	82,415	0.8%
<b>Business Management Support</b>	15,948	15,933	16,191	16,176	1.5%
<b>Transportation Services</b>	<b>310,957</b>	<b>202,571</b>	<b>317,482</b>	<b>203,206</b>	<b>0.3%</b>
<b>Outlook - Restated</b>	<b>310,957</b>	<b>202,571</b>	<b>317,888</b>	<b>204,129</b>	<b>0.8%</b>

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
<b>Transit - YRT/Viva</b>						
Conventional & BRT Operations	179,921	89,544	(0.7%)	184,273	90,336	0.9%
Mobility Plus Operations	16,311	15,384	6.2%	17,488	16,496	7.2%
	196,233	104,928	0.3%	201,762	106,832	1.8%
<b>Roads &amp; Traffic</b>						
Roads Maintenance	100,993	71,812	(1.0%)	109,323	73,605	2.5%
Traffic Management	7,582	6,511	3.2%	7,674	6,604	1.4%
Capital Planning & Delivery	3,382	3,382	(4.6%)	3,437	3,437	1.6%
Fleet Services	524	-		524	-	
	112,481	81,706	(0.9%)	120,957	83,646	2.4%
<b>Business Management Support</b>	18,346	18,331	13.3%	19,469	19,439	6.0%
<b>Transportation Services</b>	<b>327,060</b>	<b>204,965</b>	<b>0.9%</b>	<b>342,188</b>	<b>209,916</b>	<b>2.4%</b>
<b>Outlook - Restated</b>	<b>327,998</b>	<b>205,888</b>	<b>0.9%</b>	<b>338,644</b>	<b>210,839</b>	<b>2.4%</b>

Note: Numbers may not add due to rounding.

## Transit—YRT/Viva Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>188,789</b>	<b>104,865</b>	<b>192,624</b>	<b>104,615</b>	<b>196,233</b>	<b>104,928</b>
<b>Base</b>						
<b>Compensation and Inflation</b>	352	352	432	432	392	392
<b>Legislated Program Requirements</b>	-	-	-	-	-	-
<b>Contractual Commitments and Rate Adjustments</b>	195	195	2,914	2,914	3,782	3,782
<b>Facility Operational Needs</b>	-	-	-	-	-	-
<b>Contributions to Non-Capital Reserves</b>	-	-	-	-	-	-
<b>Direct Charges, Allocations and Recoveries</b>	310	310	(733)	(733)	(1,820)	(1,820)
<b>Revenues</b>						
Provincial/Federal Funding	-	(923)	-	-	-	-
Transit Fare Revenue	-	(1,173)	-	(1,741)	-	(1,803)
Other Revenues	-	(540)	-	-	-	-
<b>Program Reductions and Efficiencies</b>	-	-	-	-	-	-
	<b>858</b>	<b>(1,778)</b>	<b>2,613</b>	<b>873</b>	<b>2,354</b>	<b>551</b>
<b>Impact of Capital</b>						
<b>Contributions to Capital Reserves</b>	-	-	-	-	-	-
<b>Net Debenture Financing of Capital Projects</b>	(974)	(964)	(481)	(518)	(103)	(367)
<b>Operating Impact of New Capital</b>	253	253	203	203	267	267
<b>VivaNext Impact on Operating</b>	459	459	601	601	491	491
	<b>(261)</b>	<b>(252)</b>	<b>324</b>	<b>286</b>	<b>655</b>	<b>391</b>
<b>Growth and Service Enhancements</b>						
<b>Maintaining Existing Service Levels</b>	3,237	1,780	672	(846)	2,520	962
<b>Enhancing Service Levels</b>	-	-	-	-	-	-
	<b>3,237</b>	<b>1,780</b>	<b>672</b>	<b>(846)</b>	<b>2,520</b>	<b>962</b>
<b>Total Budget</b>	<b>192,624</b>	<b>104,615</b>	<b>196,233</b>	<b>104,928</b>	<b>201,762</b>	<b>106,832</b>
<b>Change from Prior Year</b>	\$ <b>3,835</b>	<b>(250)</b>	<b>3,609</b>	<b>313</b>	<b>5,529</b>	<b>1,904</b>
	% <b>2.0%</b>	<b>(0.2%)</b>	<b>1.9%</b>	<b>0.3%</b>	<b>2.8%</b>	<b>1.8%</b>

## Transit—YRT/Viva Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	138.2	145.2	149.2
New	7.0	4.0	4.0
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>145.2</b>	<b>149.2</b>	<b>153.2</b>

## Roads & Traffic Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>106,219</b>	<b>81,772</b>	<b>108,667</b>	<b>82,415</b>	<b>112,481</b>	<b>81,706</b>
<b>Base</b>						
Compensation and Inflation	801	801	273	273	1,046	1,046
Legislated Program Requirements	711	711	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(182)	(331)	231	231	(23)	(23)
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	-	-	(294)	(294)	(173)	(173)
	<b>1,330</b>	<b>1,181</b>	<b>211</b>	<b>211</b>	<b>850</b>	<b>850</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	1,569	1,569	(2,913)	(2,913)	107	107
Net Debenture Financing of Capital Projects	(2,010)	(3,552)	3,574	(949)	5,656	(879)
Operating Impact of New Capital	132	132	371	371	510	510
VivaNext Impact on Operating	699	699	663	663	591	591
	<b>389</b>	<b>(1,153)</b>	<b>1,695</b>	<b>(2,829)</b>	<b>6,865</b>	<b>329</b>
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	728	614	909	909	761	760
Enhancing Service Levels	-	-	1,000	1,000	-	-
	<b>728</b>	<b>614</b>	<b>1,909</b>	<b>1,909</b>	<b>761</b>	<b>760</b>
<b>Total Budget</b>	<b>108,667</b>	<b>82,415</b>	<b>112,481</b>	<b>81,706</b>	<b>120,957</b>	<b>83,646</b>
<b>Change from Prior Year</b>	\$ <b>2,448</b>	<b>643</b>	<b>3,814</b>	<b>(709)</b>	<b>8,476</b>	<b>1,940</b>
	% <b>2.3%</b>	<b>0.8%</b>	<b>3.5%</b>	<b>(0.9%)</b>	<b>7.5%</b>	<b>2.4%</b>

## Roads & Traffic Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	228.5	243.5	256.5
New	15.0	13.0	12.0
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>243.5</b>	<b>256.5</b>	<b>268.5</b>

## Business Management Support Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>15,948</b>	<b>15,933</b>	<b>16,191</b>	<b>16,176</b>	<b>18,346</b>	<b>18,331</b>
<b>Base</b>						
Compensation and Inflation	39	39	183	183	196	196
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(164)	(164)	434	434	(86)	(101)
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-	-	-
	<b>(125)</b>	<b>(125)</b>	<b>617</b>	<b>617</b>	<b>110</b>	<b>95</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	210	210	1,123	1,123	749	749
VivaNext Impact on Operating	158	158	216	216	264	264
	<b>368</b>	<b>368</b>	<b>1,339</b>	<b>1,339</b>	<b>1,013</b>	<b>1,013</b>
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	-	-	199	199	-	-
Enhancing Service Levels	-	-	-	-	-	-
	-	-	<b>199</b>	<b>199</b>	-	-
<b>Total Budget</b>	<b>16,191</b>	<b>16,176</b>	<b>18,346</b>	<b>18,331</b>	<b>19,469</b>	<b>19,439</b>
<b>Change from Prior Year</b>	\$ <b>243</b>	<b>243</b>	<b>2,155</b>	<b>2,155</b>	<b>1,123</b>	<b>1,108</b>
	% <b>1.5%</b>	<b>1.5%</b>	<b>13.3%</b>	<b>13.3%</b>	<b>6.1%</b>	<b>6.0%</b>

## Business Management Support Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	70.0	71.0	73.0
New	-	2.0	1.0
Conversions	1.0	-	1.0
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>71.0</b>	<b>73.0</b>	<b>75.0</b>

# The Capital Budget 2016 to 2025

## Transportation Services 2016 Capital Spending Authority and Funding

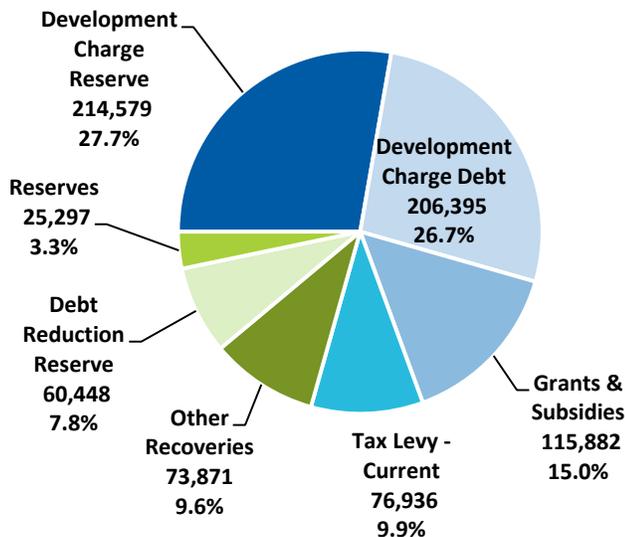
(in \$000s)	2016	2017	2018	2019	2020	2021	2022-2025	Total CSA
<b>2016 Capital Spending Authority</b>								
York Region Transit								
Rehabilitation & Replacement	11,564	8,400	-	-	-	-	-	19,964
Growth	33,843	62,289	11,662	6,401	3,000	33,000	33,000	183,195
Roads								
Rehabilitation & Replacement	27,185	18,930	100	200	-	-	-	46,415
Growth	140,824	155,646	104,154	51,924	17,209	42,669	11,408	523,834
<b>Total Capital Spending Authority</b>	<b>213,416</b>	<b>245,265</b>	<b>115,916</b>	<b>58,525</b>	<b>20,209</b>	<b>75,669</b>	<b>44,408</b>	<b>773,408</b>
<b>Financing Sources for 2016 Capital Spending Authority</b>								
Current Tax Levy - Reserves	41,285	19,596	7,891	3,337	599	3,706	522	76,936
Debt Reduction Reserve	8,092	26,283	6,506	12,840	6,727	-	-	60,448
Reserves	8,845	16,352	100	-	-	-	-	25,297
Debenture*	88,371	118,024	-	-	-	-	-	206,395
Development Charges	30,003	17,158	70,076	35,661	10,486	39,921	11,274	214,579
Grants and Subsidies	22,803	25,666	11,028	1,254	2,397	26,367	26,367	115,882
Other Recoveries	14,017	22,186	20,315	5,433	-	5,675	6,245	73,871
<b>Total Financing Sources</b>	<b>213,416</b>	<b>245,265</b>	<b>115,916</b>	<b>58,525</b>	<b>20,209</b>	<b>75,669</b>	<b>44,408</b>	<b>773,408</b>
<b>*Debt Repayment Sources</b>								
Development Charges	88,371	118,024	-	-	-	-	-	206,395
<b>Total Debt Repayment Sources</b>	<b>88,371</b>	<b>118,024</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>206,395</b>

Capital reports including the details by project are included in the Appendix starting on page 239.

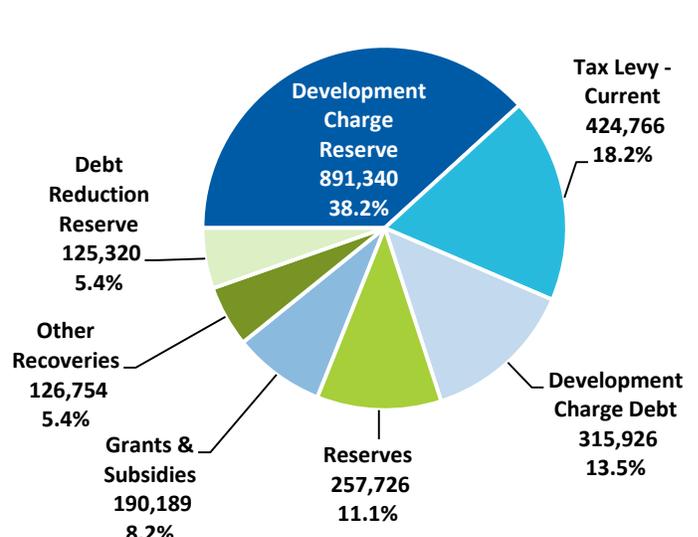
## Transportation Services Capital Financing

(in \$000s)

**Capital Spending Authority  
(\$ 773 Million)**

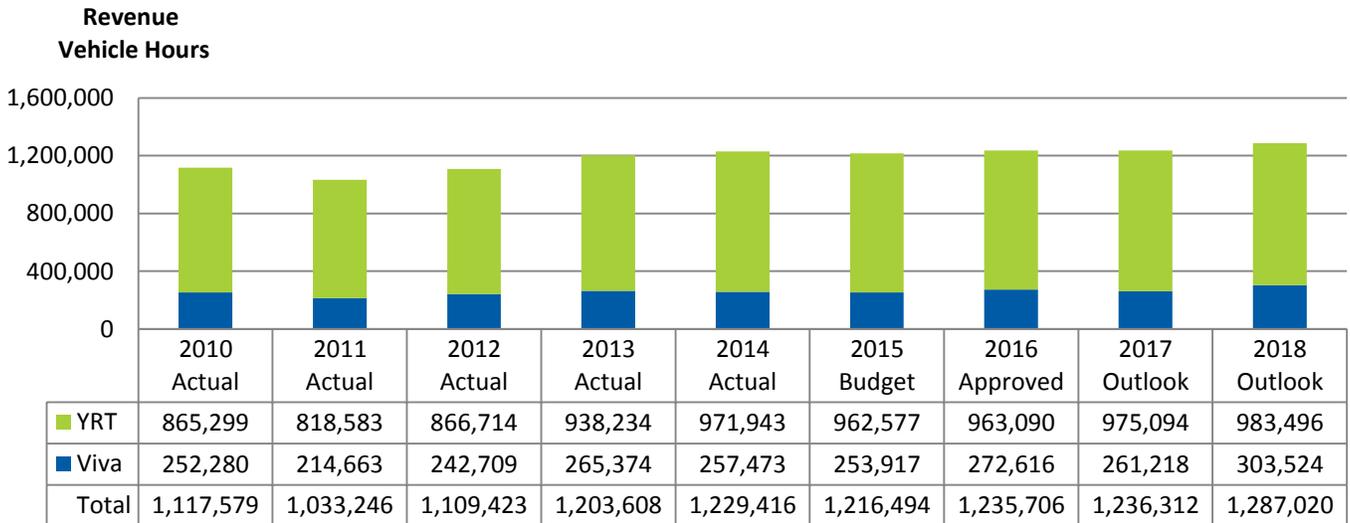


**10-Year Plan  
(\$ 2,332 Million)**



## Transportation Services Metrics

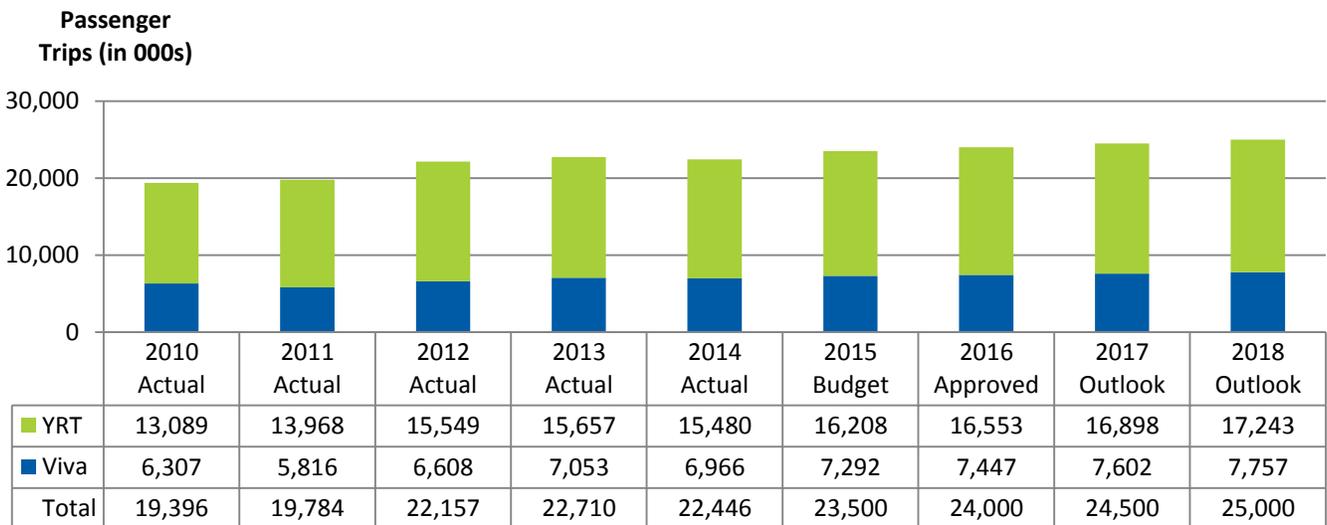
### Expanded transit will increase vehicle service hours



Note: Does not include vehicle hours for charters, deadheading, training, road tests or maintenance.

From 2016 to 2018, the new Viva Yellow service, Viva Network Expansion Plan, rapidway rollout and Spadina subway extension are expected to result in an increase of approximately 70,000 revenue vehicle-hours, and Viva buses will account for an increasing share of service time.

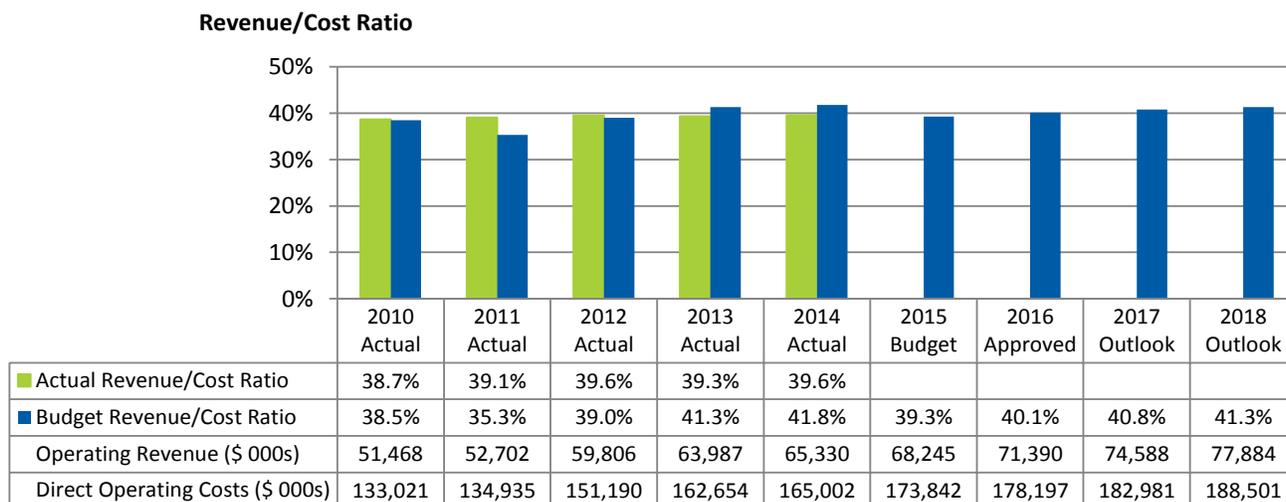
### Ridership expected to grow by roughly 2% a year



Note: Riding one way from origin to final destination counts as one regular service passenger trip, even if the trip involves transfers.

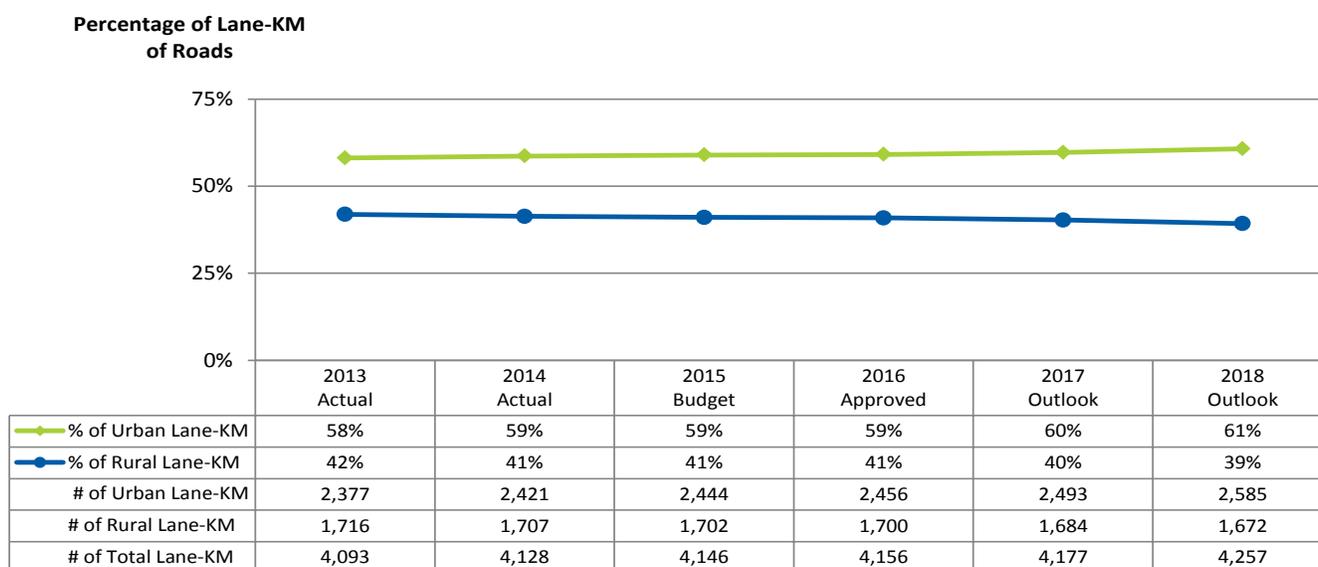
After below-projection results in 2014 owing mainly to severe winter weather and the VivaNext construction, ridership is targeted to reach 24 million in 2016 and grow by about 2% a year from 2017 to 2018, roughly keeping pace with population growth.

## Revenues are expected to remain in line with costs



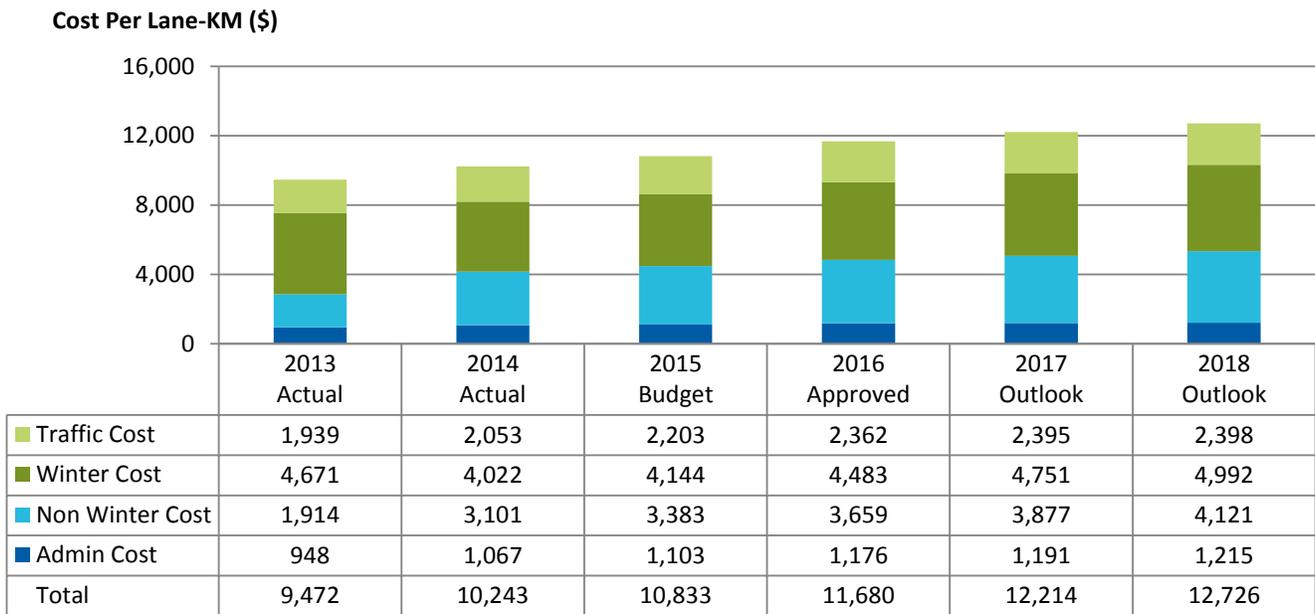
Ridership is expected to rise over the next three years as a result of population growth and transit network expansion, despite the continuing service impacts of rapidway construction. This should provide a modest improvement in the ratio of revenues to costs.

## York Region continues to convert rural roads into urban roads



Between 2015 and 2018, the number of lane kilometres maintained by the department is expected to grow by 111. This includes the urbanization of existing rural roads, reflecting York Region's growing urban population, and the upload of lane kilometers from area municipalities.

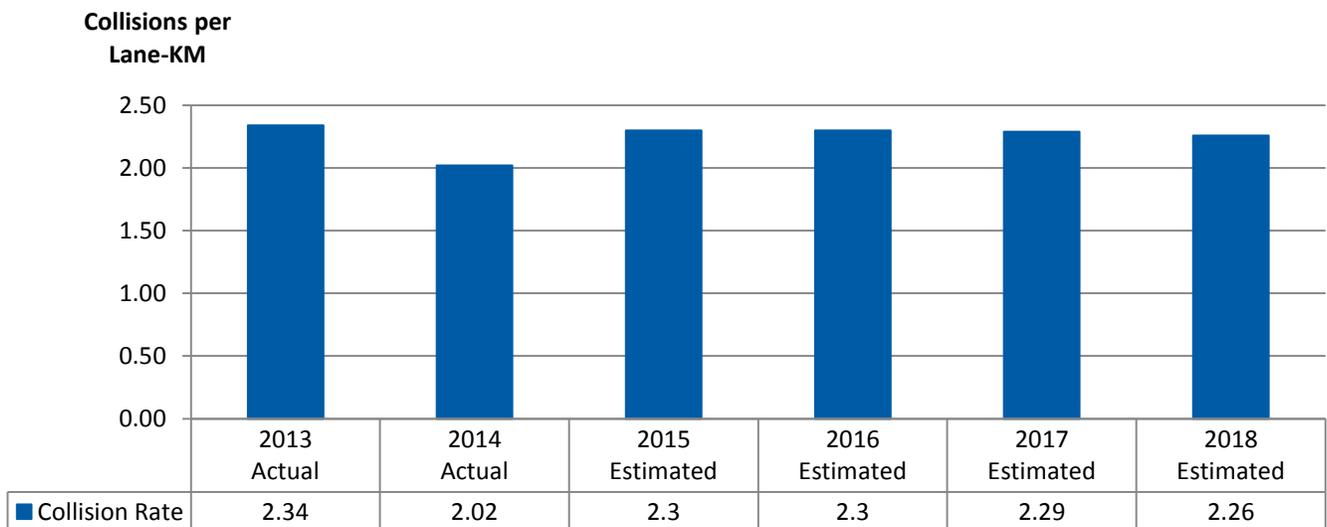
## Rapidways and more urban roads are increasing maintenance costs



Note: Totals may not add due to rounding.

Rapidways and urban roads are more costly to maintain. Snow on rapidways, for example, must be removed. The rising share of urban roads, with higher upkeep and traffic signal needs, is also pushing costs up.

## Traffic safety strategy expected to mitigate collision rates



Working with York Regional Police, the department has developed a traffic safety strategy that is expected to help decrease the collision rate from 2016 to 2018, despite the expected growth in population.

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# YORK REGION RAPID TRANSIT CORPORATION

York Region Rapid Transit Corporation, a wholly-owned subsidiary of York Region, is responsible for the planning, design and building of the rapid transit network and related infrastructure in the Region. Its mandate also includes pursuit of joint development opportunities and strategic oversight of Viva operations to deliver on transit priorities in the Transportation master plan.

It is governed by a board of directors appointed by Regional Council. The current board is chaired by the Mayor of Markham; the other members are the Region's Chairman, the Mayors of Vaughan, Richmond Hill and Newmarket, and Regional Councillors from Markham and Richmond Hill.

## Building York Region's rapid transit network

The corporation's current major projects are the building and commissioning of 34.6 kilometres of rapidways (dedicated median bus lanes), and related facilities and terminals along major Regional corridors. The rapidways link York Region's Viva buses to urban centres and key transit connection points. These will include the Toronto-York Spadina Subway Extension, which will end at the Vaughan Metropolitan Centre when completed.

The rapidways carry the Region's Viva high-capacity bus fleet, which is the responsibility of Transportation Services, as discussed in the preceding section.

The corporation's projects are being built for current and future needs and modes of transit, to support increasing urbanization that will need a strong, multi-modal transit system mapped to the Region's centres and corridors. By providing people a seamless, fast option for commuting, the transit system will be key in attracting more businesses to the Region.

With the Highway 7 East / Markham and Richmond Hill portion of the rapidway network fully in service as of January 2015, key sections have already seen a growth of 10% in ridership and time savings of up to 35% compared to the previous commute.

### Major initiatives planned or underway:

Completing the bus rapidways, which are fully funded by Metrolinx:

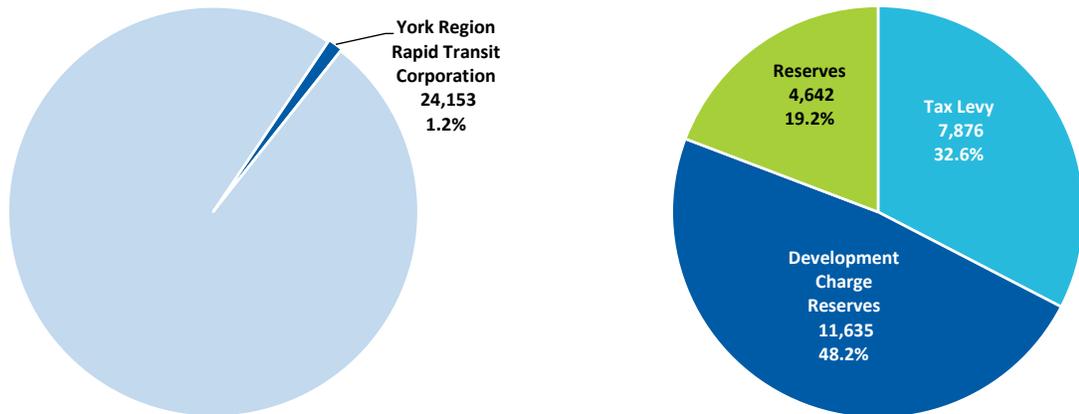
- 2.6 kilometres on Davis Drive by December 2015
- 3.6 kilometres on Highway 7 West by October 2016
- 8.9 kilometres on Yonge Street by December 2018
- Remainder of Highway 7 West (12.6 kilometres) by November 2019

Completing the rapidways includes infrastructure work like storm sewers, watermains, utility upgrades, bike boxes and bike lanes for the municipalities in which they are located and third parties such as utility companies and developers. The Region's remaining share of these costs is \$58.7 million.

- Targeting to start construction of an 11-bay bus terminal in Markham in 2016 and a new terminal at the Vaughan Metropolitan Centre to open at the same time as the subway extension
- Coordinating with the TTC on the Spadina subway extension, with three stations in the Region (407, Pioneer Village and Vaughan Metropolitan Centre) and a target completion date of December 2017
- Supporting a proposal to extend the Yonge subway line north from the existing Finch Station to the Richmond Hill Centre Terminal and to build an underground train storage facility, on which conceptual study and project assessment have been done, with design and engineering to follow

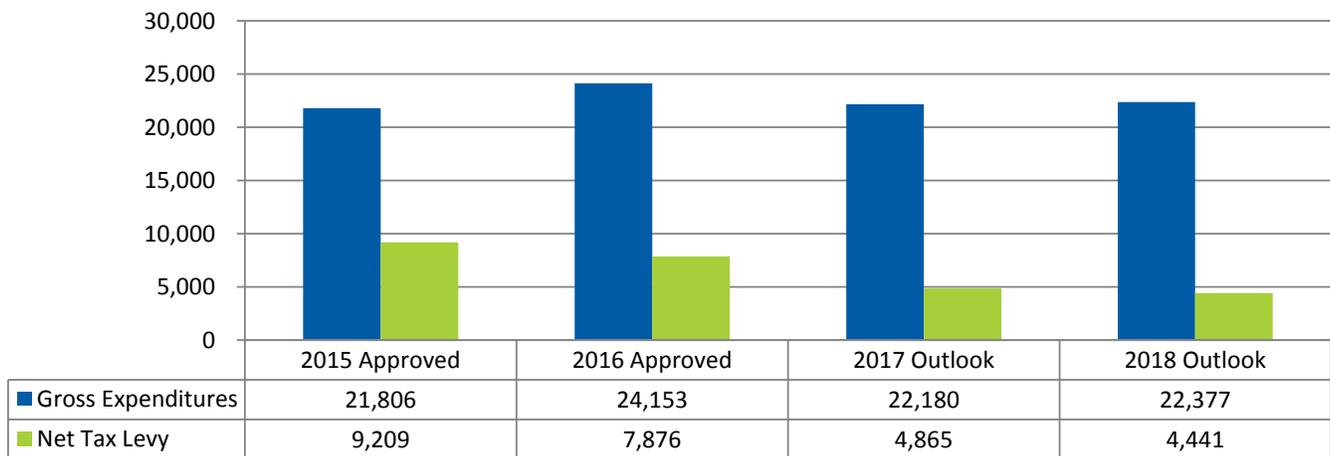
## 2016 operating budget share of total spending

(in \$000s)



## 4-year operating budget spending

(in \$000s)



## 10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



The expertise of York Region Rapid Transit lies in project management – design and engineering, procurement and financial management, and community relations. It contracts with engineering and construction firms to develop final designs and carry out construction. Because of the need to acquire land for the rapidways, it also looks into joint land development opportunities with all levels of government and the private sector. Finally, York Region Rapid Transit continues to work closely with York Region Transit on marketing and branding Viva.

The current funded capital program for rapid transit infrastructure in York Region is \$3.2 billion, of which \$1.8 billion is for 34.6 kilometres of rapidways and is fully funded by the province. The \$1.4 billion balance is cost-shared among the provincial and federal governments and York Region, with the Region responsible for roughly \$602.4 million in funding, mainly for the Toronto-York Spadina Subway Extension and related facilities and terminals.

Because of the multiple interests involved, the project delivery, ownership and maintenance arrangements for these new public transit assets are complex:

- York Region Rapid Transit is building the rapidways as the project manager for Metrolinx. On completion, asset ownership will be transferred to Metrolinx and York Region will become responsible for maintaining and operating the assets.
- In collaboration with the TTC, which is responsible for project management and construction of the Toronto-York Spadina Subway Extension, York Region Rapid Transit is providing oversight and support for construction of three subway stations in York Region. On project completion, the TTC will operate the subway.
- Upon completion of the facilities and terminals, including Park ‘n’ Ride facilities, that York Region Rapid Transit is currently building, York Region will own, operate and maintain them.

The balance of this section focuses on the main streams of the current capital program, as well as a look ahead to future projects.

## Current initiatives

### Bus rapidways and stations

Rapidways are in service or under construction along 34.6 kilometres of York Region’s major corridors. Segments are being built in order of priority based on their contribution to addressing traffic congestion and creating a seamless regional transit network.

As more of the current rapidway projects are completed, riders are increasingly able to connect easily from the Viva rapid transit system to the TTC subway and light rapid transit routes. Viva will also provide direct connections to the GO bus/train system and the GO transitway proposed for Highway 407.

### Facilities and terminals

The box on page 63 provides details on the new Operations, Maintenance and Storage Facility that opened in 2015. Two new bus terminals are also planned, one at Markham’s Cornell Centre district

and the other at the Vaughan Metropolitan Centre to provide a link to the extended Spadina subway. To support growth of ridership on the rapidways, five Park 'n' Ride facilities are also planned.

### **Toronto-York Spadina Subway extension**

This project, currently under construction, will add 8.6 kilometres and six subway stations to the north end of the TTC Spadina subway line, starting from the existing Downsview Station. Originally anticipated to be in service by December 2015, the extension is slated to be in service by December 2017.

Three of the new stations – Pioneer Village, 407 and Vaughan Metropolitan Centre – will be in York Region. While the TTC has responsibility for construction of the line itself, York Region Rapid Transit is collaborating on the building of the stations and related above-ground infrastructure.

## **New initiatives**

The following represent important aspects of a comprehensive transit network in York Region for which funding from other levels of government is not currently committed. Page 43 of the Capital Plan section discusses these and other transit needs.

### **Yonge North Subway extension**

In June 2015, York Region Rapid Transit, Metrolinx and other partners presented findings from the Metrolinx Yonge Relief Network Study, a regional approach to address crowding on the Yonge subway line, to the Metrolinx board of directors.

The study recognized the importance of the Yonge North Subway Extension to the regional transit network. This initiative would extend the Yonge subway line from Finch Station to the Richmond Hill Centre Terminal, near Yonge Street and Highway 7 in York Region.

The board directed Metrolinx staff to work with its partners to continue advancing the Yonge North Subway Extension project to the preliminary design and engineering stage. York Region Rapid Transit continues to work with Metrolinx on moving the project forward.

### **Future bus rapid transit investments**

York Region's Transportation Master Plan includes rapidway projects in addition to the 34.6 kilometres already in operation or under construction. The corporation continues to work with senior levels of government to advance these bus rapid transit projects, which include:

- Yonge Street from 19th Ave. to Mulock Drive and from Davis Drive to Green Lane
- Green Lane from Yonge Street to East Gwillimbury GO station
- Highway 7 West from Helen Street to Highway 50
- Highway 7 East from Unionville GO station to Cornell Terminal.

# 10 Year Capital Asset Map



## The Operating Budget 2016 to 2018

### York Region Rapid Transit Corporation Financial Summary

(in \$000s)	2015	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Budget	Approved	\$	Outlook	\$	Outlook	\$
Operating Expenditures	31,658	35,087	3,429	33,025	(2,062)	33,529	503
Contribution to Capital	-	-	-	-	-	-	-
Revenues	(12,597)	(16,277)	(3,680)	(17,316)	(1,038)	(17,935)	(620)
Allocations and Recoveries	(9,852)	(10,934)	(1,082)	(10,845)	89	(11,152)	(307)
<b>Net Budget</b>	<b>9,209</b>	<b>7,876</b>	<b>(1,333)</b>	<b>4,865</b>	<b>(3,011)</b>	<b>4,441</b>	<b>(423)</b>
<b>% Change</b>			<b>(14.5%)</b>		<b>(38.2%)</b>		<b>(8.7%)</b>
Outlook - Restated	9,209	7,884	(1,326)	4,892	(2,992)	4,441	(450)

### York Region Rapid Transit Corporation Incremental Changes to Budget

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	
<b>Restated Base</b>	21,806	9,209	24,153	7,876	22,180	4,865	
Base Adjustments	335	335	217	217	211	211	
Efficiencies & Program Reductions	-	-	-	-	-	-	
Legislated & Contractual	-	-	-	-	-	-	
Impact of Capital	2,179	(1,501)	(1,917)	(2,956)	295	(325)	
Growth & Service Enhancements	(167)	(167)	(273)	(273)	(309)	(309)	
<b>Total Budget</b>	<b>24,153</b>	<b>7,876</b>	<b>22,180</b>	<b>4,865</b>	<b>22,377</b>	<b>4,441</b>	
<b>Change from Prior Year</b>	<b>\$</b>	<b>2,347</b>	<b>(1,333)</b>	<b>(1,973)</b>	<b>(3,011)</b>	<b>196</b>	<b>(423)</b>
	<b>%</b>	<b>10.8%</b>	<b>(14.5%)</b>	<b>(8.2%)</b>	<b>(38.2%)</b>	<b>0.9%</b>	<b>(8.7%)</b>

### York Region Rapid Transit Corporation Staffing Summary

	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change
<b>Budget Base</b>	48.0		48.0		48.0	
New	-		-		-	
Conversions	-		-		-	
Program Reductions	-		-		-	
<b>Total Full-Time Equivalents</b>	<b>48.0</b>	<b>-</b>	<b>48.0</b>	<b>-</b>	<b>48.0</b>	<b>-</b>
Outlook - Restated	43.0	(10.4%)	39.0	(9.3%)	38.0	(2.6%)

## York Region Rapid Transit Corporation Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	
<b>Budget Base</b>	<b>21,806</b>	<b>9,209</b>	<b>24,153</b>	<b>7,876</b>	<b>22,180</b>	<b>4,865</b>	
<b>Base</b>							
Compensation and Inflation	330	330	212	212	210	210	
Legislated Program Requirements	-	-	-	-	-	-	
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-	
Facility Operational Needs	-	-	-	-	-	-	
Contributions to Non-Capital Reserves	-	-	-	-	-	-	
Direct Charges, Allocations and Recoveries	5	5	5	5	1	1	
Revenues	-	-	-	-	-	-	
Program Reductions and Efficiencies	-	-	-	-	-	-	
	<b>335</b>	<b>335</b>	<b>217</b>	<b>217</b>	<b>211</b>	<b>211</b>	
<b>Impact of Capital</b>							
Contributions to Capital Reserves	-	-	-	-	-	-	
Net Debenture Financing of Capital Projects	2,179	(1,501)	(1,917)	(2,956)	295	(325)	
Operating Impact of New Capital	-	-	-	-	-	-	
	<b>2,179</b>	<b>(1,501)</b>	<b>(1,917)</b>	<b>(2,956)</b>	<b>295</b>	<b>(325)</b>	
<b>Growth and Service Enhancements</b>							
Maintaining Existing Service Levels	(167)	(167)	(273)	(273)	(309)	(309)	
Enhancing Service Levels	-	-	-	-	-	-	
	<b>(167)</b>	<b>(167)</b>	<b>(273)</b>	<b>(273)</b>	<b>(309)</b>	<b>(309)</b>	
<b>Total Budget</b>	<b>24,153</b>	<b>7,876</b>	<b>22,180</b>	<b>4,865</b>	<b>22,377</b>	<b>4,441</b>	
<b>Change from Prior Year</b>	\$	<b>2,347</b>	<b>(1,333)</b>	<b>(1,973)</b>	<b>(3,011)</b>	<b>197</b>	<b>(424)</b>
	%	<b>10.8%</b>	<b>(14.5%)</b>	<b>(8.2%)</b>	<b>(38.2%)</b>	<b>0.9%</b>	<b>(8.7%)</b>

## The Capital Budget 2016 to 2025

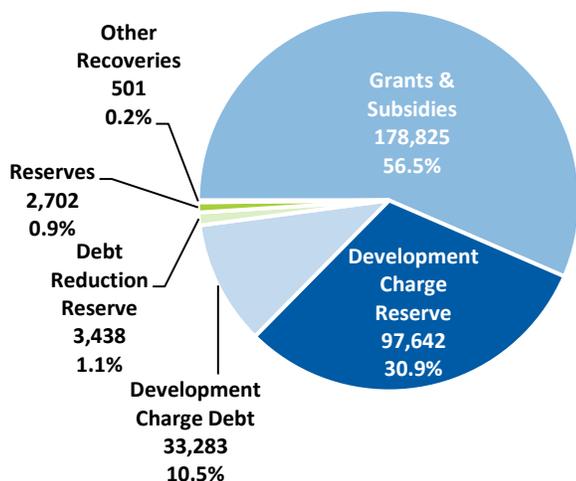
### York Region Rapid Transit Corporation 2016 Capital Spending Authority and Funding

(in \$000s)	2016	2017	2018	2019	2020	2021	2022-2025	Total CSA
<b>2016 Capital Spending Authority</b>	<b>165,105</b>	<b>98,636</b>	<b>45,836</b>	<b>3,126</b>	<b>2,549</b>	<b>1,139</b>	-	<b>316,391</b>
<b>Financing Sources for 2016 Capital Spending Authority</b>								
Debt Reduction Reserve	-	3,438	-	-	-	-	-	3,438
Reserves	(2,247)	2,306	2,625	16	1	1	-	2,702
Debenture*	22,468	10,815	-	-	-	-	-	33,283
Development Charges	28,890	41,861	26,727	146	9	9	-	97,642
Grants and Subsidies	115,994	40,215	15,984	2,964	2,539	1,129	-	178,825
Other Recoveries	-	1	500	-	-	-	-	501
<b>Total Financing Sources</b>	<b>165,105</b>	<b>98,636</b>	<b>45,836</b>	<b>3,126</b>	<b>2,549</b>	<b>1,139</b>	-	<b>316,391</b>
<b>*Debt Repayment Sources</b>								
Development Charges	22,468	10,815	-	-	-	-	-	33,283
<b>Total Debt Repayment Sources</b>	<b>22,468</b>	<b>10,815</b>	-	-	-	-	-	<b>33,283</b>

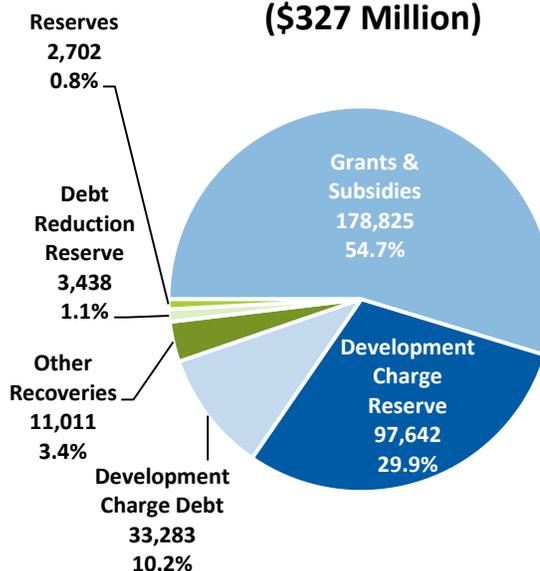
Capital reports including the details by project are included in the Appendix starting on page 279.

### 2016 York Region Rapid Transit Corporation Capital Financing

#### (in \$000s) Capital Spending Authority (\$316 Million)



#### 10-Year Plan (\$327 Million)



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# ENVIRONMENTAL SERVICES

Environmental Services is responsible for drinking water, wastewater and waste management services, green infrastructure including street trees and regional forests, and the Region's enterprise-wide energy management.

Using outreach and education, it works to promote environmentally sustainable behaviour. To support innovation, it partners with academic and industry researchers.

- **Water and Wastewater**
- **Waste Management**
- **Natural Heritage and Forestry**
- **Energy Management**

## Budget reflects growth, condition of assets and regulation

Environmental Services accounts for \$540.5 million, or 27.2%, of the Region's gross operating budget. The tax levy, however, supports less than 10% of this amount. Costs of delivering water and wastewater services, the department's largest program, are paid by users through rates and development charges.

The Region recently introduced a new water and wastewater rate structure intended to meet the critical goal of recovering all user-related costs through revenues. This is discussed in detail starting on page 49.

The 2015-18 budget presented in February 2015 focused on operational excellence, meeting growth needs and planning properly as existing assets age and need to be replaced. Many of the department's achievements in 2015 reflect those areas of focus. They include:

- Investing more than \$250 million in growth capital, including work on the Southeast Collector sewer and Duffin Creek Water Pollution Control Plant
- Spending more than \$35 million rehabilitating and replacing older assets to improve long-term asset management
- Expanding and upgrading the Keswick Water Resource Recovery Facility, including adding advanced membrane treatment technology, for which the Region received the 2014 Ontario Public Works Association Project of the Year Award

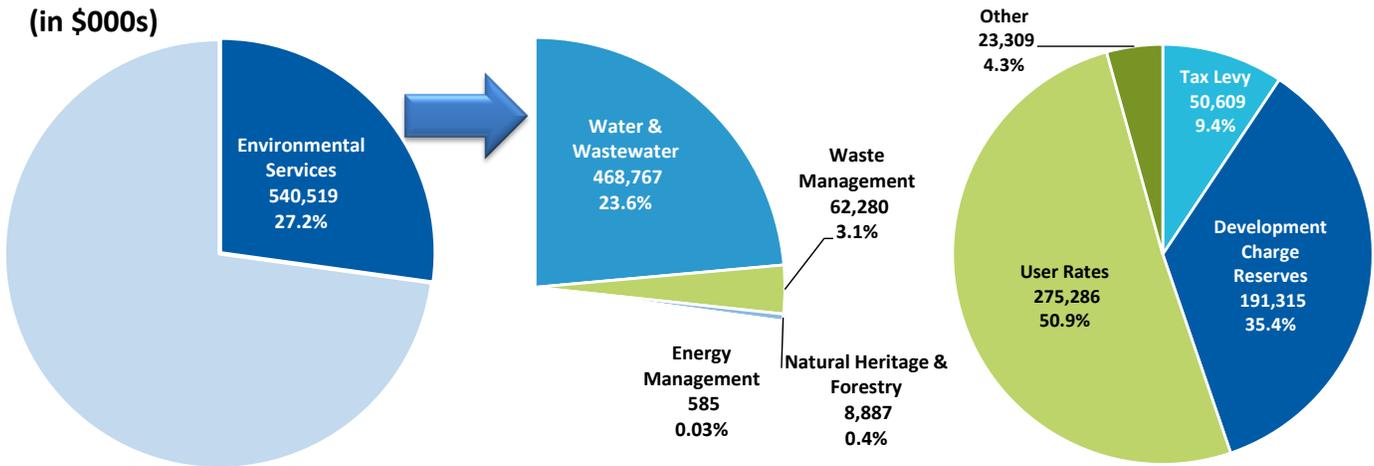
(continued on page 92)

### Major initiatives planned and underway:

- Acting on Council approval of a new rate structure that will ensure water and wastewater rates fully recover all related costs in 2021 and will allow for \$1,030 million in renewal and replacement spending in the current 10-year capital plan, and communicating the benefits to residents and area municipalities (for full details, please see the section starting on page 49)
- Moving forward on the growth-related Upper York Sewage Servicing project, with \$531 million in spending for conveyance and advanced membrane treatment in the current 10-year capital plan
- Opening the Durham York Energy Centre, co-owned with Durham Region, to divert 30,000 tonnes of post-recycling garbage from landfill
- Adding 10,000 new street trees, including replacing 4,000 ash trees removed due to the emerald ash borer, at a total cost of \$6.5 million
- Updating the York Region Energy Conservation and Demand Management Plan to reduce greenhouse gas emissions generated by Regional operations

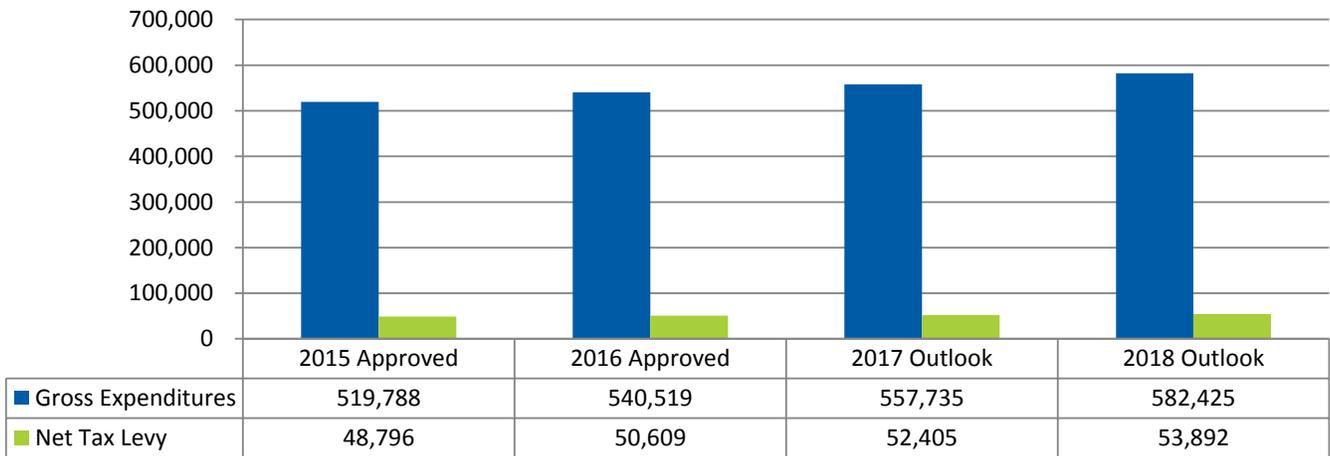
## 2016 operating budget share of total spending and how it's funded

(in \$000s)



## 4-year operating budget spending

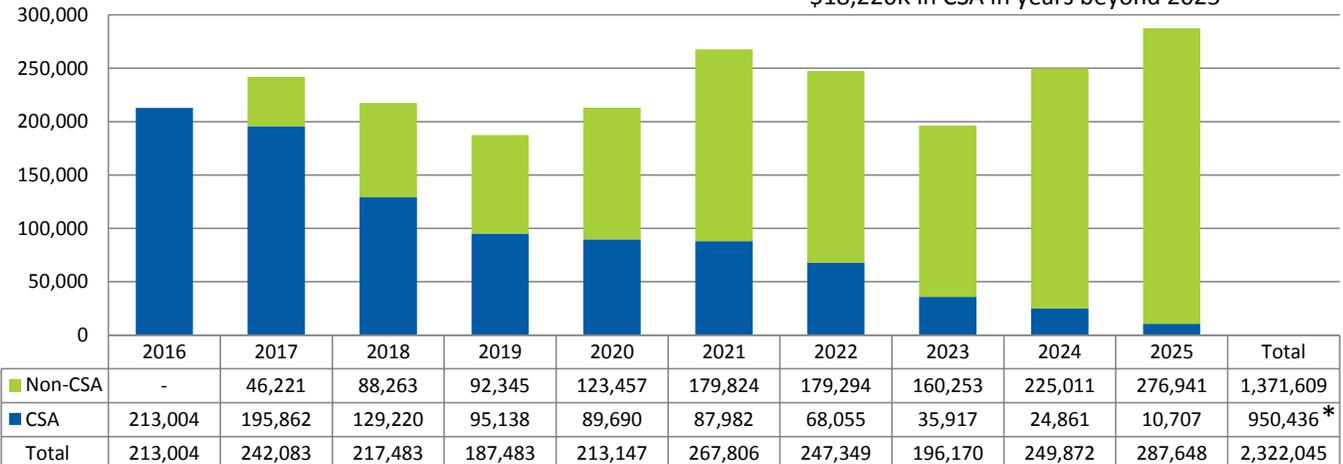
(in \$000s)



## 10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)

\* Environmental Services also has an additional \$18,226K in CSA in years beyond 2025



## Reaching out to the Region

All branches in Environmental Services regularly reach out to residents and businesses in York Region. Here are some activities and outcomes from 2015:

- Environmental Promotion and Education staff attended 66 public events, engaging roughly 9,000 residents
- More than 1,200 residents registered for Greener Home and Garden seminars
- Over 5,200 York Region students learned about water conservation at the York Children's Water Festival
- Natural Heritage and Forestry engaged 16,750 residents at 99 events
- More than 1,400 students took part in a Nature's Classroom program, Envirothon competition or Tree Bee program
- Operations, Maintenance and Monitoring offered residents tours at state-of-the-art plants in Georgina and Keswick
- Solid Waste Management updated the Bindicator tool, which explains where to dispose of unwanted items
- Campaigns were also developed for blue box, green bin, community environmental centres, yard waste and composting
- Infrastructure Asset Management offered free water consultation audits and efficiency incentives to large water users, with seven businesses taking part by October

Environmental Services also held regular public information sessions to get feedback on projects, plans and strategies, and invited residents to sit on advisory committees.

(continued from page 90)

- Achieving \$3 million in operational savings while complying with complex new regulatory requirements
- Continuing the "Water Is" campaign to communicate the value and cost of water and explain new user rates
- Offering 12 free water audits to businesses that are high water users within York Region and conducting two follow-up audits to verify savings after users acted on recommendations
- Providing Regional funding for up to half the costs for any area municipality conducting a leak detection study
- Kicking off the Fusion Gardening program, aimed at addressing peak water demand, with a three-year pilot project in Kleinburg
- Developing better estimates of asset replacement value of water and wastewater assets for more robust planning and an updated State of Infrastructure Report in 2016
- Reducing risks to drinking water in line with new responsibilities under the province's source water protection framework (see the box on page 93 for details)
- Continuing to be a leader in waste diversion among Ontario municipalities
- Planning for the first full year of operation at the Durham York Energy Centre in partnership with Durham Region (see the box on page 98 for details)
- Realizing significant improvements in street tree health and performance, with 84% of trees assessed in good health, up from only 29% in 2003
- Continuing to act on the SM4RT Living Integrated Waste Management Master Plan

- Opening the Bill Fisch Forest Stewardship and Education Centre, a new educational facility in the York Regional Forest named for the long-time Chairman of Regional Council
- Having the York Regional Forest recertified by the Forest Stewardship Council for an additional five years, from 2015 to 2020
- Installing solar panels on Regional facilities to generate a projected \$140,000 a year in revenue

As part of its long-term asset management strategy, Environmental Services has developed and is acting on a 20-year capital improvement program. The department’s business planning also works to align plans and activities with Regional strategies, including Vision 2051, the four-year strategic plans derived from it, and the Region’s fiscal strategy.

In addition, provincial legislation and policies govern many of the department’s activities. When provincial direction in one area is at odds with that in others, it brings uncertainty into the Region’s capital planning efforts. This is particularly the case with environmental protection and delivering projects that serve population growth. To address this, Environmental Services advocates for direction that takes into account all provincial goals and priorities.

The balance of this section discusses the department’s major program areas, the specific challenges facing them and how these are being addressed.

## Water and Wastewater

Environmental Services secures and protects drinking water and delivers it in bulk to the nine area municipalities, which in turn distribute it to residents and businesses. It then collects wastewater from the area municipalities and conveys through trunk sewers to wastewater treatment plants. Water and wastewater infrastructure represents a significant portion of the Region’s capital assets, so planning, delivering and maintaining infrastructure are major activities for the department.

## Protecting water at the source

The Commission of Inquiry that followed the Walkerton tragedy in 2000, when seven people died from drinking contaminated municipal water, recommended a “multi-barrier approach” to ensuring the safety of drinking water.

The province passed the *Clean Water Act* in 2006 to address source water protection, the first step in a multi-barrier approach.

Building and leveraging partnerships with area municipalities and conservation authorities, the Region implemented source protection initiatives well in advance of Source Protection Plan approvals. This allowed the Region to complete the first risk management plan under the act in late 2014.

By mid-2015, 20 individual plans were approved. Recognizing the importance of this initiative, Council approved an incentive program to help businesses and farms in vulnerable areas with the costs of risk management measures.

These partners have shown a strong sense of stewardship, and are willing and often eager to take action after learning about the potential environmental risks that their activities can have on drinking water.

For example, a dry cleaner supplemented Regional funding with an investment of \$25,000 to switch from using a hazardous chemical to an environmentally friendly one.

The source water protection group also reviewed more than 90 planning applications by mid-2015 and, where necessary, added conditions to approvals to manage or eliminate risks to drinking water supplies.

## Assets and activities

In delivering water and wastewater services, Environmental Services:

- Operates and maintains three water treatment facilities, 22 pumping stations, 44 elevated water tanks and reservoirs, 40 production wells and 338 kilometres of transmission mains
- Manages agreements with the Region of Peel and City of Toronto to deliver Lake Ontario water through their systems, meeting more than 85% of the demand for municipal water, with the balance coming from the Region's wells and surface water
- On the wastewater side, operates and maintains six water resource recovery facilities, two water pollution control plants, 19 pumping stations, two wastewater storage tanks and 317 kilometres of sewer pipe

The department works with area municipal partners to improve water and wastewater services. This includes efforts to conserve water, preserve water quality, and meet provincial requirements to reduce wastewater inflow (water going to sanitary sewers instead of stormwater sewers) and infiltration (caused by such defects as holes and cracks in manholes and sewer pipes).

Complying with an increasingly complex regulatory framework for water and wastewater is a major cost driver. Legislation affecting water and wastewater in the Region includes the *Clean Water Act*, *Safe Drinking Water Act*, *Water Opportunities and Water Conservation Act* and the *Lake Simcoe Protection Act*.

### Looking ahead:

Like most other municipalities, York Region is seeing a downward trend in water consumption per capita as a result of successful water conservation programs, changes in the Ontario Building Code, smaller lot sizes, changing attitudes and other factors. While this has created some challenges for

revenues, it has also given Environmental Services the opportunity to unlock the value of water conservation to reduce and re-pace water and wastewater capital investments .

In recent years, major capital investments have focused on securing long-term water supply from the City of Toronto and the Region of Peel and removing major wastewater system conveyance and treatment constraints by building the new Southeast Collector and expanding the Duffin Creek Plant.

These investments make the Region well-positioned to provide the water and wastewater capacity needed to support growth. In addition, new water and wastewater rates approved by Council in October will provide, starting in 2021, the full revenues needed to rehabilitate and replace water and wastewater assets over the long term.

The box on the next page outlines the water and wastewater elements of the department's 10-year capital plan, which is \$2.3 billion in total. The plan reflects the need to continue to make investments balanced against the Region's overall financial capacity. It includes growth projects timed to meet fiscal strategy requirements, as well as additional rehabilitation and replacement enabled by the new water and wastewater rates. The maps on pages 96 and 97 show the location of existing and planned projects.

As discussed in the box on page 14, the Region is currently taking a coordinated approach to updating the Water and Wastewater Master Plan, Transportation Master Plan and Regional Official Plan to guide

## Master Plan update and new rate structure support key investments

As Environmental Services updates its Water and Wastewater Master Plan, it is working closely with staff responsible for Regional Official Plan and Transportation Master Plan updates. The goal of this collaborative approach is to better integrate planning of major infrastructure systems with the desired direction for long-term Regional growth. The box on page 14 discusses the work in more detail.

The update of the Water and Wastewater Master Plan includes consultation with the Region's municipal partners and will make use of a new forecasting model for per-capita water demand, developed as part of the water rate study, to provide input to the design criteria.

The Water and Wastewater Master Plan also integrates with asset management planning to leverage existing assets to the greatest extent possible. This will result in an overall capital plan that delivers cost-effective investments. The master plan update is expected in mid-2016, and the long term infrastructure plan will be further refined in 2016 as part of asset management planning.

The overall capital plan is supported by a combination of user rates and development charges. User rates fund renewal and replacement projects. The new user rate structure, which considered long-term infrastructure needs and forecast water demand, is discussed starting on page 49. Infrastructure projects in the Water and Wastewater Master Plan are funded through development charges and will be incorporated into the next Development Charge Bylaw update, in 2017.

Major growth-related and renewal/replacement projects over the next 10 years are expected to include:

- Moving ahead on the Upper York Sewage Servicing project, with expected spending of \$531 million in the current 10-year capital plan and a total project cost of about \$625 million
- Expanding the York Durham Sewage System, including West Vaughan Servicing (\$84 million in 10-year capital plan / \$304 million total cost) and Northeast Vaughan Servicing (\$36 million in 10-year capital plan / \$108 million total project cost)
- Renewing existing assets, including Duffin Creek Stages 1 and 2 upgrades (\$114 million), Duffin Creek incinerator replacement (\$166 million) and rehabilitation of the existing Southeast Collector (\$122 million)
- Work on the Duffin Creek Water Pollution Control Plant outfall (\$14 million of expenditures in the 10-year capital plan for ongoing work to optimize capacity of the existing outfall)
- Continuing gradual water supply capacity increase from Lake Ontario through cost-shared projects with Peel and Toronto with expected spending of \$167 million in the current 10-year capital plan
- Rehabilitating trunk sewers, including 16th Avenue (\$61 million) and 9th Line (\$47 million)
- Upgrading transmission mains in Vaughan and Markham (\$42 million)

Together, these investments will deliver safe, clean drinking water to existing and new residents, and ensure the high quality of water being returned to the environment.

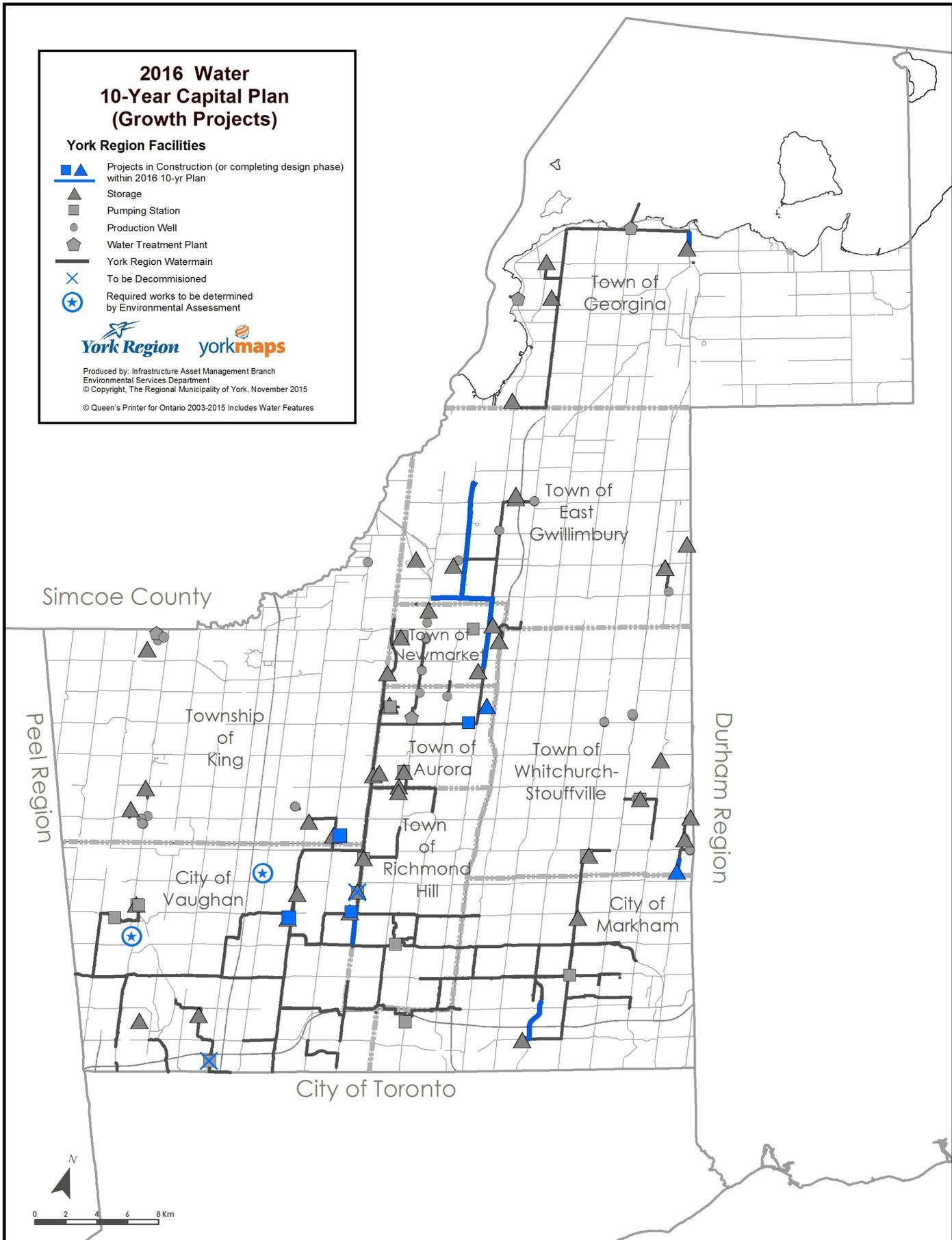
## 2016 Water 10-Year Capital Plan (Growth Projects)

### York Region Facilities

- ▲ Projects in Construction (or completing design phase) within 2016 10-yr Plan
- ▲ Storage
- Pumping Station
- Production Well
- ◻ Water Treatment Plant
- York Region Watermain
- ⊗ To be Decommissioned
- ★ Required works to be determined by Environmental Assessment



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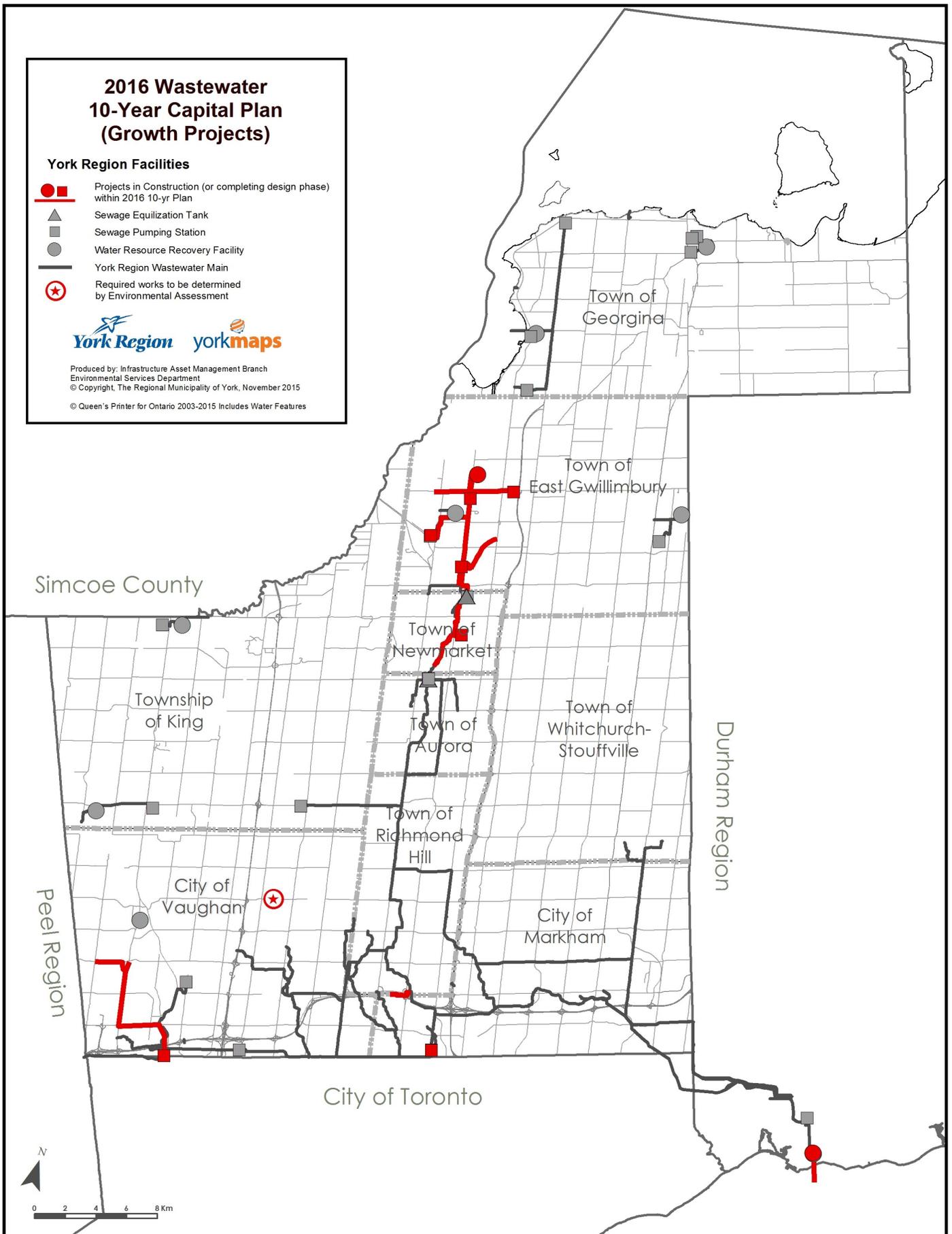
## 2016 Wastewater 10-Year Capital Plan (Growth Projects)

### York Region Facilities

-  Projects in Construction (or completing design phase) within 2016 10-yr Plan
-  Sewage Equalization Tank
-  Sewage Pumping Station
-  Water Resource Recovery Facility
-  York Region Wastewater Main
-  Required works to be determined by Environmental Assessment



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## Energy from waste

The Durham York Energy Centre is a state-of-the-art facility that will safely process 140,000 tonnes of residential garbage a year while producing enough electricity to power about 10,000 homes.

York Region Council and the Council of Durham Region endorsed energy from waste in 2006 as the best long-term, local and sustainable option for final disposal of residential garbage. After being commissioned in 2015, the centre will combust residential garbage that remains after waste diversion to recover energy from it.

In the past, all of this remaining garbage was sent to landfill. The new centre will process it to recover valuable resources, including metals as well as energy, reducing the volume for end disposal by up to 90%.

The residue is mostly an inert, non-toxic ash collected in the bottom of the combustion chamber that resembles crushed rock and has a number of uses. Fly ash and lime, which make up 5% of the residue, are captured in the air pollution control equipment and disposed of safely.

Energy from Waste is recognized by climate change authorities as reducing greenhouse gas emissions on a net basis because it results in reduced methane emissions from garbage that would otherwise go to landfill.

As well, it reduces carbon dioxide emissions from trucks because garbage no longer needs to be shipped to distant landfills. By recovering metals from garbage, it also avoids carbon dioxide emissions that would have arisen from mining and processing the raw materials.

sustainable growth to 2041. Allocating more growth to areas where infrastructure is already in place, especially Regional centres and corridors, is increasingly important in meeting this goal. It also aligns with the Regional fiscal strategy and other plans.

With higher expectations and more stringent regulations, remaining sustainable from an environmental point of view will require the department to take innovative approaches to reclaiming water and recovering nutrients from treated wastewater.

## Waste Management

This program area works in partnership with the area municipalities, which manage curbside collection of blue box, green bin, yard waste and residual waste and deliver the materials to York Region facilities for processing, energy recovery and/or disposal by external contractors.

Municipalities pay half the net program costs of the blue box program, and Stewardship Ontario, representing a group of consumer goods companies, provides the other half. The funds from Stewardship Ontario are shared among the Region and area municipalities to help offset the costs of this very successful diversion program.

York Region reached a diversion rate from landfill of 84% in 2014, the most recent full year for which information is available, and came first among large urban municipalities in waste diversion in the province's most recent rankings.

The SMART Living Plan, approved in 2013, identifies more than 60 initiatives that set the stage for waste management in York Region communities over the next 25 to 40 years. By focusing on reducing waste, the plan will reduce diversion and disposal costs while managing the increasing demand associated with a growing population.

The Region continues to consider greater ownership of its own waste management infrastructure in the long term to balance reliance on third parties with regulatory compliance and environmental goals.

### Looking ahead:

York Region continues to work toward achieving the Regional Official Plan target of 90% diversion from landfill, including Energy from Waste processing, by 2016.

Changes in product design towards lighter packaging and consumer preference for such products as one-cup coffee “pods” made from mixed materials are affecting the waste stream, which may require changes in blue box material handling and processing at the Region’s facilities. As well, managing organics, such as food waste, is becoming more costly and complex.

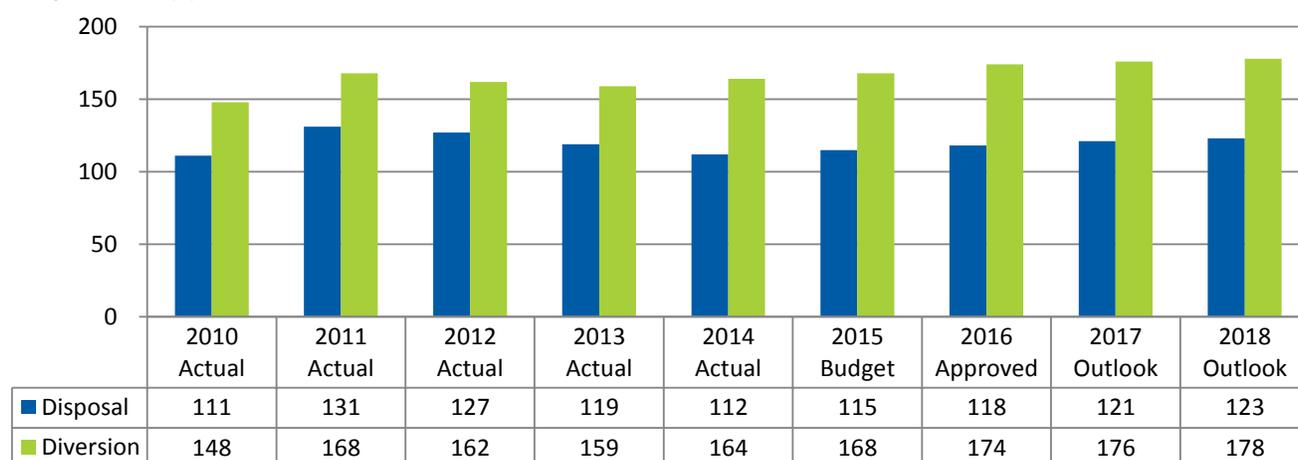
The first five years of the SM4RT Living Plan include working with York Region’s area municipal partners to implement initiatives that focus on the 4Rs: reduce, reuse, recycle and recover. The Region and its partners are currently acting on a total of 16 initiatives, including a public education campaign on food waste reduction, onsite composting pilots, curbside swap events, and efforts to understand and address challenges to waste management associated with multi-residential buildings.

Even with these measures, several factors are causing uncertainty about the net costs of waste management. Events like ice storms, which are increasingly frequent as a result of climate change, result in unpredictable additional yard waste costs. Because markets for blue box materials are global, fluctuations in the Canadian dollar against various currencies make it difficult to accurately forecast revenues. Global economic conditions also affect the underlying prices of commodities.

An upcoming change in provincial policy might also increase costs. New framework legislation on waste reduction and resource recovery is expected in late 2015. The expectation is that it would replace the

## Disposal and diversion costs are expected to increase

Cost per Tonne (\$)



The SM4RT Living Plan aims to reduce the amount of waste that must be managed by encouraging reuse of products and implementing a strategy to reduce food waste.

## Biological pest control

York Region welcomed two unusual new workers in 2015 – *Hypena opulenta*, a moth, and *Tetrastichus planipennisi*, a stingless wasp from China. Their job? Helping the Region battle two dangerous threats to trees, using completely natural processes.

Dog-strangling vine has been found throughout the Region in recent years. As nasty as it sounds, this low-growing, invasive plant chokes out native species and interferes with forest regeneration. The emerald ash borer feeds on ash trees, cutting off the flow of water and nutrients and ultimately killing them.

Enter *Hypena* and *Tetrastichus*. In its larval stage, the *Hypena* moth takes the form of a caterpillar that feeds exclusively on dog-strangling vine, stripping it of its leaves and preventing it from going to seed. The *Tetrastichus* wasp lays its eggs in the ash borer's larvae. As the eggs hatch and develop, the pest's larvae die. Both of these "biological control agents," as they are called, focus exclusively on their particular victim. Neither presents a danger to any other plant or animal, including humans. They were approved for use only after extensive research.

The use of biological control to deal with invasive species has proved highly successful over the years, although it is very much a long-term solution. From their release in the summer of 2015, it may be several years before these agents begin to have a noticeable effect.

existing *Waste Diversion Act*, which governs how Ontario stewardship programs are operated and funded.

Along with other municipalities and municipal associations, York Regional Council is advocating for a legislative framework developed specifically for Ontario's waste diversion needs with a role for municipalities that respects the current complexity of the integrated waste management system. Under the framework, consumer goods companies should be responsible for 100% of the end-of-life costs of designated waste, including total reimbursement of municipal costs for collection, transfer and processing. The Region is also seeking a fair and transparent process for determining reasonable costs and fair compensation for assets and infrastructure affected by any new waste management framework.

As the legislation comes forward, staff will continue to advocate the Council-endorsed position for a "made-in-Ontario" legislative framework.

## Natural Heritage & Forestry

Major activities of this program are protecting and increasing "green infrastructure" in the Region and preserving its natural environment for present and future generations. Green infrastructure – the use of nature and its processes instead of built structures to carry out activities like air and water filtration – has environmental, economic and social benefits. In addition to costing less to create, green infrastructure reduces energy and other operating costs, protects source water and makes storm water easier to manage, helps cool urban areas and improves air quality, mitigates the impacts of climate change, provides ecotourism opportunities and encourages active and healthy communities.

Trees and other landscaping on Regional roads and transitways are an important element of green infrastructure, and planting and caring for these resources is a key activity, especially with the expansion of the transit and road systems. Another central responsibility is maintaining 21 Regional forests. The Region's Greening Strategy sets out other activities that improve the natural environment.

## Looking ahead:

In addition to the pressures arising directly from streetscaping as the Regional road network grows, the ongoing construction of the Viva rapidways and the Great Regional Streets initiatives will continue to require major investment in landscaping. The rapidway landscaping has a significant impact on forestry street tree operations and maintenance budgets. Locating street trees, shrubs and perennials in fully urbanized corridors involves high service standards that require special expertise and more maintenance, including watering, pruning and weeding.

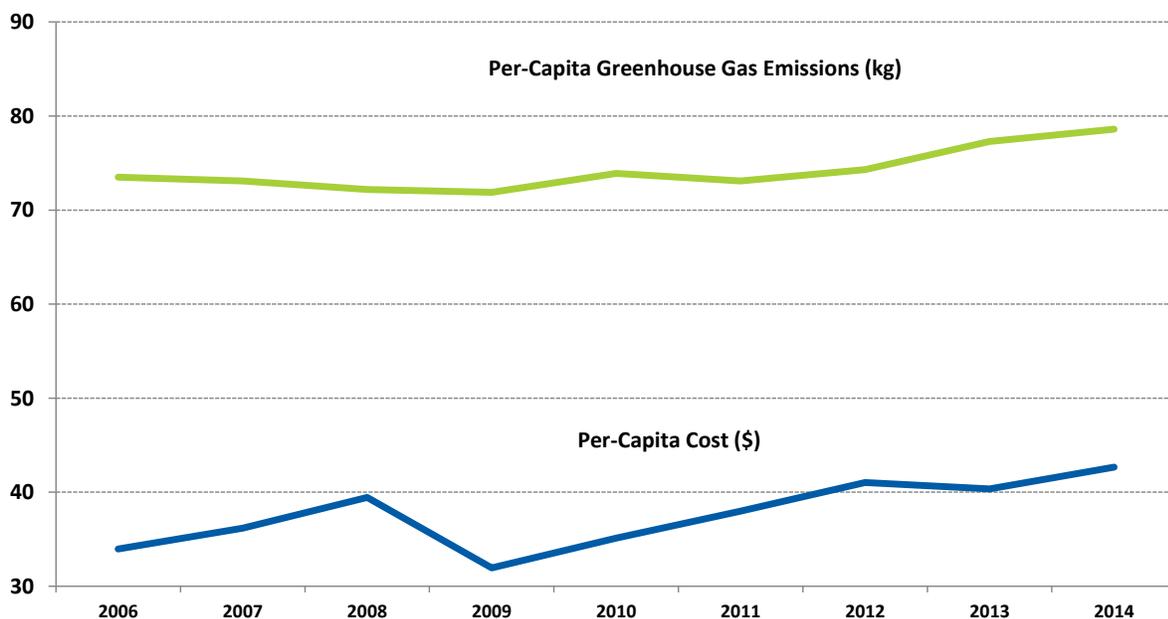
Use of the York Regional Forest properties is increasing, creating pressures on the operating budget. As well, resources are needed to monitor and mitigate the risks of invasive species and the impacts of climate change. An immediate priority is capital spending to replace ash street trees affected by the emerald ash borer infestation.

## Energy Management

This program tracks the environmental impacts of Regional energy use, especially greenhouse gas emissions, works to mitigate them, reduces net operating costs and the demands on infrastructure through better energy management, and promotes sustainable practices.

Since 2006, Regional emissions have increased by 3.2% a year on average, reaching an estimated level of close to 90,000 tonnes in 2014, to serve a population that has grown by an average of 2.4% a year over the same period. Emissions grew at a faster rate than population in part because some services, like transit and water, need to be put in place before demand for them has fully matured. In the meantime, there are minimum energy requirements to operate the services.

### York Region Per-Capital Greenhouse Gas Emissions and Energy Cost 2006 - 2014:



It is also important to recognize that increased Regional emissions from transit reflect a shift that is helping to reduce emissions over all: in 2014, for example, YRT/Viva service saved about 40,000 tonnes of greenhouse gas emissions by reducing private vehicle use.

Moreover, YRT/Viva began the use of bio-diesel for its Viva fleet in 2007 and is now looking at other alternatives such as diesel-electric, natural gas, and new propulsion technologies. It is reducing duplication of vehicle use with its Family of Services program and, in 2013, put an anti-idling program in place.

Further efforts to conserve energy and optimize services are underway, including developing sustainable building design guidelines, adopting anti-idling technology for fleet vehicles, purchasing higher-efficiency vehicles, and locating bases of operation such as paramedic stations closer to the residents they serve. All of these efforts are helping to better manage energy consumption that contributes to Regional emissions.

### **Looking ahead**

As the population continues to grow and transit ridership increases, greenhouse gas emissions per capita will stabilize and may even start to decline. In addition to the impacts of spreading fixed energy costs of services over more users and reduced use of private vehicles, this decline would also reflect existing Regional strategies and initiatives, provincial policy and new technology.

Efforts are already underway in transit and water and wastewater services, the most energy-intensive operations of the Region, to minimize environmental impacts through demand management, emission reductions, and evaluation of alternative fuels.

A carbon cap-and-trade program announced by the province in 2015 represents a financial risk to the Region if it increases energy costs. The potential impacts will become clearer with announcement of details of the program, expected in the first quarter of 2016.

An effective strategy to offset additional costs is to consume less energy. Environmental Services is currently developing a long-term Energy Conservation and Demand Management Plan that will come to Council in 2016. It will include reduction targets to mitigate the Region's potential cap-and-trade costs. It will also support the ambitious goal, set out in Vision 2051 and the Regional official plan, of moving toward zero greenhouse gas emissions by 2051.

## The Operating Budget 2016 to 2018

### Environmental Services Financial Summary

(in \$000s)	2015	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Budget	Approved	\$	Outlook	\$	Outlook	\$
Operating Expenditures	498,227	559,253	61,026	577,990	18,738	604,186	26,196
Contribution to Capital	40,819	1,210	(39,609)	1,008	(202)	815	(193)
Revenues	(470,991)	(489,910)	(18,919)	(505,330)	(15,420)	(528,533)	(23,203)
Allocations and Recoveries	(19,258)	(19,944)	(686)	(21,264)	(1,320)	(22,576)	(1,312)
<b>Net Budget</b>	<b>48,796</b>	<b>50,609</b>	<b>1,812</b>	<b>52,405</b>	<b>1,796</b>	<b>53,892</b>	<b>1,487</b>
<b>% Change</b>			<b>3.7%</b>		<b>3.5%</b>		<b>2.8%</b>
<b>Outlook - Restated</b>	<b>48,796</b>	<b>50,609</b>	<b>1,812</b>	<b>52,405</b>	<b>1,796</b>	<b>53,892</b>	<b>1,487</b>

### Environmental Services Incremental Changes to Budget

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	
<b>Restated Base</b>	519,788	48,796	540,519	50,609	557,735	52,405	
Base Adjustments	9,281	1,038	5,106	1,017	6,504	934	
Efficiencies & Program Reductions	(2,204)	(488)	(186)	(186)	(281)	(281)	
Legislated & Contractual	-	-	-	-	-	-	
Impact of Capital	9,052	265	10,211	76	16,203	(193)	
Growth & Service Enhancements	4,602	998	2,085	889	2,265	1,028	
<b>Total Budget</b>	<b>540,519</b>	<b>50,609</b>	<b>557,735</b>	<b>52,405</b>	<b>582,425</b>	<b>53,892</b>	
<b>Change from Prior Year</b>	<b>\$</b>	<b>20,731</b>	<b>1,812</b>	<b>17,216</b>	<b>1,796</b>	<b>24,691</b>	<b>1,487</b>
	<b>%</b>	<b>4.0%</b>	<b>3.7%</b>	<b>3.2%</b>	<b>3.5%</b>	<b>4.4%</b>	<b>2.8%</b>

### Environmental Services Staffing Summary

	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change
<b>Budget Base</b>	357.0		376.0		395.0	
New	19.0	5.3%	19.0	5.1%	18.0	4.6%
Conversions	-		-		-	
Program Reductions	-		-		-	
<b>Total Full-Time Equivalents</b>	<b>376.0</b>	<b>5.3%</b>	<b>395.0</b>	<b>5.1%</b>	<b>413.0</b>	<b>4.6%</b>
<b>Outlook - Restated</b>	<b>376.0</b>	<b>5.3%</b>	<b>395.0</b>	<b>5.1%</b>	<b>413.0</b>	<b>4.6%</b>

## Environmental Services Budget by Program

(in \$000s)	2015 Approved		2016 Approved		% Change	
	Gross	Net	Gross	Net	Net	
<b>Water &amp; Wastewater</b>						
Water	189,022	-	188,314	-		
Wastewater	262,792	-	280,453	-		
	451,814	-	468,767	-		
<b>Waste Management</b>						
Waste Diversion	46,015	29,357	47,624	29,188	(0.6%)	
Residual Waste Disposal	13,306	11,664	14,656	12,999	11.4%	
	59,321	41,022	62,280	42,187	2.8%	
<b>Natural Heritage &amp; Forestry</b>	8,045	7,295	8,887	7,857	7.7%	
<b>Energy Management</b>	608	480	585	565	17.7%	
<b>Environmental Services</b>	<b>519,788</b>	<b>48,796</b>	<b>540,519</b>	<b>50,609</b>	<b>3.7%</b>	
Outlook - Restated	519,788	48,796	541,892	50,609	3.7%	
(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
<b>Water &amp; Wastewater</b>						
Water	192,696	-		206,428	-	
Wastewater	291,115	-		300,207	-	
	483,811	-		506,635	-	
<b>Waste Management</b>						
Waste Diversion	49,247	30,454	4.3%	50,700	31,546	3.6%
Residual Waste Disposal	14,998	13,322	2.5%	15,354	13,659	2.5%
	64,245	43,776	3.8%	66,054	45,205	3.3%
<b>Natural Heritage &amp; Forestry</b>	9,082	8,052	2.5%	8,987	7,957	(1.2%)
<b>Energy Management</b>	597	577	2.1%	750	730	26.6%
<b>Environmental Services</b>	<b>557,735</b>	<b>52,405</b>	<b>3.5%</b>	<b>582,425</b>	<b>53,892</b>	<b>2.8%</b>
Outlook - Restated	561,913	52,405	3.5%	586,092	53,892	2.8%

## Water & Wastewater Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>451,814</b>	<b>-</b>	<b>468,767</b>	<b>-</b>	<b>483,811</b>	<b>-</b>
<b>Base</b>						
Compensation and Inflation	5,383	5,675	4,125	4,071	5,131	5,072
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	751	751	50	50	199	199
Direct Charges, Allocations and Recoveries	502	502	(227)	(227)	96	96
Revenues						
User Rate Revenue	-	(22,958)	-	(25,303)	-	(27,493)
Other Revenues	-	687	-	(33)	-	(60)
Program Reductions and Efficiencies	(1,533)	(1,533)	-	-	-	-
	<b>5,103</b>	<b>(16,877)</b>	<b>3,948</b>	<b>(21,441)</b>	<b>5,426</b>	<b>(22,185)</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	22,971	22,971	27,446	27,446	34,415	34,415
Net Debenture Financing of Capital Projects	(14,185)	(3,214)	(17,311)	(7,272)	(18,019)	(13,575)
Operating Impact of New Capital	-	-	-	-	-	-
	<b>8,787</b>	<b>19,757</b>	<b>10,135</b>	<b>20,174</b>	<b>16,396</b>	<b>20,840</b>
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	3,063	(2,879)	961	1,268	1,002	1,344
Enhancing Service Levels	-	-	-	-	-	-
	<b>3,063</b>	<b>(2,879)</b>	<b>961</b>	<b>1,268</b>	<b>1,002</b>	<b>1,345</b>
<b>Total Budget</b>	<b>468,767</b>	<b>-</b>	<b>483,811</b>	<b>-</b>	<b>506,635</b>	<b>-</b>
<b>Change from Prior Year</b>	\$ <b>16,953</b>	<b>-</b>	\$ <b>15,044</b>	<b>-</b>	\$ <b>22,824</b>	<b>-</b>
	% <b>3.8%</b>		% <b>3.2%</b>		% <b>4.7%</b>	

## Water & Wastewater Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	307.0	324.0	340.0
New	17.0	16.0	15.0
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>324.0</b>	<b>340.0</b>	<b>355.0</b>

## Waste Management Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>59,321</b>	<b>41,022</b>	<b>62,280</b>	<b>42,187</b>	<b>64,245</b>	<b>43,776</b>
<b>Base</b>						
Compensation and Inflation	2,278	736	1,090	948	1,097	953
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	(69)	(69)	314	314	(99)	(99)
Direct Charges, Allocations and Recoveries	530	530	(234)	(234)	48	48
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	(654)	(471)	-	-	(140)	(140)
	<b>2,084</b>	<b>725</b>	<b>1,169</b>	<b>1,028</b>	<b>906</b>	<b>762</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	439	439	720	561	827	668
Enhancing Service Levels	435	-	75	-	77	-
	<b>874</b>	<b>439</b>	<b>795</b>	<b>561</b>	<b>903</b>	<b>668</b>
<b>Total Budget</b>	<b>62,280</b>	<b>42,187</b>	<b>64,245</b>	<b>43,776</b>	<b>66,054</b>	<b>45,205</b>
<b>Change from Prior Year</b>	\$	<b>2,959</b>	<b>1,165</b>	<b>1,965</b>	<b>1,589</b>	<b>1,809</b>
	%	<b>5.0%</b>	<b>2.8%</b>	<b>3.2%</b>	<b>3.8%</b>	<b>2.8%</b>
					<b>2.8%</b>	<b>3.3%</b>

## Waste Management Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	29.0	29.0	30.0
New	-	1.0	1.0
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>29.0</b>	<b>30.0</b>	<b>31.0</b>

## Natural Heritage & Forestry Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>8,045</b>	<b>7,295</b>	<b>8,887</b>	<b>7,857</b>	<b>9,082</b>	<b>8,052</b>
<b>Base</b>						
Compensation and Inflation	56	56	49	49	109	109
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	259	86	43	43	30	30
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	-	-	(186)	(186)	(141)	(141)
	<b>316</b>	<b>142</b>	<b>(95)</b>	<b>(95)</b>	<b>(3)</b>	<b>(3)</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	(23)	(23)	(202)	(202)	(193)	(193)
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	288	288	278	278	-	-
	<b>265</b>	<b>265</b>	<b>76</b>	<b>76</b>	<b>(193)</b>	<b>(193)</b>
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	262	156	214	214	100	100
Enhancing Service Levels	-	-	-	-	-	-
	<b>262</b>	<b>155</b>	<b>214</b>	<b>214</b>	<b>100</b>	<b>100</b>
<b>Total Budget</b>	<b>8,887</b>	<b>7,857</b>	<b>9,082</b>	<b>8,052</b>	<b>8,987</b>	<b>7,957</b>
<b>Change from Prior Year</b>	\$ <b>842</b>	\$ <b>562</b>	\$ <b>195</b>	\$ <b>195</b>	\$ <b>(95)</b>	\$ <b>(95)</b>
	% <b>10.5%</b>	% <b>7.7%</b>	% <b>2.2%</b>	% <b>2.5%</b>	% <b>(1.0%)</b>	% <b>(1.2%)</b>

## Natural Heritage & Forestry Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	16.0	18.0	20.0
New	2.0	2.0	1.0
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>18.0</b>	<b>20.0</b>	<b>21.0</b>

## Energy Management Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>608</b>	<b>480</b>	<b>585</b>	<b>565</b>	<b>597</b>	<b>577</b>
<b>Base</b>						
Compensation and Inflation	35	35	17	17	17	17
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(82)	26	(5)	(5)	(5)	(5)
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-	-	-
	<b>(47)</b>	<b>61</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	24	24	-	-	142	142
Enhancing Service Levels	-	-	-	-	-	-
	<b>24</b>	<b>24</b>	<b>-</b>	<b>-</b>	<b>142</b>	<b>142</b>
<b>Total Budget</b>	<b>585</b>	<b>565</b>	<b>597</b>	<b>577</b>	<b>750</b>	<b>730</b>
<b>Change from Prior Year</b>	\$ (23)	85	12	12	153	153
	% (3.8%)	17.7%	2.0%	2.1%	25.6%	26.5%

## Energy Management Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	5.0	5.0	5.0
New	-	-	1.0
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>5.0</b>	<b>5.0</b>	<b>6.0</b>

# The Capital Budget 2016 to 2025

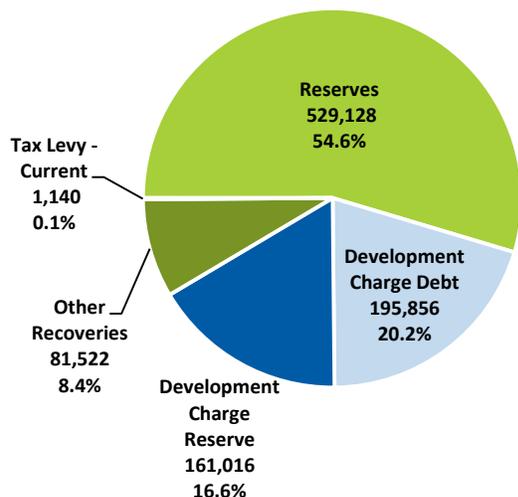
## Environmental Services 2016 Capital Spending Authority and Funding

(in \$000s)	2016	2017	2018	2019	2020	2021	2022-2025	Balance to Complete	Total CSA
<b>2016 Capital Spending Authority</b>									
Water									
Rehabilitation & Replacement	31,493	35,693	12,158	12,519	5,454	330	951	2,900	101,498
Growth	46,105	38,786	21,891	13,963	6,444	5,279	5,968	1,330	139,766
Wastewater									
Rehabilitation & Replacement	28,902	45,065	45,130	44,038	64,023	73,560	107,060	4,260	412,038
Growth	93,373	69,004	47,821	24,518	13,769	8,813	25,561	9,736	292,595
Waste Management									
Rehabilitation & Replacement	5,205	1	-	-	-	-	-	-	5,206
Growth	4,725	3,913	2,220	100	-	-	-	-	10,958
Natural Heritage & Forestry	1,860	-	-	-	-	-	-	-	1,860
Energy Management	1,341	3,400	-	-	-	-	-	-	4,741
<b>Total Capital Spending Authority</b>	<b>213,004</b>	<b>195,862</b>	<b>129,220</b>	<b>95,138</b>	<b>89,690</b>	<b>87,982</b>	<b>139,540</b>	<b>18,226</b>	<b>968,662</b>
<b>Financing Sources for 2016 Capital Spending Authority</b>									
Current Tax Levy - Reserves	1,140	-	-	-	-	-	-	-	1,140
Reserves	86,880	99,265	62,098	53,071	60,750	65,163	95,857	6,044	529,128
Debenture*	103,699	81,891	-	-	-	-	-	10,266	195,856
Development Charges	2,740	1,092	57,960	32,814	19,989	14,092	31,529	800	161,016
Other Recoveries	18,545	13,614	9,162	9,253	8,951	8,727	12,154	1,116	81,522
<b>Total Financing Sources</b>	<b>213,004</b>	<b>195,862</b>	<b>129,220</b>	<b>95,138</b>	<b>89,690</b>	<b>87,982</b>	<b>139,540</b>	<b>18,226</b>	<b>968,662</b>
<b>*Debt Repayment Sources</b>									
Development Charges	103,699	81,891	-	-	-	-	-	10,266	195,856
<b>Total Debt Repayment Sources</b>	<b>103,699</b>	<b>81,891</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,266</b>	<b>195,856</b>

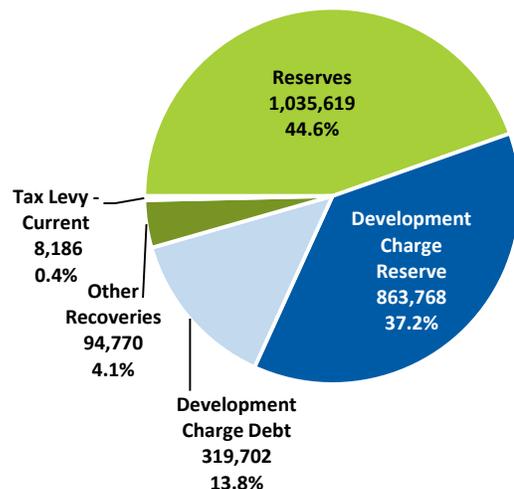
Capital reports including the details by project are included in the Appendix starting on page 283.

## 2016 Environmental Services Capital Financing

(in \$000s) **Capital Spending Authority**  
(\$969 Million)

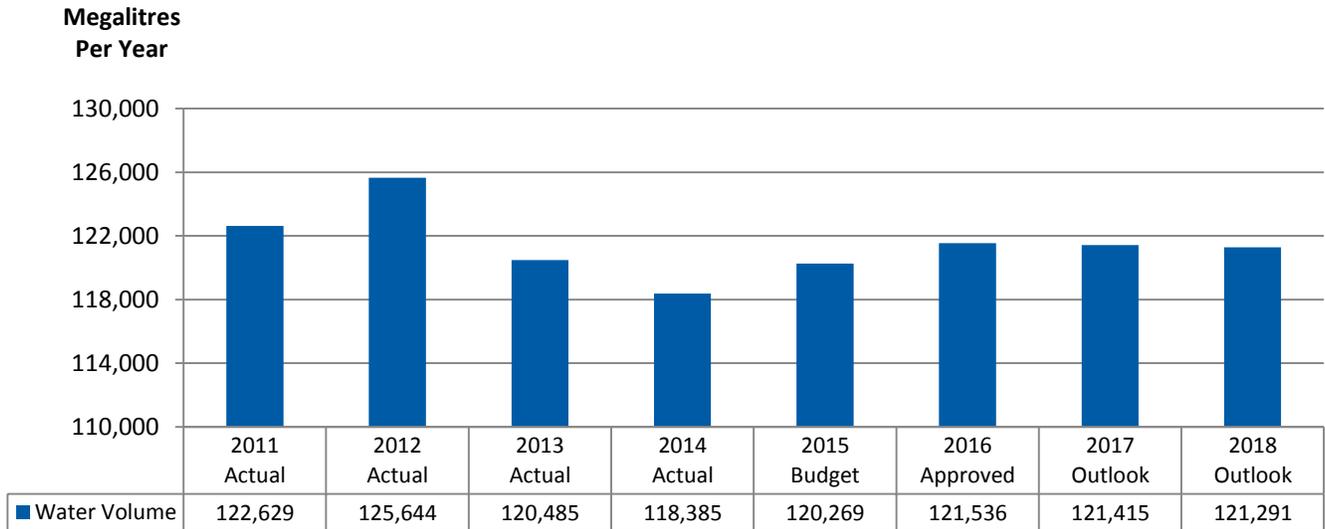


**10-Year Plan**  
(\$2,322 Million)



## Environmental Services Metrics

### Demand for water expected to moderate



The total volume is expected to remain at current levels in the near term as population growth is offset by declining consumption per capita. Capital investments in water infrastructure continue to be needed to meet peak flows, be ready for higher expected demand after 2021, and renew existing assets with many years of service.

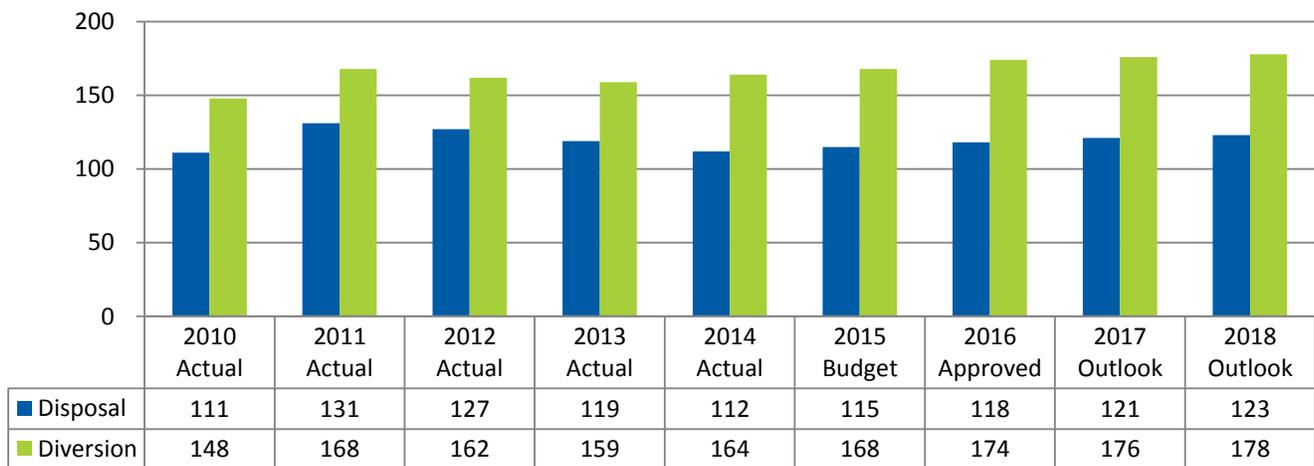
### Solid waste per household is expected to stabilize



Individual households are producing less solid waste, reflecting advocacy, promotional efforts, lighter packaging and other changes in the waste stream. The SM4RT Living Plan aims to continue this trend, especially by reducing wasted food.

## Disposal and diversion costs are expected to increase

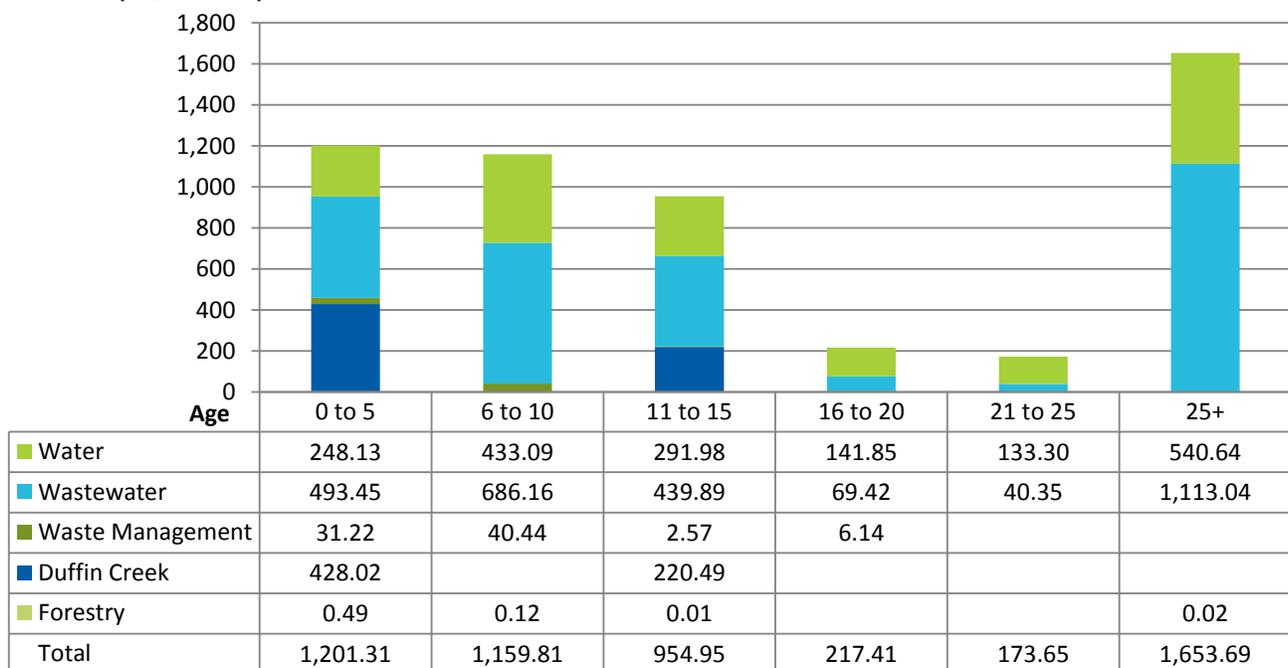
Cost per Tonne (\$)



Disposal costs have fallen, but will resume their rise in 2016. The net costs of diversion are also going up, but not as quickly. Cost savings from new green bin contracts and program efficiencies help offset weaker commodity prices for recyclables.

## Environmental assets are aging

Replacement Value  
(in \$ Millions)



A significant investment has been made in water and wastewater assets in the last five years. However, many assets are now over 25 years old. Environmental Services is investing in asset management to ensure the older assets are well maintained now and in the future.

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# COMMUNITY AND HEALTH SERVICES

Community and Health Services creates, delivers and oversees health, housing and social services that touch the lives of residents every day and at every stage of life.

The outcome it strives for is high-quality, well-integrated services that help residents contribute to the economy and engage in community life to the greatest extent possible.

- **Employment and Financial Support**
- **Family and Children's Services**
- **Housing Services**
- **Public Health**
- **Paramedic Services**
- **Seniors Services**
- **Strategies and Partnerships**
- **Business Operations & Quality Assurance**

## Meeting the complex needs of a more urban population

At \$474.6 million, the gross operating budget of Community and Health Services accounts for 23.9% of the Regional total. More than half of these costs are covered by grants from the provincial and federal governments.

The department employs roughly 1,700 people on a permanent full-time equivalent basis, making it the largest in the Region by personnel. Staff work in 75 locations, including service and operations centres, paramedic response stations and community housing sites. Its capital budget is driven mainly by the needs of its paramedic and housing programs.

With growth and more urbanization, the need for the department's services is increasing. The 2015-18 budget plan presented last year responds to:

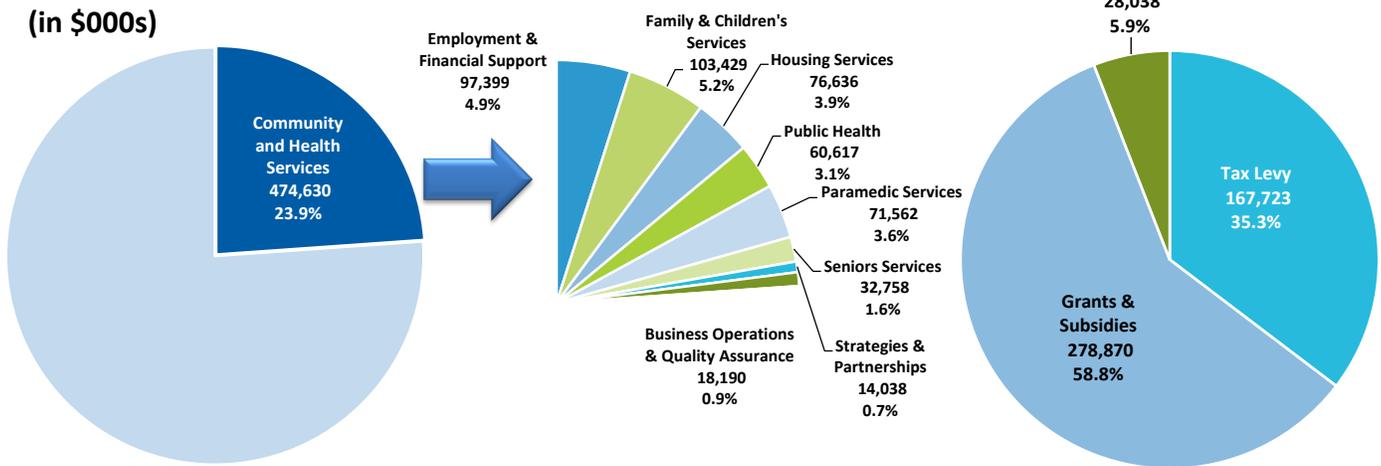
- An expanding need for long-lasting efforts to address housing stability and homelessness;
- The opening and operation of two new facilities for emergency and transitional housing;
- Demographic challenges, including an aging population, growth in areas with limited services, language barriers, and an increasing number of people at risk of social isolation; and
- A provincial policy shift that gives the Region increased powers and a larger role as service system manager.

(continued on page 116)

### Major initiatives planned and underway:

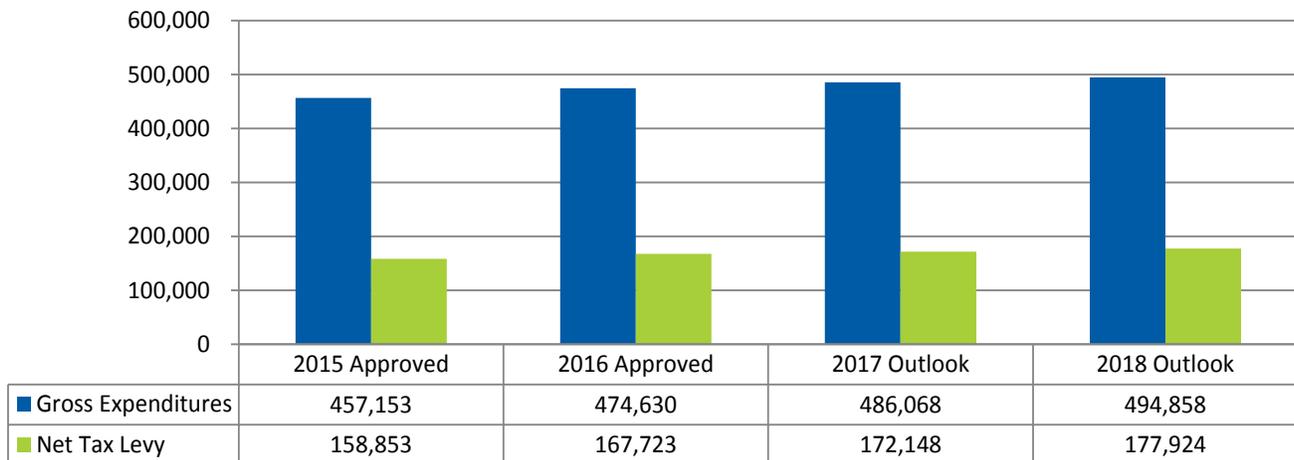
- Supporting community housing by expanding the rent supplement program by a total of \$1.5 million between 2016 and 2018 and adding resources to address homelessness using wrap-around supports over the same period, increasing the contribution to the reserve for non-profit housing capital repairs by \$2 million, and considering options to improve housing access in the longer term
- Supporting wellness by contributing an additional \$250,000 to the Mental Health Initiative, for a total of \$400,000, evaluating a pilot Community Paramedicine program and taking a more strategic approach to locating new paramedic stations
- Strengthening the Region's network of services that help people achieve their potential through increasing the Community Investment Strategy funding by \$200,000 in 2016 and \$175,000 in 2018
- Continuing to develop a seniors' strategy that will evaluate the Region's role in a wide range of services and supports for older residents and provide guidance to the Regional government as a whole as that cohort grows

## 2016 operating budget share of total spending and how it's funded



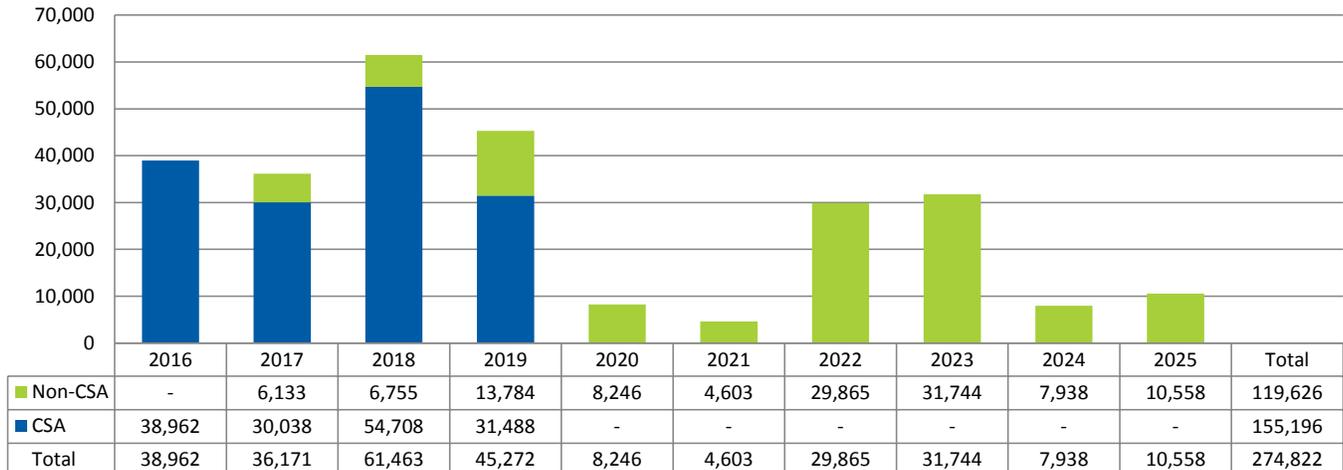
## 4-year operating budget spending

(in \$000s)



## 10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



(continued from page 114)

In 2015, the department addressed these priorities while working to align its activities and programs with the strategic plan for 2015-19.

The department works to deliver programs as efficiently as possible, which includes tracking outcomes and using this evidence to achieve improvement.

It also focuses on being effective – that is, creating lasting improvement in people’s lives. This involves understanding the many factors that often underlie complex problems, and trying to bring together all the people and services needed to address these.

Efforts and outcomes in 2015 reflect how this comprehensive view of human services was used to address key priorities:

- Creating a permanent program to address homelessness and the threat of homelessness;
- Using new provincial funding to increase child care service levels and improve environments; and
- Working with the Central Local Health Integration Network (LHIN) and other partners to mesh and strengthen mental health and addiction programs and services, and use resources more effectively.

## **A range of roles and responsibilities**

Community and Health Services has several roles in delivering services. An important one is acting as Regional service system manager in four areas: housing, homelessness prevention, Ontario Works and Children’s Services. In this role, it takes the lead in planning, overseeing and evaluating how services are delivered, whether by it or another organization.

In other cases, such as operation of the Region’s two long-term care homes and some family and children’s services, it is one of many organizations providing services directly to residents, without a formal role as system manager.

Finally, Community and Health Services is the sole provider of York Region’s public health programs and paramedic services.

As the pie chart on page 115 shows, grants and subsidies from the federal and provincial government provide a large share of funding for Community and Health Services. These sources are expected to fund 59% of the department’s operating budget in 2016.

For some programs funded by other levels of government, York Region shares in the costs. It also fully funds other programs that address specific community needs and provide more effective results, allowing the Region to take a leadership role in a number of program areas.

## **A change in service delivery**

Provincial and federal policy goals and legislation shape how the programs they fund are designed

and delivered. The province is changing the way human services are delivered, and as a result, the Region continues to take on a greater role as service system manager, with more responsibility for planning, forecasting, engaging more with residents and developing its own rules, tools and policies to meet local needs.

Provincial funding will be aligned with high-level goals and determined by outcomes. The Region will need to build the capacity to collect and assess evidence about how well programs work.

At the same time, province-wide introduction of a new computer system for Ontario Works is having an impact on 2015 service administration. This is discussed in more detail in “Employment and Financial Support” below.

While York Region has received significant funding to manage Children’s Services reforms and the Ontario Works upload continues, it is not clear whether provincial funding will cover future reforms or Regional growth. As a result, there may be a continuing need for York Region to invest in Community and Health Services, especially if provincial funding falls and the Region wants to maintain and enhance programs.

A major benefit of the provincial shift giving York Region a larger service manager role is that the department has so far had greater flexibility in tailoring its services to residents. The plan is to use that opportunity to continue the move to social services that identify and solve problems at the earliest possible stage.

The balance of this section discusses each of the department’s major program areas, the specific opportunities and challenges facing it and how these are being addressed.

## **Employment and Financial Support**

This program area helps its clients get and keep jobs by providing skills training and opportunities to volunteer and working with local employers on

## **Two new facilities will shelter vulnerable Regional residents**

York Region is preparing for the opening of two new facilities to help some of its most vulnerable residents.

Belinda’s Place will be the Region’s first multi-service housing facility for women without a home. The project responds to a pressing need: there has been no place for them to go in York Region if they become homeless.

The new facility, located in Newmarket on land donated by the Society of Friends (Quakers), was built with funding from Investing in Affordable Housing for Ontario, the Region and a \$1 million contribution from the community. With 28 emergency beds and nine transitional units, it will be operated by The Salvation Army, the largest non-governmental provider of social services in Canada, and will provide food, shelter and client focused wrap-around supports to help women successfully reintegrate into the community.

The Richmond Hill Hub is a multi-service complex in the heart of Richmond Hill. The new facility will include a mixed income community of adults and seniors in 202 apartments and a ground floor youth hub that is designed to serve at-risk and homeless youth in the region to overcome adversity and crisis and to transition successfully back into the community. The new facility will be operated by 360°kids, a youth-focused not-for-profit organization and will house the agency’s very successful Home Base Drop-In Centre and offer 14 emergency shelter beds and 11 transitional units for youth.

The Hub is a unique facility and was built with funding from Investing in Affordable Housing for Ontario, from the Region and a \$1 million contribution from the Town of Richmond Hill.

placements. It helps people find and keep housing through emergency, transitional and supportive housing facilities, many of which it licenses, and to help vulnerable residents better afford food, shelter and other necessities. It also provides outreach and other services for residents at risk of homelessness, and basic nursing services and homemaking supports.

Much of the funding for this area comes from the provincial government.

In late 2014, the province launched a new Social Assistance Management System (SAMS), which replaced outdated technology used to administer both Ontario Works and the Ontario Disability Support Program. Because of challenges with the system, municipalities across Ontario, including York Region, have had to develop work-arounds. York Region has worked actively with the province and other municipalities to resolve issues.

Several issues remain to be resolved. Among them is an anticipated increase in the Regional caseload, once data can be validated. In addition in 2015, longer-term concerns include system-generated overpayments and incorrect payments that will need to be reconciled.

To date, the Region has received some mitigation funding from the province to help with the higher costs triggered by SAMS. Working with the Ontario Municipal Social Services Association, the Association of Municipalities of Ontario and other municipalities, it continues to advocate for full reimbursement of all costs.

#### **Looking ahead:**

This year saw preparations for the opening of two new emergency and transitional housing facilities in York Region. The box on page 117 provides more details. The incremental operating costs of these facilities will help clients find permanent housing and achieve more stable lives.

In the longer term, the Region is managing ongoing changes the provincial government is making to social assistance programs that will affect employment and financial assistance programs. The province has announced that its efforts will focus on removing barriers and increasing opportunities for people to join the workforce.

## **Family and Children's Services**

This program area plans and delivers services focused on children and their families. With funding mainly from the province, it subsidizes child care fees for low-income families, administers funding for licensed child care programs and gives enhanced funding to allow children with special needs to be included in child care centres. The Region also supports programs for summertime and year-round recreation, early child development and parenting. It works with agencies that provide services to children with special needs, manages the province-wide Ontario Child Care Management System (OCCMS), and collects data and evaluates programs to support the effectiveness of early years' initiatives.

#### **Looking ahead:**

York Region has experienced strong success in supporting children with special needs in the family

home. With provincial changes that would fund these interventions in licensed care centres only, a hybrid of the two approaches has been proposed which requires no additional funding commitment from the Region.

More generally, continued restructuring of child care in Ontario will redefine service delivery for children with special needs. Recently enacted legislation to replace the *Day Nurseries Act* will expand the Region's role and responsibilities as a service system manager.

## Housing Services

This program provides funding and acts as system manager for a total of roughly 6,600 housing units, of which 2,438 are owned and managed by Housing York Inc., York Region's municipal non-profit housing corporation, with the balance belonging to more than 40 additional non-profit housing providers. It helps more than 900 households through rent supplement and rent assistance programs in partnership with private-sector and not-for-profit landlords.

Financial arrangements vary across housing programs, reflecting initiatives put in place at different times in the past. Generally, in affordable and social housing, occupants pay rents geared to their income, and the shortfall between rents and the costs is covered by funding from government. Market rents charged on some Housing York units help to subsidize others.

This area also manages a regional waiting list/access system of more than 11,000 applicants for subsidized housing. Finally, to help ensure consistency and quality, it offers housing providers advice, educational tools and training in such areas as governance and long-term asset management.

Housing is an important area of capital investment for the department, owing to the well-documented lack of affordable housing in the Region.

### Looking ahead:

Although average incomes in York Region are relatively high, so is the cost of housing. Almost half of all renters are paying 30% or more of their household income on housing, exceeding the affordability threshold set by the Canada Mortgage and Housing Corporation. This is the highest level in the GTA. Housing affordability will continue to be a key issue, intensified by a limited supply of rentals, particularly in the private market, and uncertain federal and provincial long-term funding support.

York Region is addressing these challenges, in part, through its 10-year plan for housing. The plan has a goal of increasing the supply of government-funded units and rent subsidies, not just through direct investment but by leveraging other roles of the Region that touch on housing. Through its role in community planning, for example, the Region is able to ensure that policies and the Official Plan meet a

## Enhancing children's services

Provincial reforms are transforming the early learning and child care sector, creating ongoing opportunities for the Region, in its service system manager role, to lead and influence change. In 2014, the Region used additional funding to better support health and safety, enhance social inclusiveness and decrease Child Care and Early Intervention waitlists by 40% and 24% respectively, from a year earlier.

With more access to child care and early intervention services, the Region's lowest income residents are able to stay employed or go to school, improving their financial prospects. In 2014, for the first time in several years, eligible low-income families with annual income over \$36,000 were able to access fee subsidy funding. Those below that income level continued to have access to subsidies with no wait time.

goal of including 35% affordable housing in new development centres and key development areas and 25% outside them. It also has a role advocating for stronger support for affordable housing, especially in the private rental market. As the box on page 117 explains, the Region is also evolving and expanding its role in homelessness prevention and supporting those at risk of homelessness.

The early years of the current capital plan include:

- Completion in 2016 of the Richmond Hill Housing and Community Hub, with a total of 202 units, including 14 emergency beds and 11 transitional units
- The redevelopment of a site in Unionville, with a minimum of 200 units
- Starting the Woodbridge Redevelopment, to replace three existing, smaller buildings with 150 units

The department is working on its asset management plan, particularly as it relates to the housing portfolio, for the updated State of Infrastructure Report in 2016. Preliminary analysis suggests that current financial arrangements can accommodate expected asset management needs.

## Public Health

This area delivers a broad range of services and programs that aim to prevent disease, promote healthy lifestyles and otherwise protect the health and safety of York Region residents. Some of its activities include:

- Infectious disease control
- Family, child health and dental services
- Food handler training
- Inspections of restaurants and other public places where food is sold
- Inspections of spas, tanning salons and other settings where personal services are provided
- Promoting healthy schools and active communities

## Working towards permanent housing solutions

The Housing Stability Program provides support to keep York Region residents housed and help them find housing if they are homeless. In the 2015 budget, it was made into a permanent program.

The new Mental Health and Addictions Supportive Housing Action Plan links mental health efforts with the Region's 10-year housing plan.

Housing aid can include temporary shelter or immediate income support to pay rent or utility arrears.

Longer-term supports to help people stabilize their lives and address the root causes of their problems include one-on-one financial coaching, access to mental health and addiction services, and legal support. This is in line with a new approach that helps people with complex problems get housed first, then tackling their other concerns.

Working to end homelessness and precarious housing aligns with one of the key goals of Vision 2051, the Region's long-term plan, which is to create "a place where everyone can thrive."

The program also represents a planned activity under the 2015-19 Strategic Plan in support of Vision 2051: to strengthen services for homeless people and those at risk of being homeless to find and keep housing.

- Reducing smoking, substance abuse and other broad-based public health risks

**Looking ahead:**

Unlike other program areas, where a waiting list can help manage unmet demand for services, such activities as inspecting new restaurants and dealing with infectious disease outbreaks cannot be “waitlisted.” This creates constant pressure to deliver programs more efficiently. One recent example, involving food premises, is highlighted in the box to the right.

**Paramedic Services**

York Region Paramedics respond to medical emergency calls, assess patients, deliver lifesaving treatment when needed, stabilize and monitor patients, and transport them to where they will get continuing medical care.

Paramedics are also taking on an increasing role in visiting patients, including those known to call emergency services frequently, on a non-emergency basis. A detailed research report is expected soon on a pilot project between York Region and St. Michael’s Hospital. To date, the experience suggests that this intervention is improving the health outcomes of patients as well as reducing unnecessary emergency calls and hospital visits.

Paramedics outperformed targets for response times in 2014, the most recent full year for which information is available. This reflected several factors, including opening a new station in Pefferlaw, the community paramedicine pilot project, and improved offload times. The discussion of hospital capital funding on page 184 provides more details on the offload time improvement.

**Looking ahead:**

One of the challenges of growth for Paramedic Services has been siting response stations in the best places. With development pushing up land prices, there is a tendency to avoid costs by purchasing land for stations outside the fastest-growing areas. This, however, can lengthen response times. The Paramedic Services 10-year master plan is supporting a more effective approach to choosing sites.

The first four years of the paramedic services capital plan included funding to purchase between 17 and 20 vehicles a year for vehicle replacement and fleet expansion, as well as to build or rehabilitate 10 stations to address growth and to meet provincially-mandated response times.

**Mandatory training to help prevent food-borne illness**

Evidence shows that food-handling problems tend to occur most often in places where staff have not received standardized training. Not only is this a risk to public health, it also increases costs by creating the need for follow-up inspections, court appearances and other compliance activities.

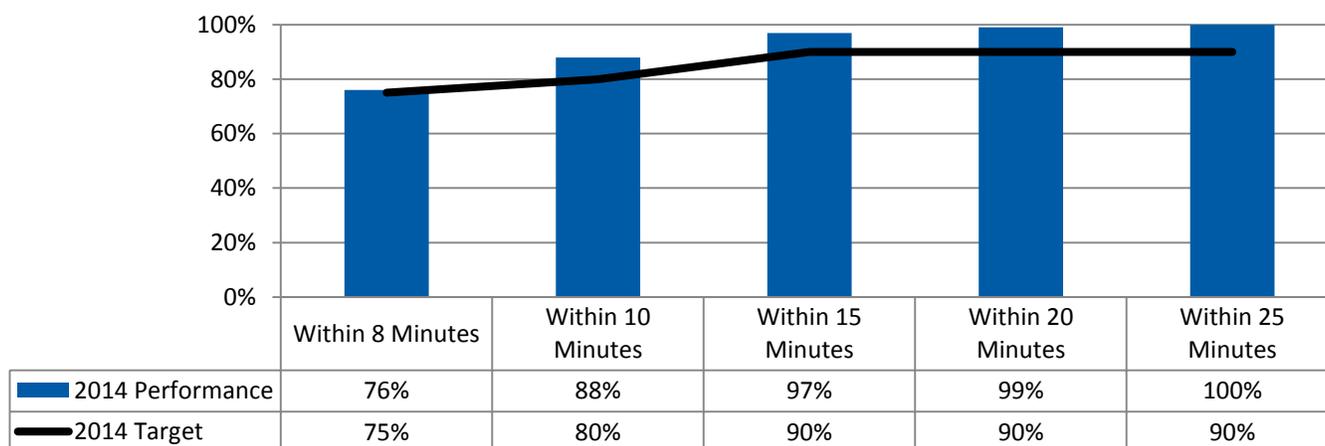
York Region has recently moved to reduce these public health risks and costs by making standardized training mandatory for all food premises.

A new bylaw will require that at least one operator and one food handler be certified in safe food handling and that at least one certified food handler be present at all times during operation.

The bylaw, which is similar to those passed in several other Ontario municipalities, will be phased in over three years.

## Paramedic services outperform target response rate:

Percentage of Responses  
Within Each Time Frame



With the increasing role of paramedics as part of a complete health care team, which the community paramedicine pilot program appears to support, as well as to manage the demands of growth, the service is looking over the long-term at using less casual labour and more full-time employees to deliver services.

## Seniors Services

This program area supports people who require long-term healthcare services, including seniors and adults with disabilities, by providing a variety of day and outreach programs and operating two long-term care homes.

The two long-term care homes are Newmarket Health Centre, which includes 113 long-term care beds and 19 Convalescent Care Program beds, and Maple Health Centre, with 85 long-term care beds and 15 Convalescent Care Program beds. These homes are for people with complex health needs who are unable to remain in their own homes even with supports. The homes also offer convalescent/rehabilitation and respite care.

Senior adult day programs provide supervised activities, support services and care for people with cognitive impairments, physical disabilities, acquired brain injuries, and communication disorders. Client intervention and support services offer social work services, advocacy and support to older, at-risk adults in the privacy of their own home.

The Regional Psychogeriatric and Mental Health Consulting Service provides education and support to frontline staff of long-term care homes and community agencies who serve clients with challenging behaviours. The Integrated Psychogeriatric Outreach Program offers assessment, treatment planning, education and referral services for older adults with mental health needs who are living in the community.

**Looking ahead:**

The major areas of focus for the Seniors Services are maintaining compliance with the *Long-Term Care Homes Act*, specifically the mandatory programs, and ensuring general upgrades and maintenance of the homes.

**Strategies & Partnerships**

Strategy development and data services support the department's evolving role as service system manager, while its communications work supports the strategic objective of making it easier to access Regional information and services.

In addition to these services, this area looks after a community investment portfolio that funds community agencies each year. It is also leading the development of the corporate seniors strategy.

**Looking ahead:**

The work of this area is helping to balance the needs of a fast-growing older population with the demand for services across all age groups, for example early intervention for children, as the box on page 119 explains.

**Business Operations & Quality Assurance**

As well as supporting the business activities of all branches, this area operates the Access York Corporate contact centre.

**Looking ahead:**

To give clients better access to programs and information, Access York will expand its services and put in place a new customer relationship management system over the next several years.

**Preparing for an older population**

Seniors are making up an increasing share of York Region's population, with the percentage of those 65 years of age and older rising faster than that of any other age group. In addition, life expectancy has increased, which means there will be demand on programs and services for a longer period of time.

A new Seniors Strategy will ensure that as growth in the senior population accelerates, the Region's role will evolve in the right ways to balance needs across the age spectrum.

The strategy will help define an appropriate role and response to the changing demands on programs and services and prepare the Region to respond to provincial direction to support seniors to age in place.

It will provide guidance in adjusting service levels and delivery models while recognizing the Region has limited resources and competing needs.

## The Operating Budget 2016 to 2018

### Community and Health Services Financial Summary

(in \$000s)	2015	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Budget	Approved	\$	Outlook	\$	Outlook	\$
Operating Expenditures	456,947	474,415	17,469	485,846	11,430	494,629	8,783
Contribution to Capital	-	-	-	-	-	-	-
Revenues	(298,300)	(306,907)	(8,607)	(313,920)	(7,013)	(316,935)	(3,015)
Allocations and Recoveries	207	214	8	222	8	230	8
<b>Net Budget</b>	<b>158,853</b>	<b>167,723</b>	<b>8,869</b>	<b>172,148</b>	<b>4,425</b>	<b>177,924</b>	<b>5,776</b>
<b>% Change</b>			<b>5.6%</b>		<b>2.6%</b>		<b>3.4%</b>
Outlook - Restated	158,853	167,723	8,870	172,148	4,424	177,925	5,777

### Community and Health Services Incremental Changes to Budget

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Restated Base</b>	457,153	158,853	474,630	167,723	486,068	172,148
Base Adjustments	6,885	46	4,610	(40)	2,942	1,117
Efficiencies & Program Reductions	(781)	(174)	(453)	(454)	(508)	(47)
Legislated & Contractual	2,085	607	1,419	878	1,687	1,126
Impact of Capital	3,713	3,604	2,834	1,909	2,248	2,015
Growth & Service Enhancements	5,573	4,786	3,029	2,132	2,422	1,566
<b>Total Budget</b>	<b>474,630</b>	<b>167,723</b>	<b>486,068</b>	<b>172,148</b>	<b>494,858</b>	<b>177,924</b>
<b>Change from Prior Year</b>	<b>\$ 17,476</b>	<b>8,869</b>	<b>11,438</b>	<b>4,425</b>	<b>8,791</b>	<b>5,776</b>
	<b>% 3.8%</b>	<b>5.6%</b>	<b>2.4%</b>	<b>2.6%</b>	<b>1.8%</b>	<b>3.4%</b>

### Community and Health Services Staffing Summary

	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change
<b>Budget Base</b>	1,747.4		1,788.9		1,819.9	
New	35.0	2.0%	28.0	1.6%	26.0	1.4%
Conversions	6.5	0.4%	3.0	0.2%	1.0	0.1%
Program Reductions	-		-		-	
<b>Total Full-Time Equivalents</b>	<b>1,788.9</b>	<b>2.4%</b>	<b>1,819.9</b>	<b>1.7%</b>	<b>1,846.9</b>	<b>1.5%</b>
Outlook - Restated	1,788.9	2.4%	1,819.9	1.7%	1,846.9	1.5%

## Community and Health Services Budget by Program

(in \$000s)	2015 Approved		2016 Approved		% Change
	Gross	Net	Gross	Net	Net
<b>Employment &amp; Financial Support</b>					
Ontario Works	76,022	9,039	78,903	9,190	1.7%
Homelessness Community Programs	16,621	5,569	18,496	7,444	33.7%
	92,643	14,608	97,399	16,634	13.9%
<b>Family and Children's Services</b>					
Children's Services	99,222	13,684	100,423	13,885	1.5%
Children's Services Community Partnerships	2,943	920	3,006	958	4.1%
	102,166	14,604	103,429	14,843	1.6%
<b>Housing Services</b>					
Housing Asset Management	15,045	8,413	19,812	10,964	30.3%
Housing Programs	56,770	36,697	56,824	36,280	(1.1%)
	71,815	45,110	76,636	47,243	4.7%
<b>Public Health</b>					
Child and Family Health	17,702	10,362	18,076	10,776	4.0%
Health Protection	14,382	11,526	14,850	12,025	4.3%
Healthy Living	16,957	15,346	17,366	15,793	2.9%
Infectious Disease Control	10,365	8,502	10,324	8,811	3.6%
Program Based Grants (Cost Share Revenues)	-	(34,285)	-	(35,175)	2.6%
	59,406	11,450	60,617	12,230	6.8%
<b>Paramedic Services</b>	67,620	31,020	71,562	32,964	6.3%
<b>Seniors Services</b>					
Facilities	29,287	10,877	29,278	10,939	0.6%
Community Programs	3,392	733	3,480	890	21.5%
	32,679	11,610	32,758	11,829	1.9%
<b>Strategies and Partnerships</b>	13,550	13,176	14,038	13,789	4.7%
<b>Business Operations &amp; Quality Assurance</b>	17,275	17,275	18,190	18,190	5.3%
<b>Community &amp; Health Services</b>	<b>457,153</b>	<b>158,853</b>	<b>474,630</b>	<b>167,723</b>	<b>5.6%</b>
<b>Outlook - Restated</b>	<b>457,153</b>	<b>158,853</b>	<b>471,561</b>	<b>167,723</b>	<b>5.6%</b>

## Community and Health Services Budget by Program

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
<b>Employment &amp; Financial Support</b>						
Ontario Works	80,715	9,040	(1.6%)	82,276	9,170	1.4%
Homelessness Community Programs	18,949	7,897	6.1%	18,992	8,440	6.9%
	99,664	16,937	1.8%	101,268	17,610	4.0%
<b>Family and Children's Services</b>						
Children's Services	101,615	14,077	1.4%	102,053	14,482	2.9%
Children's Services Community Partnerships	3,050	976	1.9%	3,094	994	1.9%
	104,665	15,052	1.4%	105,147	15,476	2.8%
<b>Housing Services</b>						
Housing Asset Management	20,274	11,036	0.7%	19,056	11,067	0.3%
Housing Programs	58,574	37,019	2.0%	59,411	37,722	1.9%
	78,847	48,055	1.7%	78,467	48,789	1.5%
<b>Public Health</b>						
Child and Family Health	18,615	11,321	5.1%	19,130	11,840	4.6%
Health Protection	15,353	12,532	4.2%	15,736	12,919	3.1%
Healthy Living	17,926	16,357	3.6%	18,496	16,929	3.5%
Infectious Disease Control	10,665	9,157	3.9%	10,979	9,475	3.5%
Program Based Grants (Cost Share Revenues)	-	(36,216)	3.0%	-	(37,058)	2.3%
	62,560	13,151	7.5%	64,341	14,106	7.3%
<b>Paramedic Services</b>	74,655	34,706	5.3%	78,641	36,458	5.0%
<b>Seniors Services</b>						
Facilities	29,778	11,162	2.0%	30,271	11,372	1.9%
Community Programs	3,544	954	7.1%	3,597	1,008	5.6%
	33,322	12,116	2.4%	33,868	12,379	2.2%
<b>Strategies and Partnerships</b>	14,173	13,950	1.2%	14,557	14,538	4.2%
<b>Business Operations &amp; Quality Assurance</b>	18,181	18,181	(0.1%)	18,568	18,568	2.1%
<b>Community &amp; Health Services</b>	<b>486,068</b>	<b>172,148</b>	<b>2.6%</b>	<b>494,858</b>	<b>177,924</b>	<b>3.4%</b>
<b>Outlook - Restated</b>	<b>482,685</b>	<b>172,148</b>	<b>2.6%</b>	<b>492,867</b>	<b>177,925</b>	<b>3.4%</b>

## Employment & Financial Support Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>92,643</b>	<b>14,608</b>	<b>97,399</b>	<b>16,634</b>	<b>99,664</b>	<b>16,937</b>
<b>Base</b>						
Compensation and Inflation	315	315	336	336	322	322
Legislated Program Requirements	1,585	107	573	32	576	15
Contractual Commitments and Rate Adjustments	251	251	368	368	379	379
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	1,220	-	1,220	(500)	1,263
Direct Charges, Allocations and Recoveries	168	168	84	84	66	66
Revenues						
Provincial/Federal Funding	-	(1,685)	-	(1,820)	-	(1,738)
Program Reductions and Efficiencies	-	-	-	-	(460)	-
	<b>2,318</b>	<b>375</b>	<b>1,361</b>	<b>220</b>	<b>382</b>	<b>307</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	1,450	1,450	-	-	-	-
	<b>1,450</b>	<b>1,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	893	106	903	83	1,023	167
Enhancing Service Levels	94	94	-	-	199	199
	<b>987</b>	<b>200</b>	<b>903</b>	<b>83</b>	<b>1,222</b>	<b>366</b>
<b>Total Budget</b>	<b>97,399</b>	<b>16,634</b>	<b>99,664</b>	<b>16,937</b>	<b>101,268</b>	<b>17,610</b>
<b>Change from Prior Year</b>	\$ <b>4,756</b>	<b>2,026</b>	<b>2,265</b>	<b>303</b>	<b>1,604</b>	<b>673</b>
	% <b>5.1%</b>	<b>13.9%</b>	<b>2.3%</b>	<b>1.8%</b>	<b>1.6%</b>	<b>4.0%</b>

## Employment & Financial Support Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	162.0	169.0	169.0
New	3.0	-	3.0
Conversions	4.0	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>169.0</b>	<b>169.0</b>	<b>172.0</b>

## Family & Children's Services Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>102,166</b>	<b>14,604</b>	<b>103,429</b>	<b>14,843</b>	<b>104,665</b>	<b>15,052</b>
<b>Base</b>						
Compensation and Inflation	250	250	280	280	316	284
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	250	250	478	478	250	250
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	402	402	294	294	(178)	(178)
Revenues						
Provincial/Federal Funding	-	(1,025)	-	(1,026)	-	(26)
Program Reductions and Efficiencies	-	-	-	-	-	-
	<b>902</b>	<b>(123)</b>	<b>1,052</b>	<b>25</b>	<b>388</b>	<b>330</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	362	362	184	184	94	94
Enhancing Service Levels	-	-	-	-	-	-
	<b>362</b>	<b>362</b>	<b>184</b>	<b>184</b>	<b>94</b>	<b>94</b>
<b>Total Budget</b>	<b>103,429</b>	<b>14,843</b>	<b>104,665</b>	<b>15,052</b>	<b>105,147</b>	<b>15,476</b>
<b>Change from Prior Year</b>	\$ <b>1,263</b>	<b>239</b>	<b>1,236</b>	<b>209</b>	<b>482</b>	<b>424</b>
	% <b>1.2%</b>	<b>1.6%</b>	<b>1.2%</b>	<b>1.4%</b>	<b>0.5%</b>	<b>2.8%</b>

## Family & Children's Services Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	134.0	138.0	141.0
New	4.0	2.0	1.0
Conversions	-	1.0	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>138.0</b>	<b>141.0</b>	<b>142.0</b>

## Housing Services Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>71,815</b>	<b>45,110</b>	<b>76,636</b>	<b>47,243</b>	<b>78,847</b>	<b>48,055</b>
<b>Base</b>						
Compensation and Inflation	181	34	233	123	237	125
Legislated Program Requirements	-	-	-	-	482	482
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	2,671	-	389	-	(1,249)	-
Direct Charges, Allocations and Recoveries	(43)	55	37	9	40	10
Revenues						
Provincial/Federal Funding	(78)	(397)	-	(288)	(39)	(33)
Program Reductions and Efficiencies	(420)	-	-	-	-	-
	<b>2,311</b>	<b>(308)</b>	<b>659</b>	<b>(155)</b>	<b>(529)</b>	<b>585</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	70	-	340	-	-	-
Operating Impact of New Capital	-	-	169	-	-	-
	<b>70</b>	<b>-</b>	<b>509</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	-	-	-	-	-	-
Enhancing Service Levels	2,441	2,441	1,043	967	149	149
	<b>2,441</b>	<b>2,441</b>	<b>1,043</b>	<b>967</b>	<b>149</b>	<b>149</b>
<b>Total Budget</b>	<b>76,636</b>	<b>47,243</b>	<b>78,847</b>	<b>48,055</b>	<b>78,467</b>	<b>48,789</b>
<b>Change from Prior Year</b>	<b>\$ 4,821</b>	<b>2,133</b>	<b>2,211</b>	<b>812</b>	<b>(380)</b>	<b>734</b>
	<b>% 6.7%</b>	<b>4.7%</b>	<b>2.9%</b>	<b>1.7%</b>	<b>(0.5%)</b>	<b>1.5%</b>

## Housing Services Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	102.5	103.5	106.5
New	1.0	3.0	-
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>103.5</b>	<b>106.5</b>	<b>106.5</b>

## Public Health Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>59,406</b>	<b>11,450</b>	<b>60,617</b>	<b>12,230</b>	<b>62,560</b>	<b>13,151</b>
<b>Base</b>						
Compensation and Inflation	909	909	1,014	1,014	1,024	1,024
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(348)	(24)	92	92	93	93
Revenues						
Provincial/Federal Funding	-	(755)	-	(1,022)	-	(826)
Program Reductions and Efficiencies	(48)	(48)	(36)	(36)	(42)	(42)
	<b>513</b>	<b>82</b>	<b>1,071</b>	<b>49</b>	<b>1,075</b>	<b>248</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	698	698	872	872	707	707
Enhancing Service Levels	-	-	-	-	-	-
	<b>698</b>	<b>698</b>	<b>872</b>	<b>872</b>	<b>707</b>	<b>707</b>
<b>Total Budget</b>	<b>60,617</b>	<b>12,230</b>	<b>62,560</b>	<b>13,151</b>	<b>64,341</b>	<b>14,106</b>
<b>Change from Prior Year</b>	<b>\$ 1,211</b>	<b>780</b>	<b>1,943</b>	<b>921</b>	<b>1,781</b>	<b>955</b>
	<b>% 2.0%</b>	<b>6.8%</b>	<b>3.2%</b>	<b>7.5%</b>	<b>2.8%</b>	<b>7.3%</b>

## Public Health Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	448.8	454.3	461.3
New	5.0	7.0	6.0
Conversions	0.5	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>454.3</b>	<b>461.3</b>	<b>467.3</b>

## Paramedic Services Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>67,620</b>	<b>31,020</b>	<b>71,562</b>	<b>32,964</b>	<b>74,655</b>	<b>34,706</b>
<b>Base</b>						
Compensation and Inflation	1,376	1,376	1,525	1,525	1,560	1,560
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	362	404	(757)	307	182	182
Revenues						
Provincial/Federal Funding	-	(2,000)	-	(2,000)	-	(2,000)
Program Reductions and Efficiencies	(23)	(23)	-	-	-	-
	<b>1,715</b>	<b>(243)</b>	<b>768</b>	<b>(168)</b>	<b>1,741</b>	<b>(259)</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	(128)	(167)	189	(227)	233	-
Operating Impact of New Capital	2,355	2,355	2,137	2,137	2,011	2,011
	<b>2,227</b>	<b>2,188</b>	<b>2,325</b>	<b>1,909</b>	<b>2,245</b>	<b>2,011</b>
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	-	-	-	-	-	-
Enhancing Service Levels	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Total Budget</b>	<b>71,562</b>	<b>32,964</b>	<b>74,655</b>	<b>34,706</b>	<b>78,641</b>	<b>36,458</b>
<b>Change from Prior Year</b>	\$ <b>3,942</b>	<b>1,944</b>	<b>3,093</b>	<b>1,742</b>	<b>3,986</b>	<b>1,752</b>
	% <b>5.8%</b>	<b>6.3%</b>	<b>4.3%</b>	<b>5.3%</b>	<b>5.3%</b>	<b>5.0%</b>

## Paramedic Services Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	445.0	465.0	481.0
New	20.0	16.0	16.0
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>465.0</b>	<b>481.0</b>	<b>497.0</b>

## Seniors Services Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>32,679</b>	<b>11,610</b>	<b>32,758</b>	<b>11,829</b>	<b>33,322</b>	<b>12,116</b>
<b>Base</b>						
<b>Compensation and Inflation</b>	554	550	601	596	548	542
<b>Legislated Program Requirements</b>	-	-	-	-	-	-
<b>Contractual Commitments and Rate Adjustments</b>	-	-	-	-	-	-
<b>Facility Operational Needs</b>	-	-	-	-	-	-
<b>Contributions to Non-Capital Reserves</b>	-	-	-	-	-	-
<b>Direct Charges, Allocations and Recoveries</b>	9	25	(59)	(59)	-	-
<b>Revenues</b>						
Provincial/Federal Funding	(212)	(198)	2	(197)	1	(203)
Other Revenues	-	(72)	-	(73)	-	(75)
<b>Program Reductions and Efficiencies</b>	(239)	(52)	(5)	(6)	(5)	(5)
	<b>113</b>	<b>253</b>	<b>539</b>	<b>262</b>	<b>543</b>	<b>260</b>
<b>Impact of Capital</b>						
<b>Contributions to Capital Reserves</b>	-	-	-	-	-	-
<b>Net Debenture Financing of Capital Projects</b>	(33)	(33)	-	-	3	3
<b>Operating Impact of New Capital</b>	-	-	-	-	-	-
	<b>(33)</b>	<b>(33)</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>3</b>
<b>Growth and Service Enhancements</b>						
<b>Maintaining Existing Service Levels</b>	-	-	-	-	-	-
<b>Enhancing Service Levels</b>	-	-	25	25	-	-
	-	-	<b>25</b>	<b>25</b>	-	-
<b>Total Budget</b>	<b>32,758</b>	<b>11,829</b>	<b>33,322</b>	<b>12,116</b>	<b>33,868</b>	<b>12,379</b>
<b>Change from Prior Year</b>	\$ <b>79</b>	<b>219</b>	<b>564</b>	<b>287</b>	<b>546</b>	<b>263</b>
	% <b>0.2%</b>	<b>1.9%</b>	<b>1.7%</b>	<b>2.4%</b>	<b>1.6%</b>	<b>2.2%</b>

## Seniors Services Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	261.2	261.2	261.2
New	-	-	-
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>261.2</b>	<b>261.2</b>	<b>261.2</b>

## Strategies & Partnerships Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>13,550</b>	<b>13,176</b>	<b>14,038</b>	<b>13,789</b>	<b>14,173</b>	<b>13,950</b>
<b>Base</b>						
Compensation and Inflation	120	120	129	129	128	128
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(144)	(44)	6	6	6	6
Revenues						
Provincial/Federal Funding	-	25	-	25	-	204
Program Reductions and Efficiencies	-	-	-	-	-	-
	<b>(24)</b>	<b>101</b>	<b>135</b>	<b>160</b>	<b>134</b>	<b>338</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	262	262	-	-	25	25
Enhancing Service Levels	250	250	-	-	225	225
	<b>512</b>	<b>512</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>250</b>
<b>Total Budget</b>	<b>14,038</b>	<b>13,789</b>	<b>14,173</b>	<b>13,950</b>	<b>14,557</b>	<b>14,538</b>
<b>Change from Prior Year</b>	<b>\$ 488</b>	<b>613</b>	<b>135</b>	<b>161</b>	<b>384</b>	<b>588</b>
	<b>% 3.6%</b>	<b>4.7%</b>	<b>1.0%</b>	<b>1.2%</b>	<b>2.7%</b>	<b>4.2%</b>

## Strategies & Partnerships Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	49.0	50.0	50.0
New	1.0	-	-
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>50.0</b>	<b>50.0</b>	<b>50.0</b>

## Business Operations & Quality Assurance Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>17,275</b>	<b>17,275</b>	<b>18,190</b>	<b>18,190</b>	<b>18,181</b>	<b>18,181</b>
<b>Base</b>						
Compensation and Inflation	304	304	337	337	320	320
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	88	88	66	66	67	67
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	(51)	(51)	(412)	(412)	-	-
	<b>341</b>	<b>341</b>	<b>(9)</b>	<b>(9)</b>	<b>387</b>	<b>387</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	-	-	-	-	-	-
Enhancing Service Levels	574	574	-	-	-	-
	<b>574</b>	<b>574</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Budget</b>	<b>18,190</b>	<b>18,190</b>	<b>18,181</b>	<b>18,181</b>	<b>18,568</b>	<b>18,568</b>
<b>Change from Prior Year</b>	\$ <b>915</b>	<b>915</b>	<b>(9)</b>	<b>(9)</b>	<b>387</b>	<b>387</b>
	% <b>5.3%</b>	<b>5.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>	<b>2.1%</b>

## Business Operations & Quality Assurance Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	144.9	147.9	149.9
New	1.0	-	-
Conversions	2.0	2.0	1.0
Program Reductions	-	-	-
<b>Total Full-Time Equivalent</b>	<b>147.9</b>	<b>149.9</b>	<b>150.9</b>

# The Capital Budget 2016 to 2025

## Community and Health Services 2016 Capital Spending Authority and Funding

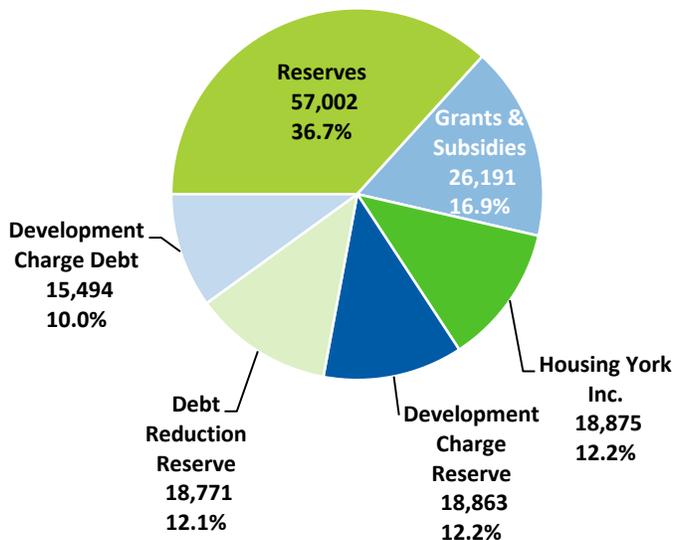
(in \$000s)	2016	2017	2018	2019	2020	2021	2022-2025	Total CSA
<b>2016 Capital Spending Authority</b>								
Housing Services	15,816	20,594	53,767	31,488	-	-	-	121,665
Seniors Services	2,666	1,313	-	-	-	-	-	3,979
Paramedic Services	20,480	8,131	941	-	-	-	-	29,552
<b>Total Capital Spending Authority</b>	<b>38,962</b>	<b>30,038</b>	<b>54,708</b>	<b>31,488</b>	-	-	-	<b>155,196</b>
<b>Financing Sources for 2016 Capital Spending Authority</b>								
Debt Reduction Reserve	11,967	6,208	596	-	-	-	-	18,771
Reserves	4,143	18,850	44,248	(10,239)	-	-	-	57,002
Debenture*	12,258	3,236	-	18,875	-	-	-	34,369
Development Charges	470	-	345	18,048	-	-	-	18,863
Grants and Subsidies	10,124	1,744	9,519	4,804	-	-	-	26,191
<b>Total Financing Sources</b>	<b>38,962</b>	<b>30,038</b>	<b>54,708</b>	<b>31,488</b>	-	-	-	<b>155,196</b>
<b>*Debt Repayment Sources</b>								
Development Charges	12,258	3,236	-	-	-	-	-	15,494
Housing York Inc.	-	-	-	18,875	-	-	-	18,875
<b>Total Debt Repayment Sources</b>	<b>12,258</b>	<b>3,236</b>	-	<b>18,875</b>	-	-	-	<b>34,369</b>

Capital reports including the details by project are included in the Appendix starting on page 325.

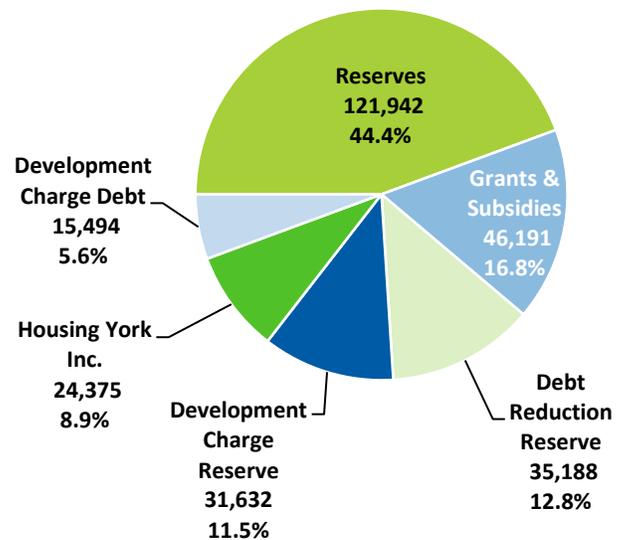
## Community and Health Services Capital Financing

(in \$000s)

**Capital Spending Authority  
(\$155 Million)**

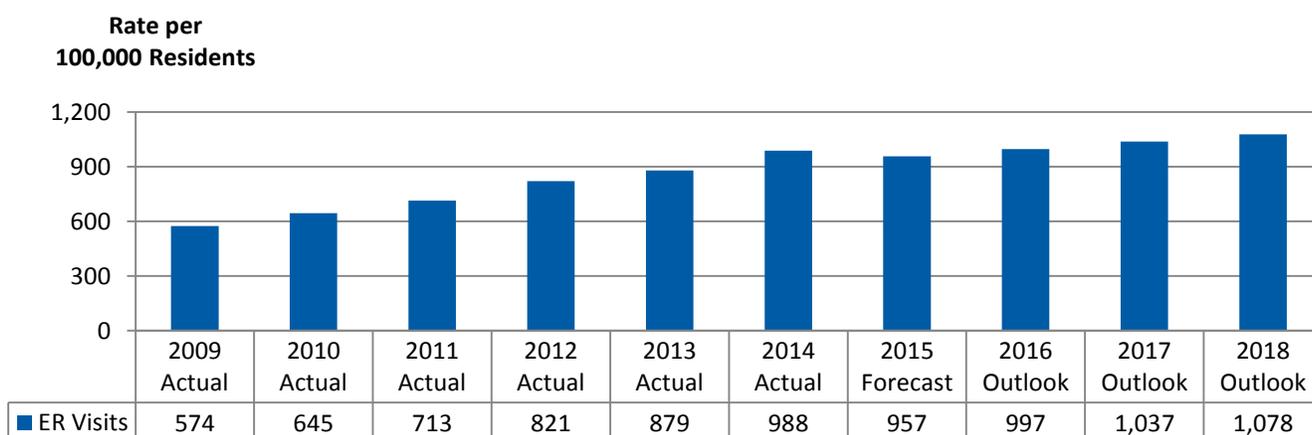


**10-Year Plan  
(\$275 Million)**



## Community and Health Services Metrics

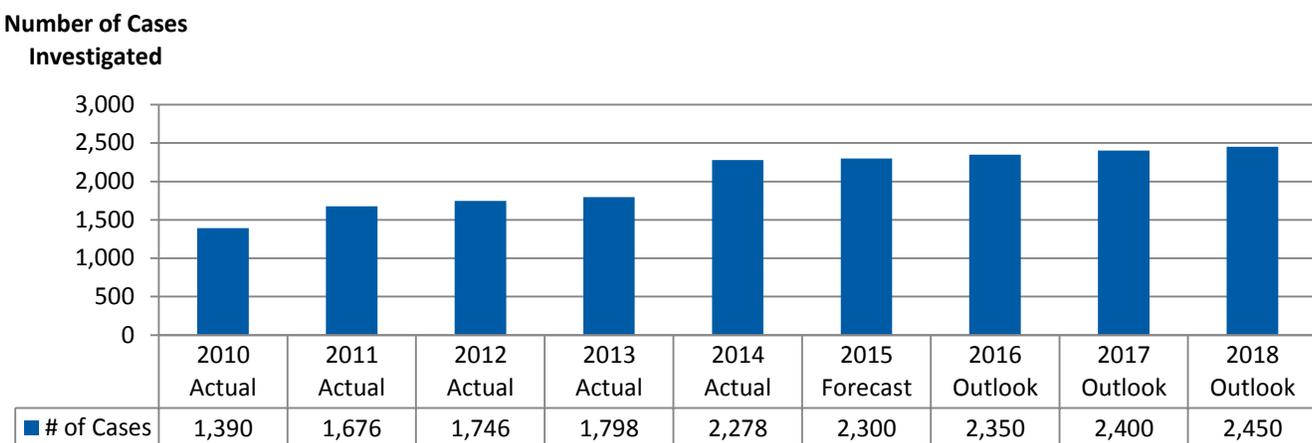
### Mental illness emergency room visits among youths are expected to grow



Sources: Ambulatory Visit Data 2009-2014 (Calendar Year), Ontario Ministry of Health and Long-Term Care, IntelliHEALTH ONTARIO, Date Extracted: 2015-06-02 . Population Estimates 2009-2014, Ontario Ministry of Health and Long-Term Care, IntelliHEALTH ONTARIO, Date Extracted: 2015-06-02.

Ontario's Open Minds, Healthy Minds Mental Health and Addictions Strategy promotes positive mental health of children. This is recognized as fundamental to the development of healthy behaviours in children and youth. Public health nurses work with schools to develop comprehensive mental health initiatives to address knowledge and skill building for teachers, staff and students. To do this, the budget includes new resources for public health school services.

### Number of infectious diseases case investigations continues to increase



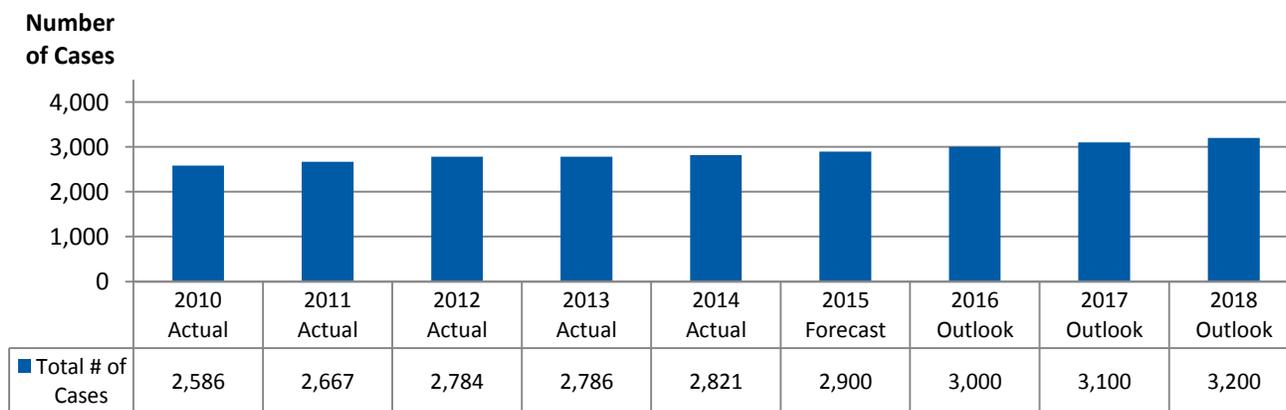
Source: Ontario Ministry of Health and Long-Term Care, integrated Public Health Information System (iPHIS) database, extracted by York Region Community and Health Services as of August 26, 2015.

Note: Investigations include cases classified as confirmed, probable, suspect and 'does not meet' case definition. These data do not include investigations of latent TB infection.

The steadily increasing number of investigations in York Region is predicted to continue over the coming four years as a result of the increase in York Region's population and the emergence of new diseases such as MERS-CoV (Middle East Respiratory Syndrome Coronavirus). In 2014 the program investigated a cluster of four cases of Measles related to international travel that required contacting over 400 contacts in the community.

Note: MERS-CoV is a coronavirus. Coronaviruses are the cause of the common cold, but can also be the cause of more severe illnesses with flu-like symptoms. Serious illness and death have been seen in patients with underlying medical conditions and/or in older individuals. Source: Public Health Agency of Canada

## Number of Sexually Transmitted Infections (STI) and Blood-Borne Infections (BBI)

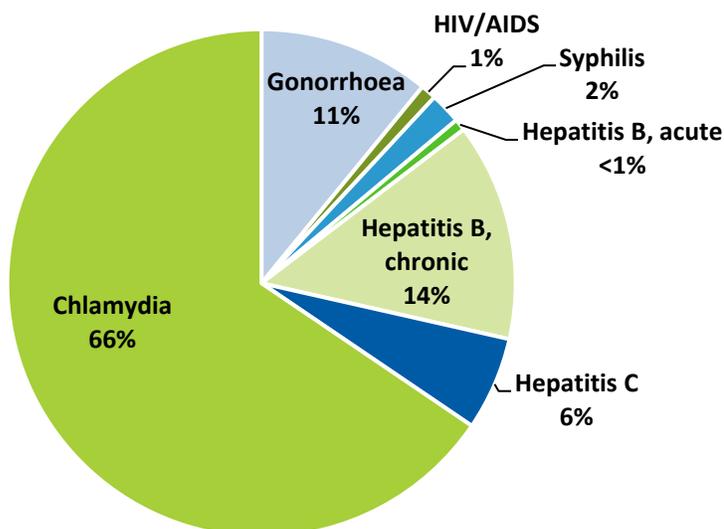


Source: Ontario Ministry of Health and Long-Term Care, integrated Public Health Information System (iPHIS) database, extracted by York Region Community and Health Services as of August 26, 2015.

Note: Investigations include cases classified as confirmed.

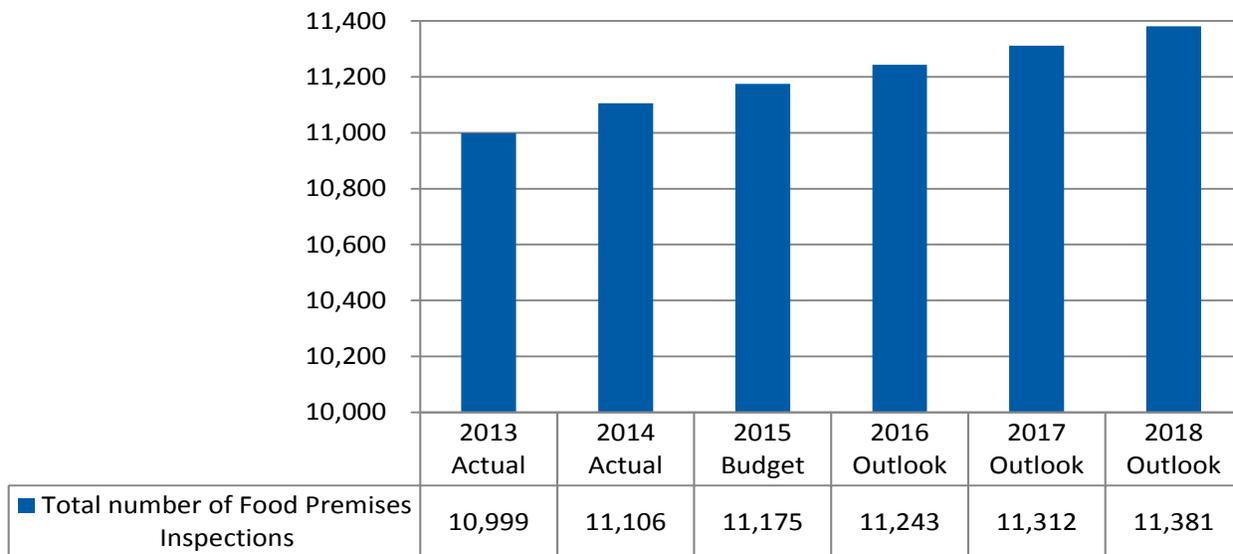
The projected increase in the number of cases is due to population growth, increasing numbers of vulnerable populations such as street youth, homeless individuals, individuals negatively impacted by social determinants of health and a growing resistance to treatment for cases of gonorrhoea.

### Proportion of STI/BBI by disease, York Region, 2014



## Total number of food premises inspections

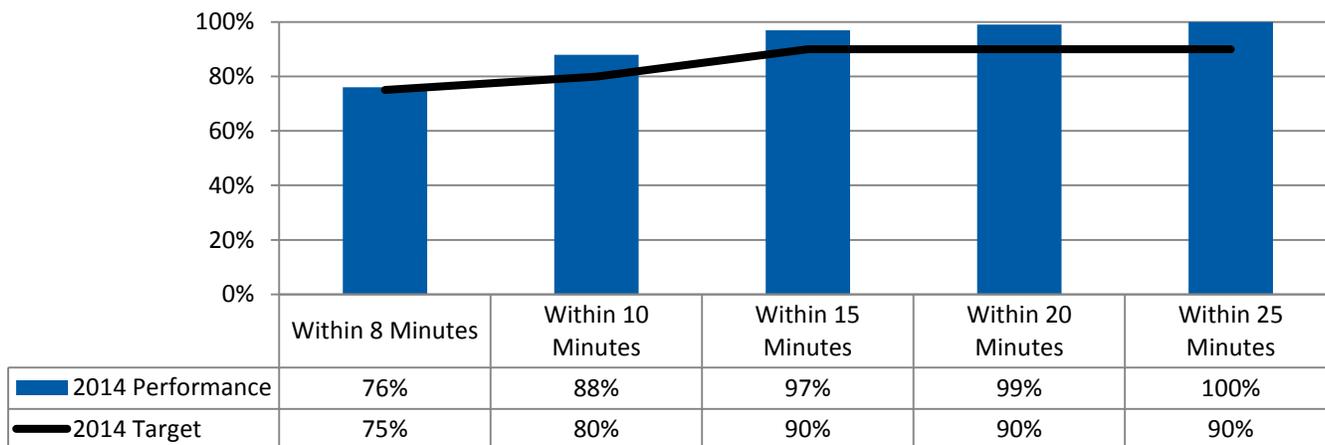
Number of Food Premises Inspections



Increasing the number of food premises inspections, including required inspections and re-inspections, from 2013 to 2018. An addition of 170 food premises over five years translates to an additional 382 inspections, which is equivalent to one FTE. As a result, the number of complaints and suspect food-borne illness investigations will also increase.

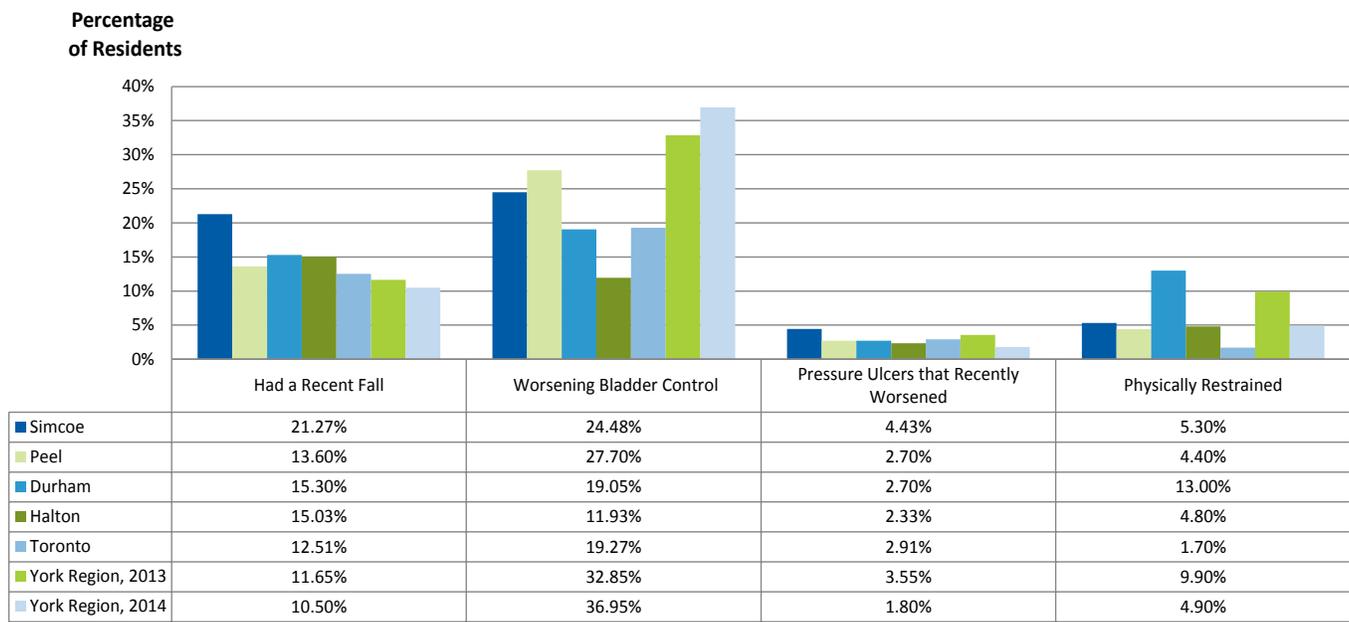
## Paramedic services outperform target response rate

Percentage of Responses Within Each Time Frame



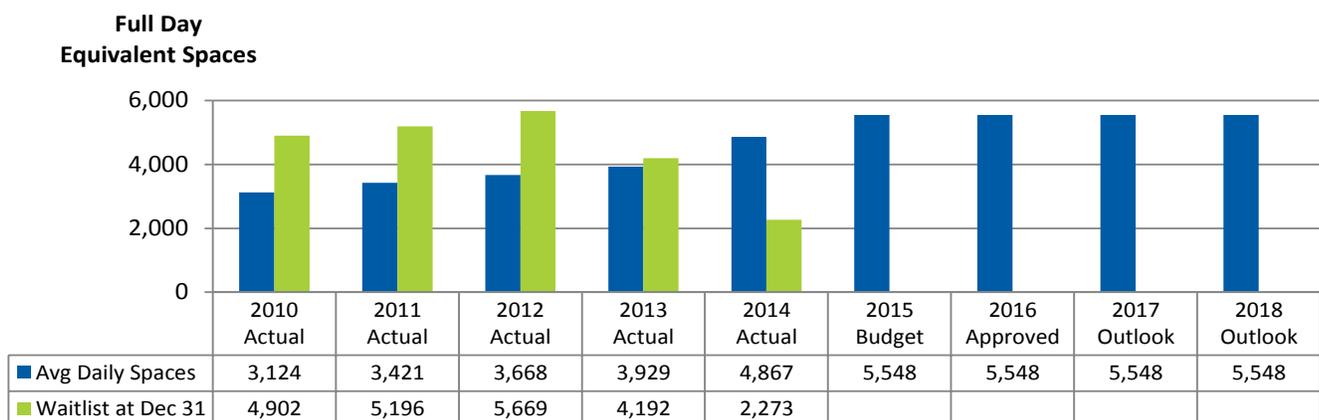
York Region Paramedic Services have met or exceeded all performance targets, with some targets achieving faster results than anticipated.

## Region compares well on most provincial indicators for seniors services



York Region Seniors Services performed better than other regions with respect to the percentage of resident falls and worsening pressure ulcers, and comparably on the percentage of residents physically restrained. It also showed signs of continuous improvement (1% to 5%) between 2013 and 2014 on these three indicators as a result of enhancements to the interdisciplinary programs related to each indicator. York Region did not perform as well as other regions on the percentage of residents with worsening bladder control. An enhanced program has been put in place in 2015 to help recognize and respond better to the needs of the residents and provide better outcomes for them.

## The waitlist for child care fee subsidy decreased from 2012 to 2014

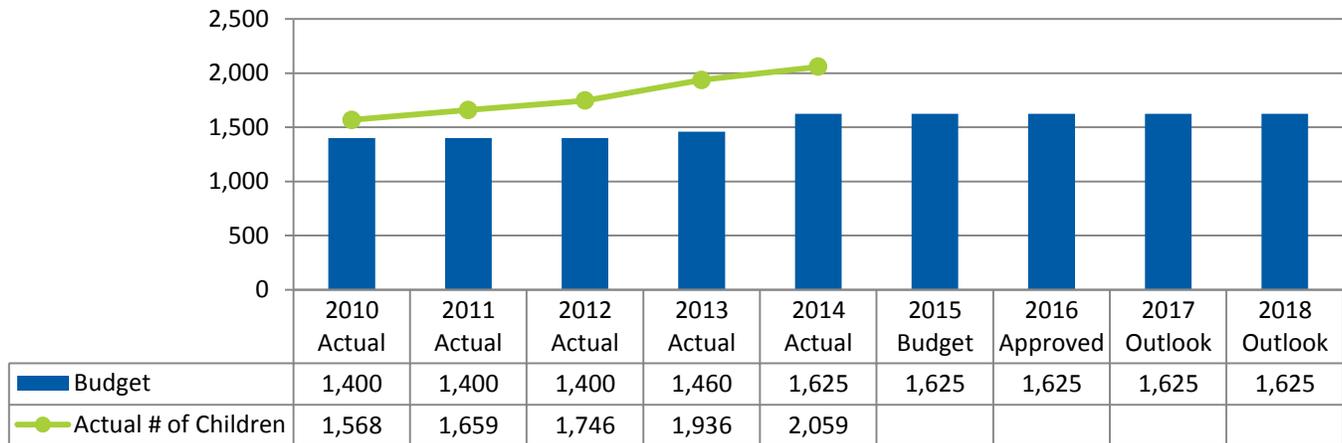


Source: Ontario Child Care Management System

From 2012 to 2014, due to new provincial funding, the Fee Assistance waitlist decreased and service levels increased. In 2015, it is anticipated that the waitlist will remain relatively unchanged and service levels will grow slightly as the provision of new provincial funding levels out. In 2016 and onwards, while service levels are expected to remain unchanged, the waitlist is expected to grow as the Region continues to grow.

## Early intervention service levels increased as a result of additional provincial funding

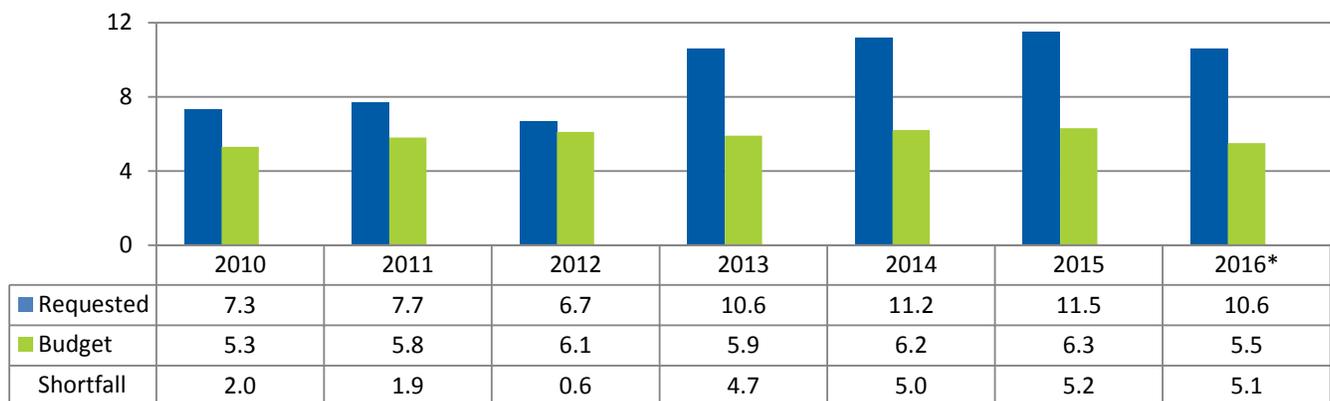
Monthly Average Number of Children Served



Additional funding was available in 2013, which allowed the program to include more participants. An increase in 2014 in the actual average number of children served was due to new provincial funding. Outlook years reflect no increase in resources.

## Requests for funding from the Community Investment Program continue to grow

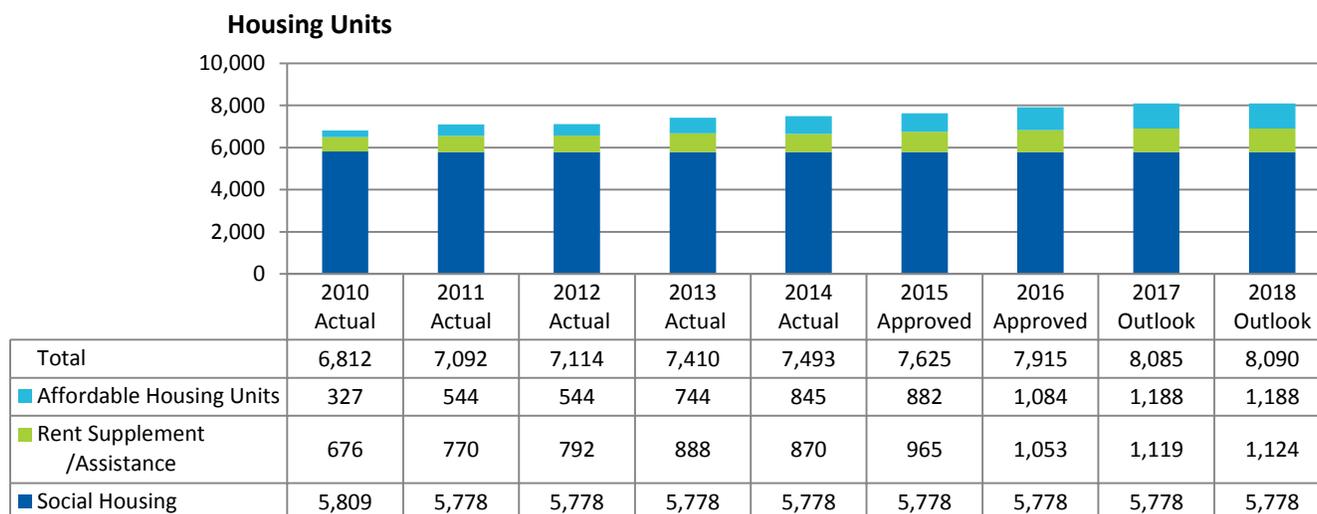
Funding (in \$ Millions)



\*2016 excludes funding from the Community Homelessness Prevention Initiative (CHPI)

Non-profit organizations in the community can request funding from York Region to provide services to low and moderate income residents. Enhancements to the community investment fund in 2016 and 2018 help expand the reach of these services.

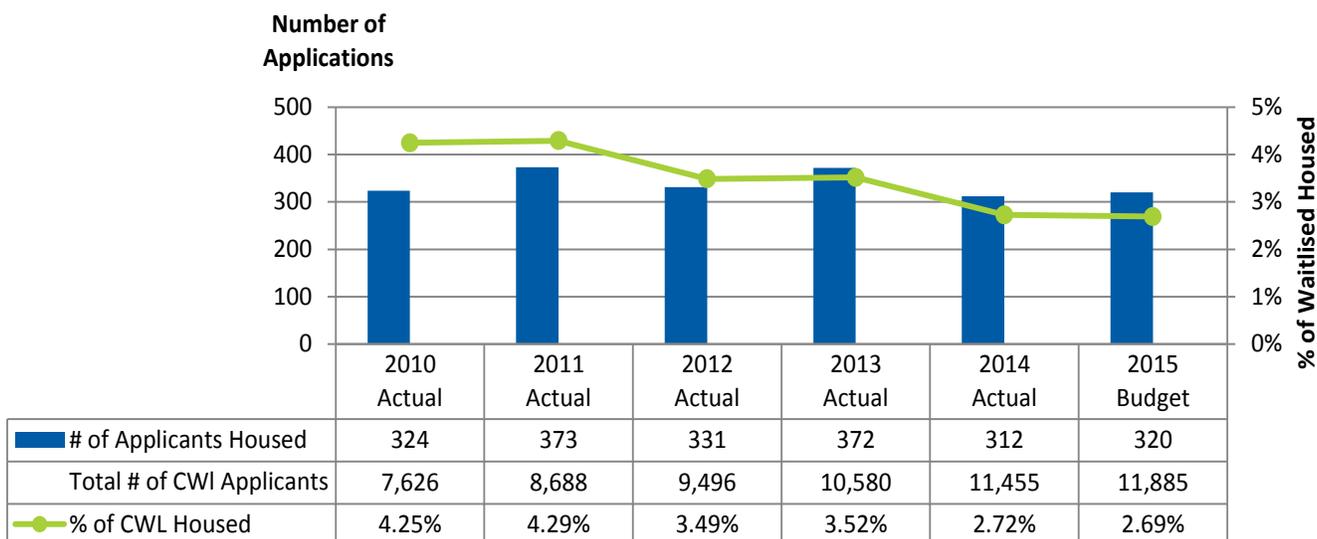
## Total number of housing units funded continues to increase



Source: Number of Social Housing Units as reported in the Ontario Municipal Benchmark Initiative (OMBI) plus Affordable Housing Program (AHP) units and Regional Rent Assistance programs.

The Rent Supplement/Assistance program increased in 2014 with additional funding and subsidies targeted to support low income households. By 2018, the number of program funded units will increase by 465.

## Number of applicants for subsidized housing units has been increasing



Note: CWL: Centralized Waiting List

Source: Percentage of Social Housing Waiting List Place Annually OMBI Measure SCHG110

The 2015 estimate indicates a slower rate of increase in the Centralized Waitlist for the second year. While the demand and number of applicants continues to increase, no additional units were added in 2015 and residents are staying in their units longer leading to a slightly lower percentage of waitlist applicants housed. The Richmond Hill Hub, which will consist of 202 units, will open in 2016 and will increase the number of applicants housed.

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# CORPORATE MANAGEMENT AND GOVERNANCE

York Regional Council sets the overall direction for the goals, policies and activities of York Region, creates bylaws and authorizes spending. Members of Regional Council elect a Chair at the first meeting of each new Council's four-year term.

Corporate management provides leadership, offers professional services and works to achieve corporate-wide goals efficiently. Four areas are responsible for these activities.

- **Office of the Chief Administrative Officer**
- **Legal Services**
- **Corporate Services**
- **Finance**

## Working to achieve key goals across the organization

The four areas responsible for corporate management and professional services are the Office of the Chief Administrative Officer, Legal Services, Corporate Services and Finance.

### Office of the Chief Administrative Officer:

- **Strategies and Initiatives** leads the overall strategy for the Region's corporate emergency management, customer service, continuous improvement and strategic planning while providing direct administrative and special project support, including research, analysis, and coordination, as required and directed by the Chief Administrative Officer.
- **Audit Services** assesses the Region's business activities and structures to identify and reduce risk, and looks for ways to improve operations.

### Legal Services:

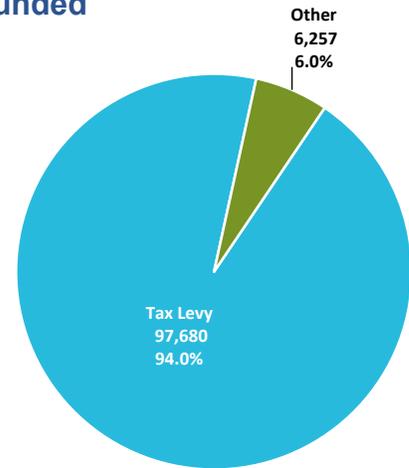
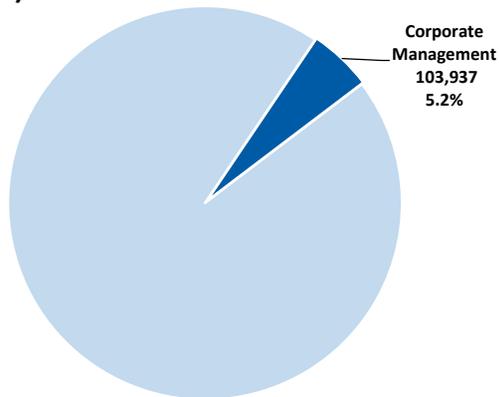
The Legal Services branch provides support and advice to all Regional departments, Regional Council and the Police Services Board as well as the Region's corporations and boards such as Housing York Inc. and York Region Rapid Transit Corporation. The branch advises and provides support on a wide range of issues, including critical infrastructure projects, construction and procurement, litigation and labour and employment matters, general real estate matters, land acquisition and environmental issues, as well as corporate, commercial, municipal and planning and development law. The branch also represents the Region at various levels of Courts and administrative tribunals as well as the Ontario Municipal Board.

### Major initiatives planned and underway:

- Designing a development tracking system at an expected cost of \$1.5 million from 2016 to 2017
- Updating the Regional official plan to include the results of the municipal comprehensive review discussed on page 14, and revising related policies
- Leading a broadband task force for the Region
- Making residents more aware of Council activities and decisions and Regional services and initiatives at a corporate-wide cost of \$50,000 a year
- Developing a mobile app for residents' use
- Renovating a Regional building on Harry Walker Parkway with a budget of \$12.9 million in 2016 and 2017, and redesigning the Regional Administrative Centre with a budget of \$7.9 million
- Preparing for the building of the Regional Annex building, with a capital budget of \$216.5 million to 2020
- Continuing to use the Regional fiscal strategy to maintain peak debt peak debt at \$2.9 billion by 2017
- Carrying out research and analysis for and drafting an updated Development Charge bylaw to be presented in 2017

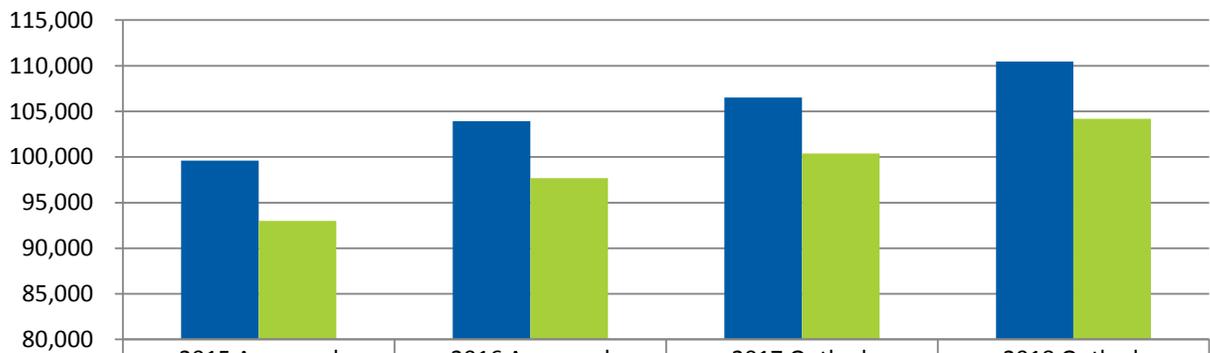
## 2016 operating budget share of total spending and how it's funded

(in \$000s)



## 4-year operating budget spending

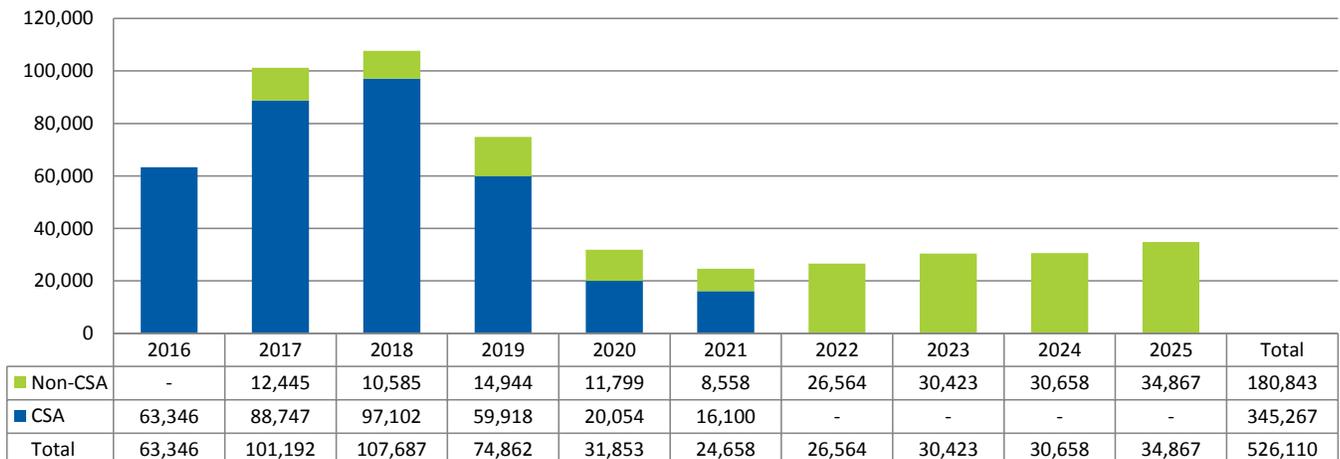
(in \$000s)



	2015 Approved	2016 Approved	2017 Outlook	2018 Outlook
■ Gross Expenditures	99,588	103,937	106,502	110,460
■ Net Tax Levy	93,007	97,680	100,384	104,187

## 10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



## Corporate Services:

- **Communications, Information & Data** includes Corporate Communications, The Office of the Regional Clerk, Geographical Information Services and Business Services. Corporate Communications provides strategic internal and external communications, media relations support, graphic design/branding services and oversees the Region's intranet and public website. The Office of the Regional Clerk acts as corporate secretary to Regional Council and its committees, leads the management of the Region's electronic and paper information assets, and heads its access to information and privacy program. Geographic Information Services provides mapping, data management and analytics using geospatial data to all departments, York Regional Police, the York Region Rapid Transit Corporation, local municipal and external partners. Geographic Information Services also administers York's Online Data Access, making data and information available to colleagues, external partners and the public through Open Data. In addition, Business Services provides support for Corporate Services department.
- **Human Resource Services** contributes to a positive workplace culture through leadership in talent acquisition and retention, employee and labour relations, learning and development, performance management, compensation, benefits and recognition, legislative compliance and a focus on employee health, safety and wellness.
- **Property Services** acquires property, is responsible for facility maintenance, security and parking services, manages facilities related capital construction projects (for example, paramedic stations, community housing and administrative space), plans and designs space and oversees efficient delivery of day-to-day facility operations. As part of its capital plan, Property Services is working on the design and delivery of the Annex Service Centre.
- **Planning and Economic Development**, headed by the Region's Chief Planner, leads development and defence of Regional policy to guide growth management and land use planning decisions and works to align the Regional Official Plan with the goals of Vision 2051. It also ensures that development conforms to and is consistent with the planning frameworks of the provincial government and the Region. The goals of the economic development function are to attract new business investment, to keep existing businesses and help them grow.

## Finance:

- **The Office of the Budget** oversees the development of the Region's multi-year operating and capital budgets, advises senior management and Council on departmental business plans and budgets, provides periodic updates on spending during the fiscal year, and carries out long-term planning and analysis.
- **The Controllership Office** manages the Region's financial processes, keeps its accounts, prepares its financial statements and puts in place controls, policies and procedures to safeguard its financial resources.

## Building a strong Finance team with an associate analyst program

To grow while remaining fiscally strong, York Region needs high-quality financial and economic analysis, sound policy advice and responsive customer service. To help achieve these goals, the Finance department recently launched the new “Triple A” program.

Triple A, which stands for Accelerated Advancement for Analysts, provides a two-year, rotational work term for recent graduates with any Master’s degree. Successful applicants, called associate analysts, spend placements of four to eight months in the department. The aim is to prepare them for permanent positions and advancement, building a talent pool for the department and the organization as a whole. Four new associate analysts were hired in the program’s first cohort, in 2015, and recruitment is underway for the second cohort.

Participants have been enthusiastic:

*“Triple A Program ... has been a great experience in expanding my horizon in policy development, public finance and information technology.”*

*“I have had the opportunity to work with a great team of individuals in an exciting and dynamic environment.”*

*“The Triple A program is helping me to analyze my capabilities, develop further skills and ensure a successful start to my career.”*

The program is having impacts beyond the Region: one Triple A analyst is working on a research project on municipal infrastructure investment and financial sustainability. While being led by the department’s Treasury Office, the project is funded by the Association of Municipalities of Ontario (AMO). The broad aim is to help develop an evidence-based framework, policies and best practices on the use of debt and reserves to fund municipal infrastructure.

- **Treasury Office** analyzes revenue sources, including property taxes and development charge collections, draws up the Region’s annual long-term debt management plan and ensures compliance with provincial requirements, manages financial risks and is responsible for the Region’s relationships with financial institutions and credit rating agencies.

- **Information Technology Services** works with departments to select and implement innovative technology solutions that enable delivery of cost-effective services to residents. The branch also provides ongoing system and user support to ensure a secure and efficient operational environment. Information Technology is a strategic asset for the Region, keeping abreast of changing technologies and solutions that deliver on organizational needs and align with corporate strategic priorities and vision. The operating and capital plans ensure ongoing performance and reliability of technology assets.

- **Supplies & Services** provides a number of services, including centralized procurement and implementation of the Purchasing Bylaw, as well as operation of the print shop and mailroom.

## Accomplishments

Providing central guidance, oversight and advice, the corporate management and governance function has helped Regional departments to work together and respond effectively to the challenges of growth and change. Some recent key accomplishments included:

- The Office of the CAO provided leadership and facilitated collaborative efforts across the

organization supporting the development of the 2015 to 2019 Strategic Plan in alignment with Vision 2051.

- Legal Services provided training and support to more than 500 Regional staff on the revised Purchasing Bylaw.
- Corporate Communications increased the profile of Regional services, initiatives and events through effective media, social media and public outreach, including developing an e-newsletter and targeted videos. Total followers across all social media platforms grew by 50%.
- Regional Clerks created a Report Writing Toolkit focused on strengthening council reports and trained roughly 200 report writers. It also helped ensure report writers and others meet new requirements under the Accessibility for Ontarians with Disabilities Act.
- Geographical Information Services migrated YorkMaps, the Region's web-based mapping tool, to a version that can be used on desktop, tablet and other mobile devices. The branch was honoured by the Urban and Regional Information Systems Association as winner of the 2015 Enterprise System award.
- The University of Waterloo recognized the efforts of Human Resources Services and other Regional departments with the Top Employer Award for the Region's commitment to student co-op programs.
- Property Services took possession of 177 land requirements for three Viva bus rapid transit corridors, including properties along Yonge Street in the Town of Richmond Hill and on Highway 7 in the City of Vaughan. It also project managed the construction of one paramedic station, renovations to existing facilities, and installation of a security system and closed circuit television cameras at one of the Region's long-term care facilities.
- Planning and Economic Development staff provided Council with 38 recommendations related to the review of three Provincial Plans. They also issued comments and conditions of draft approval for 56 plans of subdivision and 10 plans of condominium that include in total 10,452 residential units and 97 hectares of commercial and/or industrial land. The branch is also involved in efforts to coordinate activities across the Region to help ensure more sustainable growth, as described in more detail in the box on page 14.
- Economic Strategy redesigned and re-launched the [investinyork.ca](http://investinyork.ca) website, which has since seen an increase of nearly 60% compared to the same period a year earlier.
- Working in close collaboration with Environmental Services, Finance carried out modelling and analysis work to support development of the new water and wastewater rate structure discussed on page 49. The department also continued to enhance the Regional fiscal strategy, which is designed to reduce debt and increase reserves. Finance developed the Region's first annual reports highlights

document, and won awards from the Government Finance Officers Association for the Region's annual report and budget.

- In the first nine months of 2015, Information Technology Services diverted roughly 23 tonnes of waste from landfill by ensuring components of outdated computer and other equipment were recycled.

**Looking ahead:**

The volume and complexity of governance and management issues will accelerate as the Region continues to grow and urbanize. York Region is working to ensure that its responses are based on good information and analysis and reflect leading practices. This will involve constant monitoring of internal and external trends and events, and taking action as needed to align with objectives set out in the 2015 to 2019 Strategic Plan.

Communicating Regional decisions and actions effectively and offering more ways to access services is also important, as residents expect more information and easier interaction through a wider variety of channels.

## The Operating Budget 2016 to 2018

### Corporate Management and Governance Financial Summary

(in \$000s)	2015	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Budget	Approved	\$	Outlook	\$	Outlook	\$
Operating Expenditures	103,686	110,011	6,325	112,673	2,661	115,987	3,314
Contribution to Capital	7,152	7,152	-	7,152	-	7,152	-
Revenues	(6,581)	(6,257)	324	(6,118)	139	(6,272)	(154)
Allocations and Recoveries	(11,250)	(13,226)	(1,976)	(13,322)	(96)	(12,679)	644
<b>Net Budget</b>	<b>93,007</b>	<b>97,680</b>	<b>4,673</b>	<b>100,384</b>	<b>2,704</b>	<b>104,187</b>	<b>3,804</b>
<b>% Change</b>			<b>5.0%</b>		<b>2.8%</b>		<b>3.8%</b>
Outlook - Restated	93,007	97,245	4,238	99,821	2,576	103,622	3,802

### Corporate Management and Governance Incremental Changes to Budget

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	
<b>Restated Base</b>	99,588	93,007	103,937	97,680	106,502	100,384	
Base Adjustments	1,329	1,403	1,128	1,347	1,779	1,746	
Efficiencies & Program Reductions	(526)	(576)	(398)	(398)	(191)	(191)	
Legislated & Contractual	(416)	(116)	304	304	232	232	
Impact of Capital	389	389	139	139	190	190	
Growth & Service Enhancements	3,573	3,573	1,392	1,311	1,948	1,827	
<b>Total Budget</b>	<b>103,937</b>	<b>97,680</b>	<b>106,502</b>	<b>100,384</b>	<b>110,460</b>	<b>104,187</b>	
<b>Change from Prior Year</b>	<b>\$</b>	<b>4,349</b>	<b>4,673</b>	<b>2,565</b>	<b>2,704</b>	<b>3,957</b>	<b>3,804</b>
	<b>%</b>	<b>4.4%</b>	<b>5.0%</b>	<b>2.5%</b>	<b>2.8%</b>	<b>3.7%</b>	<b>3.8%</b>

### Corporate Management and Governance Staffing Summary

	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change
<b>Budget Base</b>	594.0		621.0		634.0	
New	27.0	4.6%	12.0	1.9%	13.0	2.1%
Conversions	-		1.0	0.2%	2.0	0.3%
Program Reductions	-		-		(0.5)	(0.1%)
<b>Total Full-Time Equivalents</b>	<b>621.0</b>	<b>4.5%</b>	<b>634.0</b>	<b>2.1%</b>	<b>648.5</b>	<b>2.3%</b>
Outlook - Restated	620.0	4.4%	633.0	2.1%	647.5	2.3%

## Corporate Management and Governance Budget by Program

(in \$000s)	2015 Approved		2016 Approved		% Change
	Gross	Net	Gross	Net	Net
Chair & Council	2,148	2,148	2,184	2,184	1.7%
Office of the C.A.O.	5,674	5,062	5,816	5,477	8.2%
Legal Services	5,161	4,803	5,440	5,036	4.9%
Financial Management	15,498	13,753	16,283	14,399	4.7%
Information Technology Services	24,712	24,712	25,448	25,448	3.0%
Communications, Information & Data	9,366	9,113	9,937	9,674	6.2%
Human Resource Services	7,611	7,547	7,918	7,854	4.1%
Property Services	20,503	19,199	21,888	20,879	8.8%
Planning and Economic Development	8,915	6,671	9,022	6,727	0.9%
<b>Corporate Management</b>	<b>99,588</b>	<b>93,007</b>	<b>103,937</b>	<b>97,680</b>	<b>5.0%</b>
<b>Outlook - Restated</b>	<b>99,588</b>	<b>93,007</b>	<b>103,511</b>	<b>97,245</b>	<b>4.6%</b>

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
Chair & Council	2,222	2,222	1.7%	2,261	2,261	1.7%
Office of the C.A.O.	5,948	5,606	2.4%	6,217	5,873	4.8%
Legal Services	5,654	5,243	4.1%	6,074	5,658	7.9%
Financial Management	16,576	14,842	3.1%	17,305	15,428	3.9%
Information Technology Services	25,822	25,822	1.5%	26,442	26,442	2.4%
Communications, Information & Data	10,554	10,289	6.4%	11,186	10,918	6.1%
Human Resource Services	7,928	7,864	0.1%	8,248	8,184	4.1%
Property Services	22,489	21,480	2.9%	23,227	22,218	3.4%
Planning and Economic Development	9,309	7,015	4.3%	9,501	7,207	2.7%
<b>Corporate Management</b>	<b>106,502</b>	<b>100,384</b>	<b>2.8%</b>	<b>110,460</b>	<b>104,187</b>	<b>3.8%</b>
<b>Outlook - Restated</b>	<b>106,278</b>	<b>99,821</b>	<b>2.6%</b>	<b>110,330</b>	<b>103,622</b>	<b>3.8%</b>

## Chair & Council Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>2,148</b>	<b>2,148</b>	<b>2,184</b>	<b>2,184</b>	<b>2,222</b>	<b>2,222</b>
<b>Base</b>						
Compensation and Inflation	37	37	38	38	38	38
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	-	-	-	-	-	-
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-	-	-
	<b>37</b>	<b>37</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	-	-	-	-	-	-
Enhancing Service Levels	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Total Budget</b>	<b>2,184</b>	<b>2,184</b>	<b>2,222</b>	<b>2,222</b>	<b>2,261</b>	<b>2,261</b>
<b>Change from Prior Year</b>	\$ 36	36	38	38	39	39
	% 1.7%	1.7%	1.7%	1.7%	1.7%	1.7%

## Chair & Council Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	3.0	3.0	3.0
New	-	-	-
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

## Office of the Chief Administrative Officer Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>5,674</b>	<b>5,062</b>	<b>5,816</b>	<b>5,477</b>	<b>5,948</b>	<b>5,606</b>
<b>Base</b>						
Compensation and Inflation	70	43	130	127	106	104
Legislated Program Requirements	(300)	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(20)	(20)	2	2	3	3
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-	-	-
	<b>(250)</b>	<b>23</b>	<b>132</b>	<b>130</b>	<b>109</b>	<b>107</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	392	392	-	-	160	160
Enhancing Service Levels	-	-	-	-	-	-
	<b>392</b>	<b>392</b>	<b>-</b>	<b>-</b>	<b>160</b>	<b>160</b>
<b>Total Budget</b>	<b>5,816</b>	<b>5,477</b>	<b>5,948</b>	<b>5,606</b>	<b>6,217</b>	<b>5,873</b>
<b>Change from Prior Year</b>	\$ <b>142</b>	<b>415</b>	<b>132</b>	<b>129</b>	<b>269</b>	<b>267</b>
	% <b>2.5%</b>	<b>8.2%</b>	<b>2.3%</b>	<b>2.4%</b>	<b>4.5%</b>	<b>4.8%</b>

## Office of the Chief Administrative Officer Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	26.0	29.0	29.0
New	3.0	-	-
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>29.0</b>	<b>29.0</b>	<b>29.0</b>

## Legal Services Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>5,161</b>	<b>4,803</b>	<b>5,440</b>	<b>5,036</b>	<b>5,654</b>	<b>5,243</b>
<b>Base</b>						
Compensation and Inflation	280	280	158	158	111	111
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(151)	(196)	(60)	(66)	3	(3)
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-	-	-
	<b>130</b>	<b>84</b>	<b>99</b>	<b>92</b>	<b>114</b>	<b>107</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	150	150	116	116	307	307
Enhancing Service Levels	-	-	-	-	-	-
	<b>149</b>	<b>149</b>	<b>115</b>	<b>115</b>	<b>307</b>	<b>307</b>
<b>Total Budget</b>	<b>5,440</b>	<b>5,036</b>	<b>5,654</b>	<b>5,243</b>	<b>6,074</b>	<b>5,658</b>
<b>Change from Prior Year</b>	\$ <b>279</b>	<b>233</b>	<b>214</b>	<b>207</b>	<b>420</b>	<b>415</b>
	% <b>5.4%</b>	<b>4.9%</b>	<b>3.9%</b>	<b>4.1%</b>	<b>7.4%</b>	<b>7.9%</b>

## Legal Services Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	52.0	55.0	56.0
New	3.0	1.0	2.0
Conversions	-	-	-
Program Reductions	-	-	(0.5)
<b>Total Full-Time Equivalents</b>	<b>55.0</b>	<b>56.0</b>	<b>57.5</b>

## Financial Management Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>15,498</b>	<b>13,753</b>	<b>16,283</b>	<b>14,399</b>	<b>16,576</b>	<b>14,842</b>
<b>Base</b>						
Compensation and Inflation	390	390	310	310	315	315
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(3)	(142)	(432)	(201)	177	155
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	(40)	(40)	(80)	(80)	-	-
	<b>347</b>	<b>208</b>	<b>(202)</b>	<b>29</b>	<b>492</b>	<b>470</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	438	438	495	414	237	116
Enhancing Service Levels	-	-	-	-	-	-
	<b>438</b>	<b>438</b>	<b>495</b>	<b>414</b>	<b>237</b>	<b>116</b>
<b>Total Budget</b>	<b>16,283</b>	<b>14,399</b>	<b>16,576</b>	<b>14,842</b>	<b>17,305</b>	<b>15,428</b>
<b>Change from Prior Year</b>	\$ <b>785</b>	\$ <b>646</b>	\$ <b>293</b>	\$ <b>443</b>	\$ <b>729</b>	\$ <b>586</b>
	% <b>5.1%</b>	% <b>4.7%</b>	% <b>1.8%</b>	% <b>3.1%</b>	% <b>4.4%</b>	% <b>3.9%</b>

## Financial Management Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	116.0	120.0	124.0
New	4.0	4.0	2.0
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>120.0</b>	<b>124.0</b>	<b>126.0</b>

## Information Technology Services Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>24,712</b>	<b>24,712</b>	<b>25,448</b>	<b>25,448</b>	<b>25,822</b>	<b>25,822</b>
<b>Base</b>						
Compensation and Inflation	280	280	467	467	487	487
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(217)	(217)	54	54	50	50
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	-	-	(380)	(380)	(186)	(186)
	<b>64</b>	<b>64</b>	<b>141</b>	<b>141</b>	<b>351</b>	<b>351</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	348	348	133	133	169	169
	<b>348</b>	<b>348</b>	<b>133</b>	<b>133</b>	<b>169</b>	<b>169</b>
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	325	325	99	99	101	101
Enhancing Service Levels	-	-	-	-	-	-
	<b>325</b>	<b>325</b>	<b>99</b>	<b>99</b>	<b>101</b>	<b>101</b>
<b>Total Budget</b>	<b>25,448</b>	<b>25,448</b>	<b>25,822</b>	<b>25,822</b>	<b>26,442</b>	<b>26,442</b>
<b>Change from Prior Year</b>	\$ <b>736</b>	<b>736</b>	<b>374</b>	<b>374</b>	<b>620</b>	<b>620</b>
	% <b>3.0%</b>	<b>3.0%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>2.4%</b>	<b>2.4%</b>

## Information Technology Services Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	94.0	99.0	101.0
New	5.0	2.0	2.0
Conversions	-	-	1.0
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>99.0</b>	<b>101.0</b>	<b>104.0</b>

## Communications, Information & Data Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>9,366</b>	<b>9,113</b>	<b>9,937</b>	<b>9,674</b>	<b>10,554</b>	<b>10,289</b>
<b>Base</b>						
Compensation and Inflation	93	93	227	227	250	250
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(383)	(392)	(44)	(46)	(25)	(27)
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	(126)	(126)	73	73	-	-
	<b>(417)</b>	<b>(426)</b>	<b>256</b>	<b>254</b>	<b>225</b>	<b>223</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	987	987	361	361	407	407
Enhancing Service Levels	-	-	-	-	-	-
	<b>987</b>	<b>987</b>	<b>361</b>	<b>361</b>	<b>407</b>	<b>407</b>
<b>Total Budget</b>	<b>9,937</b>	<b>9,674</b>	<b>10,554</b>	<b>10,289</b>	<b>11,186</b>	<b>10,918</b>
<b>Change from Prior Year</b>	\$ 571	561	617	615	632	629
	% 6.1%	6.2%	6.2%	6.4%	6.0%	6.1%

## Communications, Information & Data Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	82.0	89.0	92.0
New	7.0	3.0	3.0
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>89.0</b>	<b>92.0</b>	<b>95.0</b>

\*Branch includes: Corporate Communications, The Office of the Regional Clerk, Geographical Information Services and Business Services

## Human Resource Services Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>7,611</b>	<b>7,547</b>	<b>7,918</b>	<b>7,854</b>	<b>7,928</b>	<b>7,864</b>
<b>Base</b>						
Compensation and Inflation	92	92	138	138	133	133
Legislated Program Requirements	25	25	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	105	105	(128)	(128)	(6)	(6)
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	(59)	(59)	-	-	-	-
	<b>163</b>	<b>163</b>	<b>10</b>	<b>10</b>	<b>128</b>	<b>128</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	145	145	-	-	117	117
Enhancing Service Levels	-	-	-	-	75	75
	<b>145</b>	<b>145</b>	<b>-</b>	<b>-</b>	<b>192</b>	<b>192</b>
<b>Total Budget</b>	<b>7,918</b>	<b>7,854</b>	<b>7,928</b>	<b>7,864</b>	<b>8,248</b>	<b>8,184</b>
<b>Change from Prior Year</b>	<b>\$ 307</b>	<b>307</b>	<b>10</b>	<b>10</b>	<b>320</b>	<b>320</b>
	<b>% 4.0%</b>	<b>4.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>4.0%</b>	<b>4.1%</b>

## Human Resource Services Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	65.0	66.0	67.0
New	1.0	-	2.0
Conversions	-	1.0	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>66.0</b>	<b>67.0</b>	<b>69.0</b>

## Property Services Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>20,503</b>	<b>19,199</b>	<b>21,888</b>	<b>20,879</b>	<b>22,489</b>	<b>21,480</b>
<b>Base</b>						
Compensation and Inflation	631	631	251	251	(289)	(289)
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	(142)	(142)	304	304	232	232
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	98	393	(140)	(140)	235	235
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	(160)	(160)	(10)	(10)	(5)	(5)
	<b>428</b>	<b>723</b>	<b>405</b>	<b>405</b>	<b>172</b>	<b>172</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	(1)	(1)	(4)	(4)	(27)	(27)
Operating Impact of New Capital	43	43	11	11	48	48
	<b>41</b>	<b>41</b>	<b>7</b>	<b>7</b>	<b>21</b>	<b>21</b>
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	916	916	190	190	543	543
Enhancing Service Levels	-	-	-	-	-	-
	<b>916</b>	<b>916</b>	<b>190</b>	<b>190</b>	<b>543</b>	<b>543</b>
<b>Total Budget</b>	<b>21,888</b>	<b>20,879</b>	<b>22,489</b>	<b>21,480</b>	<b>23,227</b>	<b>22,218</b>
<b>Change from Prior Year</b>	\$ <b>1,385</b>	<b>1,680</b>	<b>601</b>	<b>601</b>	<b>738</b>	<b>738</b>
	% <b>6.8%</b>	<b>8.8%</b>	<b>2.7%</b>	<b>2.9%</b>	<b>3.3%</b>	<b>3.4%</b>

## Property Services Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	93.0	95.0	96.0
New	2.0	1.0	2.0
Conversions	-	-	-
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>95.0</b>	<b>96.0</b>	<b>98.0</b>

## Planning & Economic Development Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>8,915</b>	<b>6,671</b>	<b>9,022</b>	<b>6,727</b>	<b>9,309</b>	<b>7,015</b>
<b>Base</b>						
Compensation and Inflation	235	235	185	185	201	201
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(208)	(208)	(28)	(28)	(10)	(10)
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	(141)	(191)	-	-	-	-
	<b>(115)</b>	<b>(165)</b>	<b>157</b>	<b>157</b>	<b>191</b>	<b>191</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	221	221	131	131	-	-
Enhancing Service Levels	-	-	-	-	-	-
	<b>221</b>	<b>221</b>	<b>131</b>	<b>131</b>	-	-
<b>Total Budget</b>	<b>9,022</b>	<b>6,727</b>	<b>9,309</b>	<b>7,015</b>	<b>9,501</b>	<b>7,207</b>
<b>Change from Prior Year</b>	\$ <b>107</b>	\$ <b>56</b>	\$ <b>287</b>	\$ <b>288</b>	\$ <b>192</b>	\$ <b>192</b>
	% <b>1.2%</b>	% <b>0.8%</b>	% <b>3.2%</b>	% <b>4.3%</b>	% <b>2.1%</b>	% <b>2.7%</b>

## Planning & Economic Development Staffing Summary

	2016 Approved	2017 Outlook	2018 Outlook
<b>Budget Base</b>	63.0	65.0	66.0
New	2.0	1.0	-
Conversions	-	-	1.0
Program Reductions	-	-	-
<b>Total Full-Time Equivalents</b>	<b>65.0</b>	<b>66.0</b>	<b>67.0</b>

# The Capital Budget 2016 to 2025

## Corporate Management and Governance

### 2016 Capital Spending Authority and Funding

(in \$000s)	2016	2017	2018	2019	2020	2021	2022-2025	Total CSA
<b>2016 Capital Spending Authority</b>								
Information Technology	21,983	15,341	14,522	18,190	19,908	16,100	-	106,044
Corporate Services:								
Property Services:								
Business Initiatives	34,153	73,143	82,580	41,728	146	-	-	231,750
Rehabilitation & Repair	6,013	-	-	-	-	-	-	6,013
Planning and Economic Development	1,197	263	-	-	-	-	-	1,460
<b>Total Capital Spending Authority</b>	<b>63,346</b>	<b>88,747</b>	<b>97,102</b>	<b>59,918</b>	<b>20,054</b>	<b>16,100</b>	-	<b>345,267</b>
<b>Financing Sources for 2016 Capital Spending Authority</b>								
Current Tax Levy - Reserves	120	26	-	-	-	-	-	146
Debt Reduction Reserve	19,524	73,143	82,580	41,728	146	-	-	217,121
Reserves	42,625	15,341	14,522	18,190	19,908	16,100	-	126,686
Debenture*	1,077	237	-	-	-	-	-	1,314
<b>Total Financing Sources</b>	<b>63,346</b>	<b>88,747</b>	<b>97,102</b>	<b>59,918</b>	<b>20,054</b>	<b>16,100</b>	-	<b>345,267</b>
<b>*Debt Repayment Sources</b>								
Development Charges	1,077	237	-	-	-	-	-	1,314
<b>Total Debt Repayment Sources</b>	<b>1,077</b>	<b>237</b>	-	-	-	-	-	<b>1,314</b>

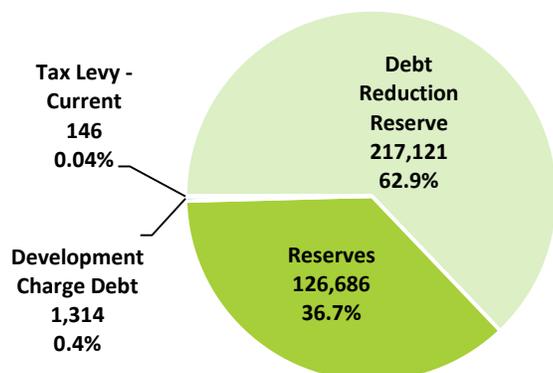
Note: Information Technology projects are funded entirely from reserves.

Capital reports including the details by project are included in the Appendix starting on page 339.

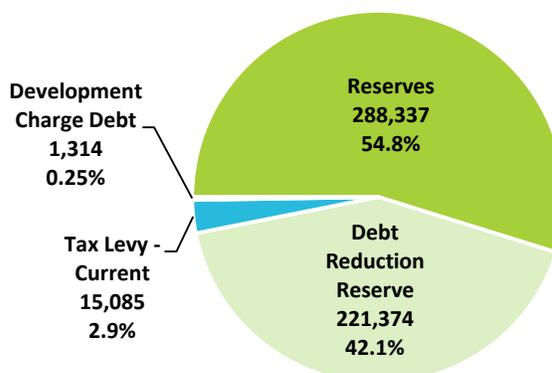
### 2016 Corporate Management and Governance Capital Financing

(in \$000s)

#### Capital Spending Authority (\$345 Million)

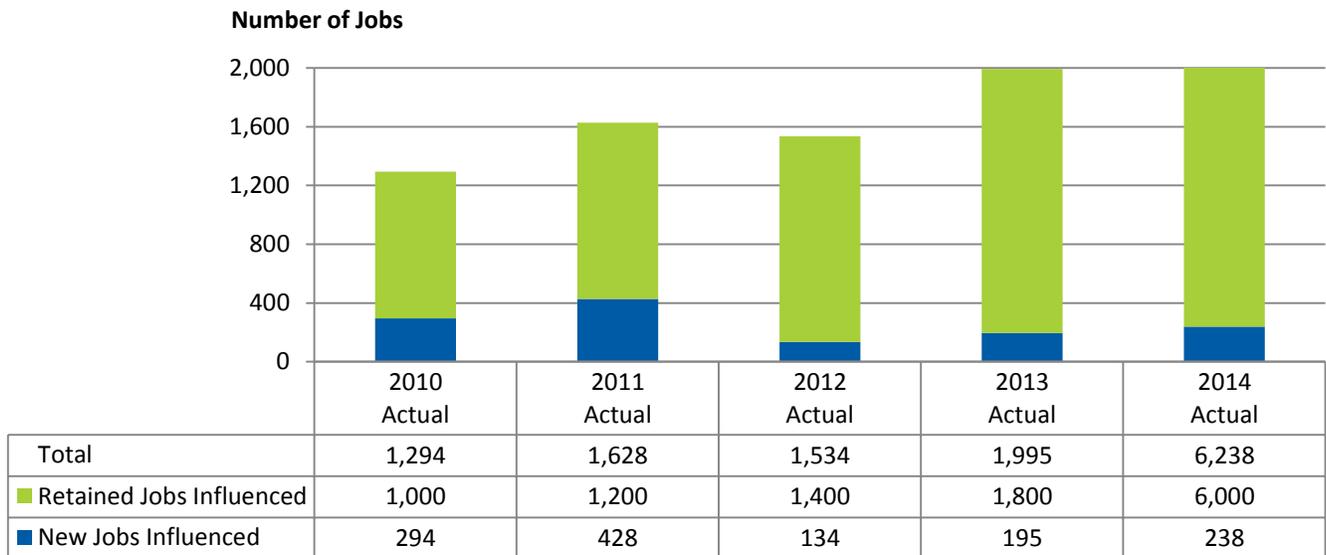


#### 10-Year Plan (\$526 Million)



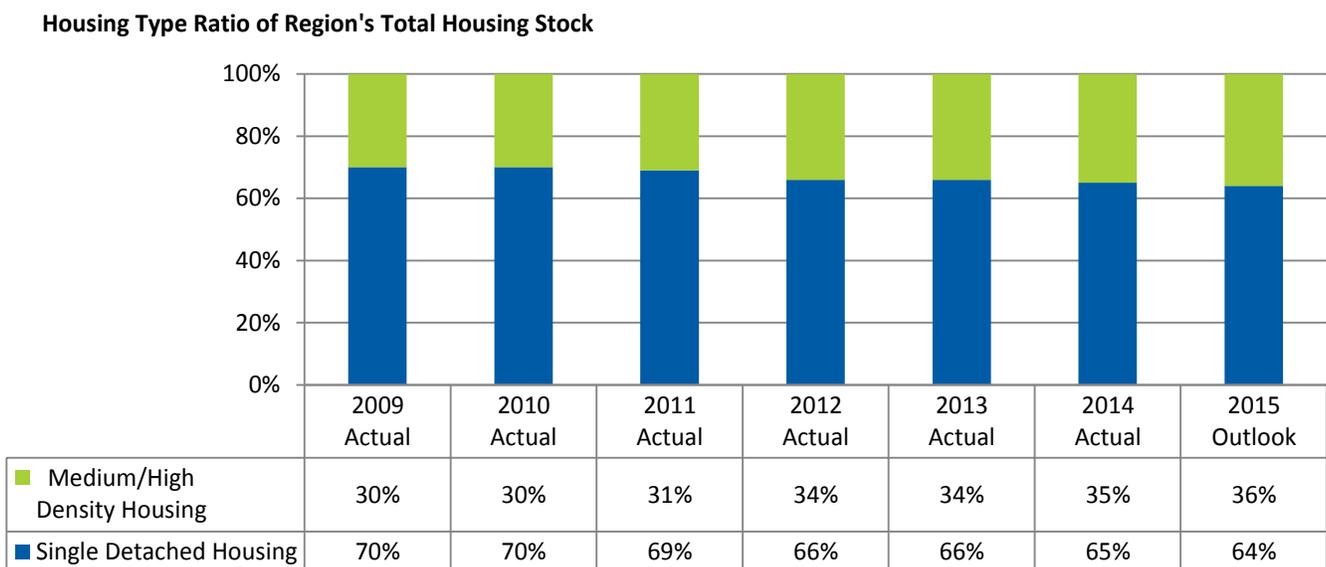
## Corporate Management and Governance Metrics

### The Region is influencing job creation and retention in York Region



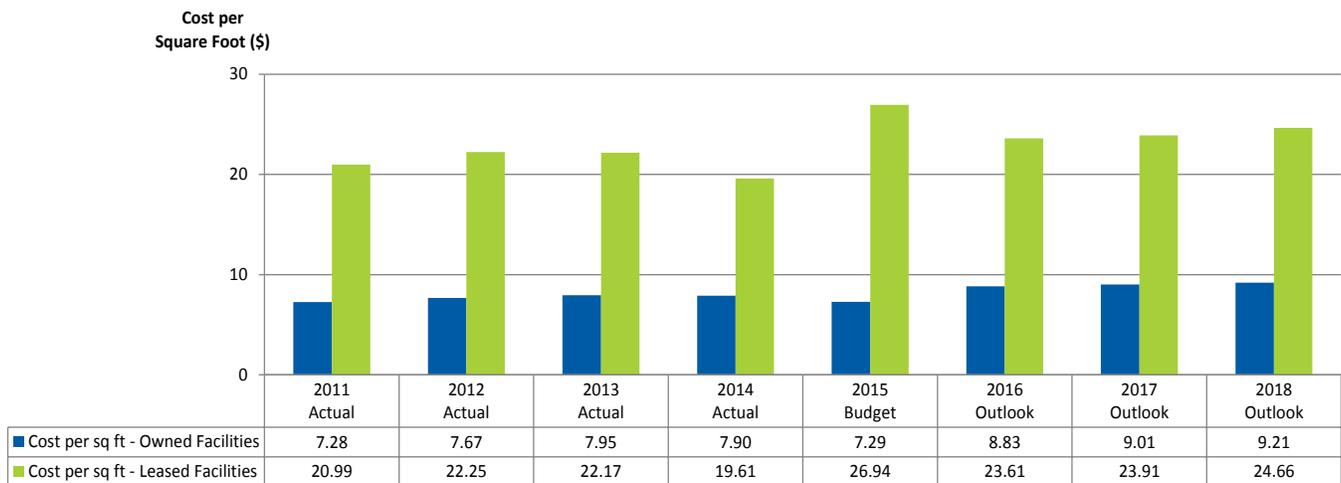
Regional programs influenced the creation of over 1,000 new jobs since 2010. Regional programs are impacting job growth and retention through direct engagement with existing growing businesses and potential investors. In 2014, the contributing factors to the increase in job retention were targeted business advisory services and economic development initiatives delivered by staff in direct support of several large employers in York Region.

### The diversity of housing options in the Region is changing



A key goal is to further diversify the Region's housing stock, as reflected by an increasing proportion of medium/high density housing.

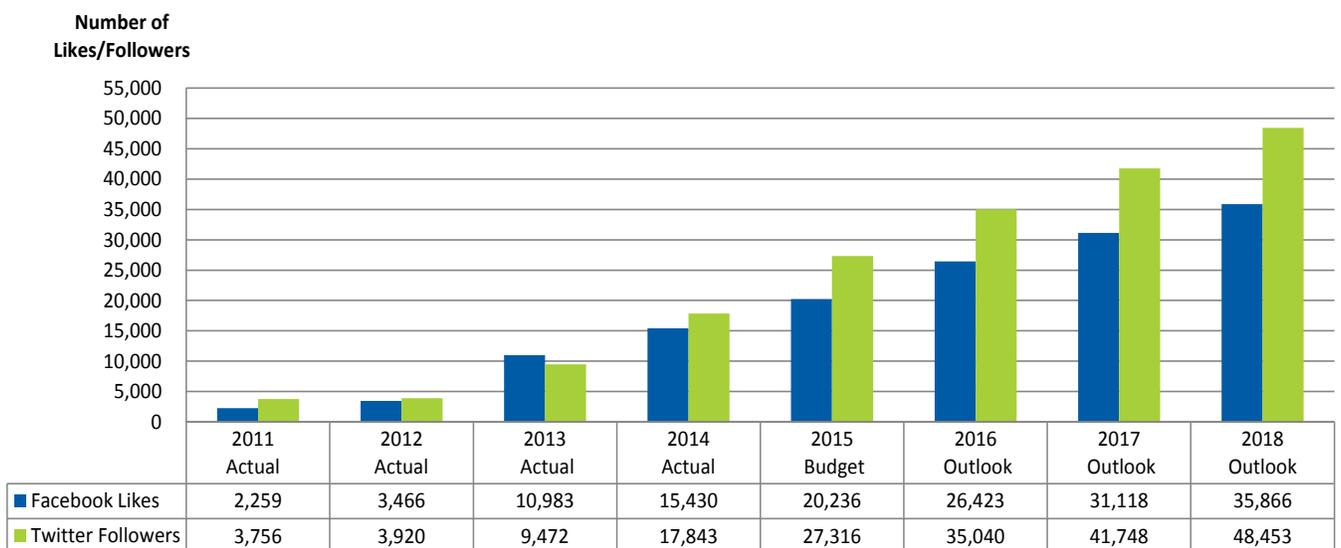
## Owning facilities is more cost effective than leasing



Note: The total costs of operating all leased and owned properties within Property Services' portfolio, including lease, janitorial, repair and maintenance of building and equipment, security and costs of debt financing. The staff related costs were not included in the analysis. For 2016-2018, data excludes Transit Garages as it will be managed by Transportation Services starting in 2016.

Over time, the cost to operate leased Regional facilities will increase at a rate higher than owned facilities due to inflationary lease escalations, as well as growth in market rates across the Region, especially in its southern parts. With regards to owned facilities, Property Services is strategically limiting investments in existing owned facilities that will be vacated once the Annex is completed.

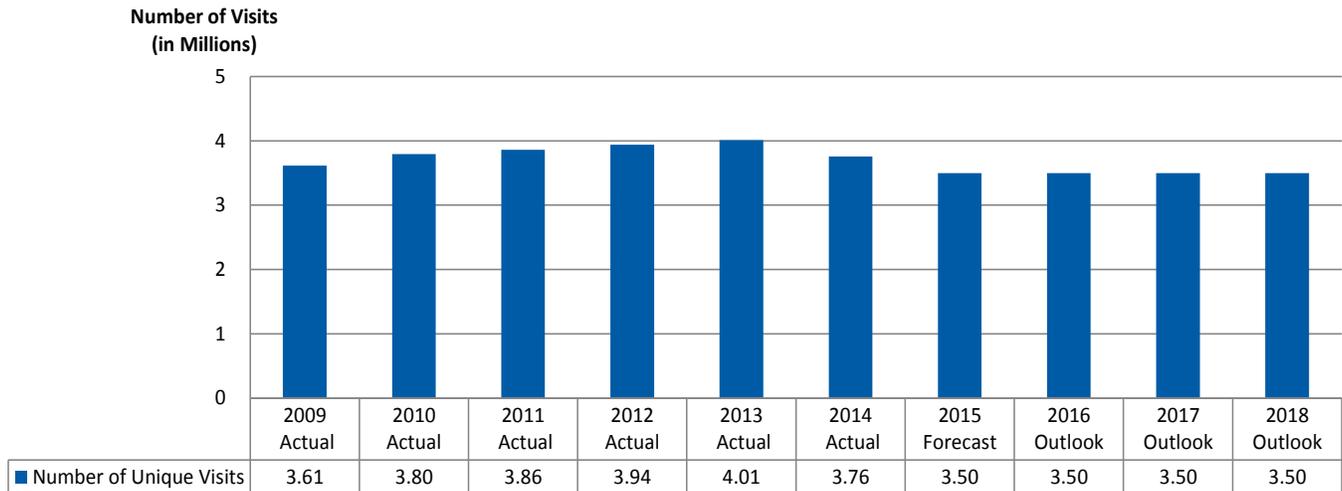
## The Region's media presence is growing



Note: Includes York Region, Vision 2051, YRT and VivaNext Facebook likes and Twitter followers. York Region Twitter and Facebook accounts were activated in June 2011. Vision 2051 Twitter and Facebook accounts were activated in August 2011. YRT/Viva launched Facebook and Twitter in December 2012.

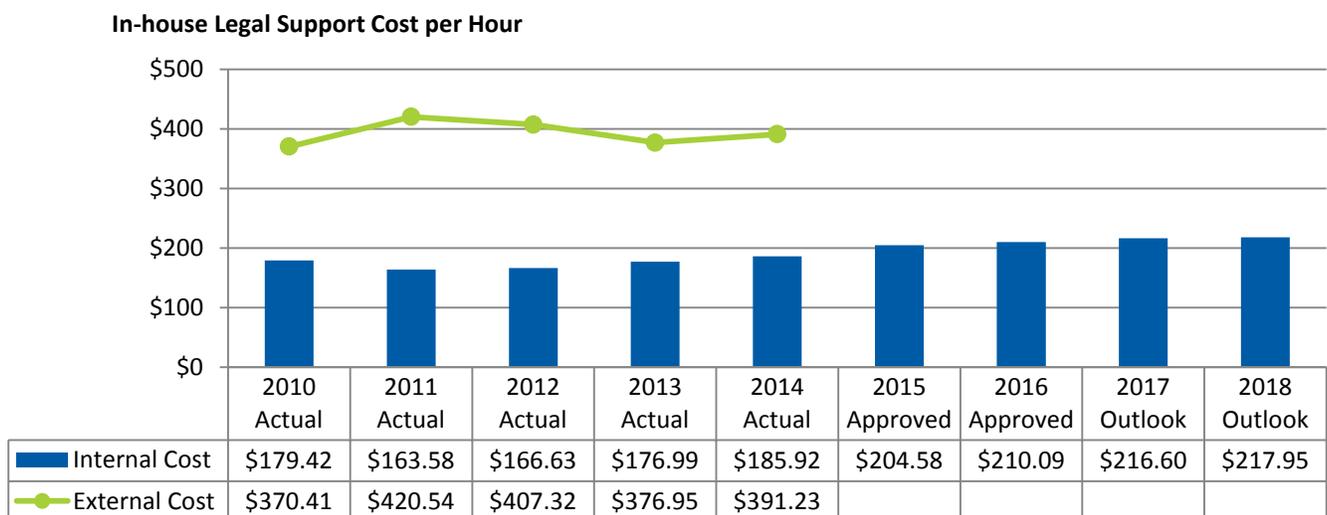
In addition to the above platforms, York Region is developing a growing presence on such platforms as LinkedIn, YouTube, Instagram, Flickr and Pinterest, and is developing a corporate mobile application. These developments respect our residents' changing communication preferences.

## A shift toward social media will cause website visits to plateau



In 2013, York Region re-launched York.ca, its official website. As a result of this change, earlier metrics are no longer available, and from 2014 the Region has been using such widely-employed tools as Google Analytix to evaluate web traffic. With the growth in popularity of new social media platforms such as mobile phone applications, visits to the website are not expected to grow.

## Hourly internal counsel costs are significantly lower than external cost of counsel



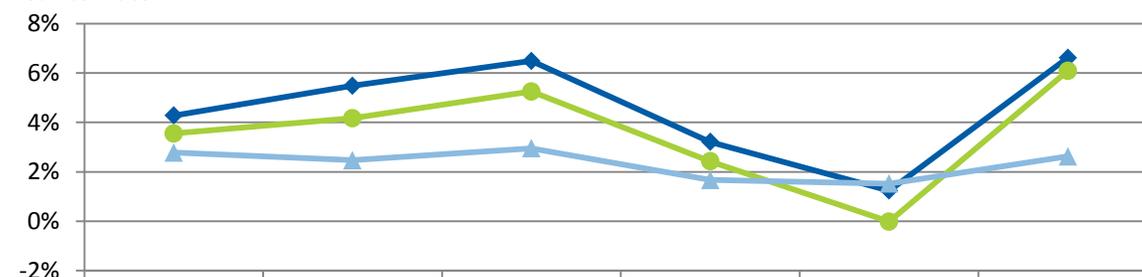
Source: Internal Cost: Gross expenditures divided by Total docketed hours

External Cost: Total external legal cost divided by Total external legal hour (exclude: expropriations)

Analysis shows that services are most effectively delivered by in-house staff. The internal cost of in-house counsel has historically been lower than external cost and this is expected to continue. In addition, internal counsel have established relations with clients and have the ability to respond promptly.

## York Region earns strong returns on its investment portfolio

**Return  
Year-to-Date**



	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual
York Region	4.28%	5.48%	6.49%	3.21%	1.24%	6.62%
FTSE TMX Index	3.55%	4.17%	5.25%	2.42%	-0.02%	6.09%
ONE fund	2.78%	2.47%	2.95%	1.67%	1.52%	2.62%

### Notes:

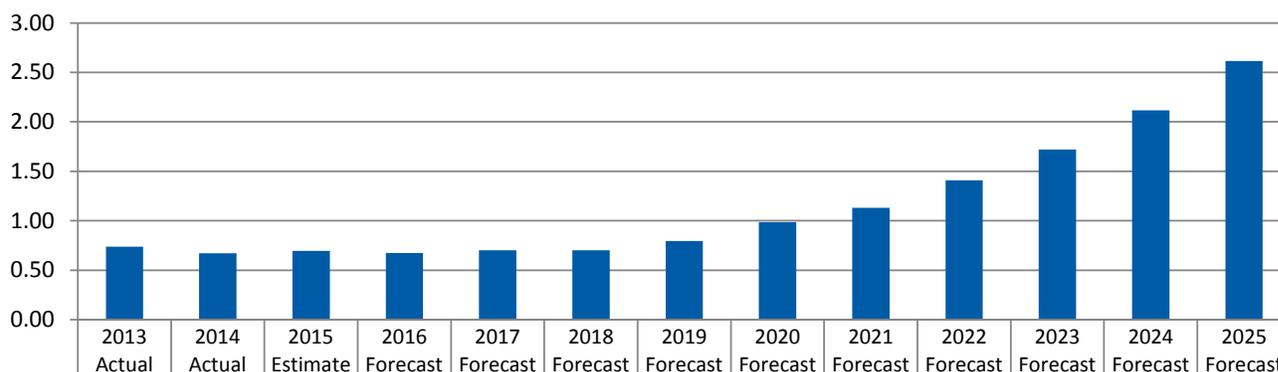
FTSE TMX Canada Universe Bond Index: An index that consists of a broadly diversified selection of investment-grade Government of Canada, provincial, corporate and municipal bonds issued domestically in Canada and denominated in Canadian dollars.

ONE Fund: A pooled investment program designed specifically for the municipal and broad Ontario Public sector.

York's total portfolio return is above the FTSE TMX Canada Universe Bond Index. The lower portfolio return in 2013 was a result of a rise in the level of general market interest rates. The superior investment returns allows for lower tax levies, development charges and user rates.

## York Region's reserves will grow faster than debt

### Reserve-to-Debt Ratio

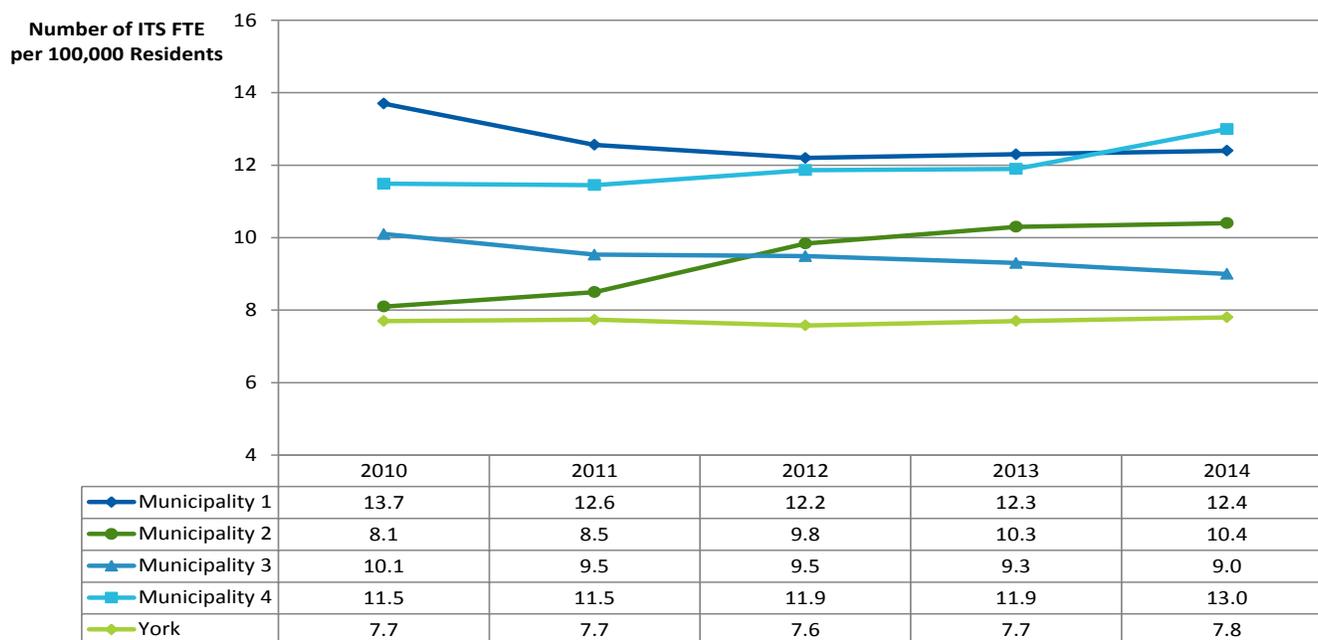


	2013 Actual	2014 Actual	2015 Estimate	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Reserve-to-Debt Ratio	0.74	0.67	0.69	0.68	0.70	0.70	0.80	0.99	1.13	1.41	1.72	2.12	2.61

Note: Data as of the 2016 approved budget.

York Region's growing ratio of reserves to debt reflects the high level of liquidity available to the Region and is important in maintaining its superior credit rating.

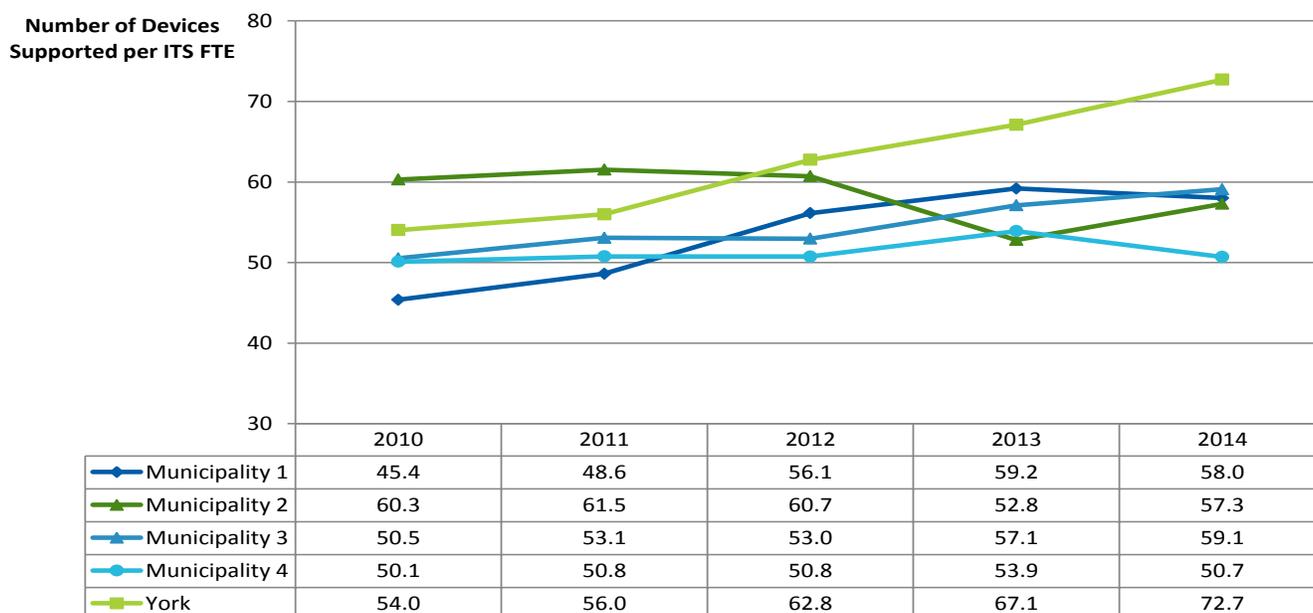
## York has lowest number of Information Technology staff compared to its regional peers



Source: Ontario Municipal Benchmarking Initiative, July 2015

Technology is used to support service delivery in all business areas. As the Region's population increases so does the residents' use of services, which drives increased internal business demand for technology infrastructure and support.

## Each member of Information Technology supports more devices every year

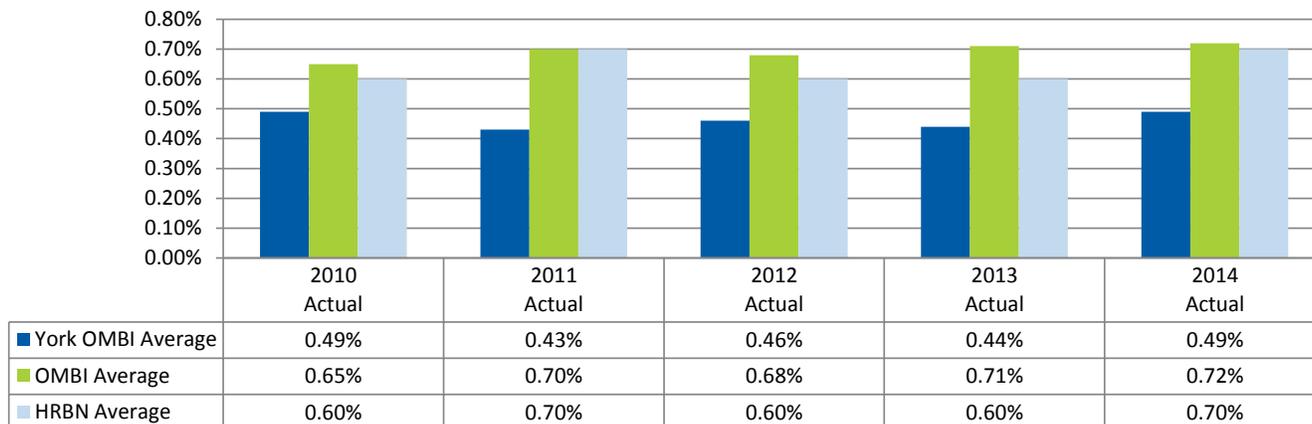


Source: Ontario Municipal Benchmarking Initiative, July 2015

The number of devices per employee is continuing to increase with the greater use of smartphones and the introduction of tablets as companion devices.

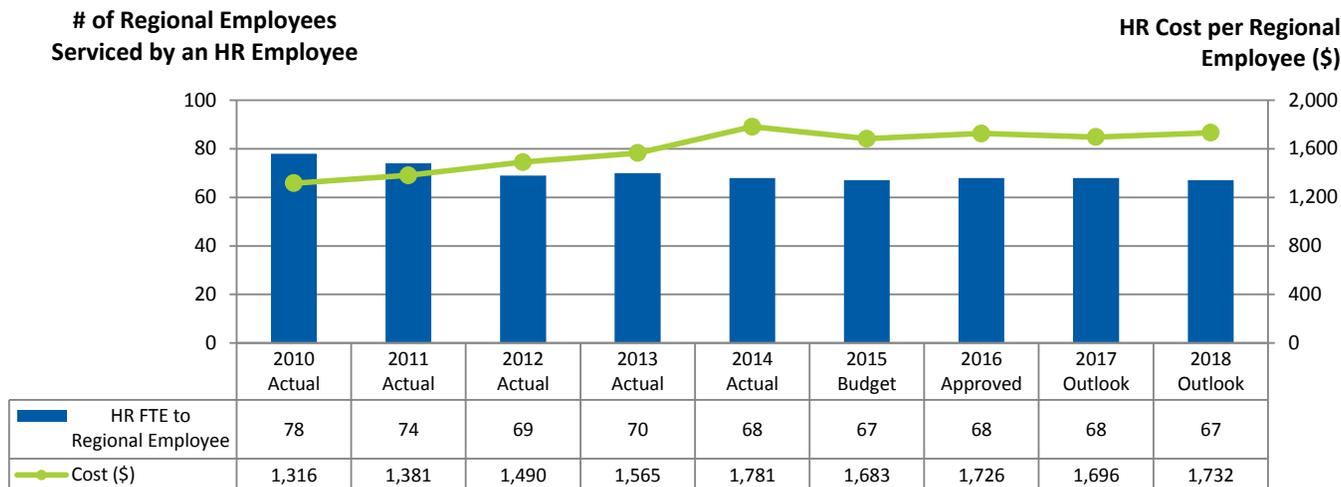
## York's Human Resource costs are comparatively low

HR Administration Expense as a % of Organization's Operating Expense



York Region's human resource costs have consistently been lower than the Ontario Municipal Benchmarking Initiative (OMBI) and Human Resources Benchmarking Network (HRBN) benchmarks.

## Human Resource Services' costs are stable



Note: Regional Employee is defined as total Region headcount including all regular full-time, regular part-time, temporary, casual, students, paid and unpaid leaves of absence.

The cost of human resource services remains stable.

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# COURT SERVICES

Court Services administers the provincial offences court program in York Region, which deals with a range of non-criminal charges, and provides related prosecution services.

It is the second largest provincial offences court operation in Ontario by number of charges filed. Services are provided through two court offices, in Newmarket and Richmond Hill, that together offer six trial courtrooms, two intake courtrooms and three early resolution meeting rooms.

## Costs driven by a high dispute rate, more disclosure

The bulk of the court system workload results from the activities of York Regional Police and the Ontario Provincial Police, which together account for more than 90% of charges laid. The system also handles charges laid by other law enforcement and regulatory agencies operating in York Region, including bylaw enforcement officers.

More than 162,000 tickets were issued in 2014, the last full year for which information is available, with traffic-related offences dominating.

In administering the system, Court Services responds to inquiries by phone and at customer service counters, schedules early resolution meetings and trials, supplies interpreters, produces transcripts as requested, and enforces fines and court orders. Court Operations manages accounting and collection of defaulted fines, including arranging such sanctions as licence suspensions.

Prosecution services are provided by paralegal professionals and lawyers licensed by the Law Society of Upper Canada. They review briefs from enforcement agencies, conduct early resolution meetings, prosecute at trial, and conduct appeals. They provide training to, as well as consult with, enforcement authorities on issues around investigations and charges to be laid.

While Court Services staff, including prosecutors, are Regional employees, the Attorney General of Ontario has overall responsibility for court operations and prosecution in the province, and the relationship between the court and the ministry is governed by a Memorandum of Understanding. The independence of prosecutors and the judiciary is a central tenet of the court system.

### Looking ahead:

A continuing concern in York Region is that the fine and other revenues collected by the provincial offences court do not cover the associated costs. The financial summary on page 174 shows a small

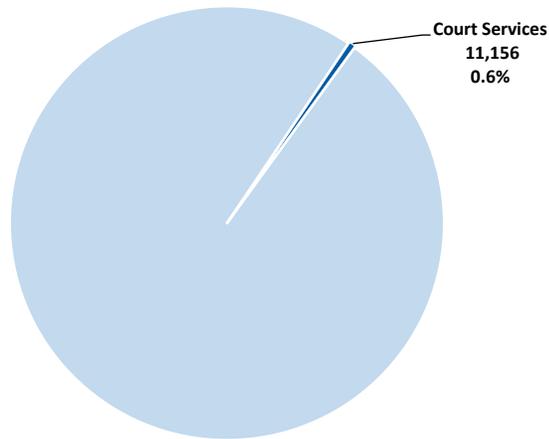
(continued on page 172)

### Major initiatives:

- Working to use resources, including courtroom space, more efficiently to manage costs and improve revenues
- Improving the use of technology to streamline and modernize processes, especially the flow of electronic records
- Preparing for the roll-out of new provincial legislation that provides new tools to collect unpaid fines
- Continuing to advocate for and work toward additional mechanisms to improve the rate of fine collection

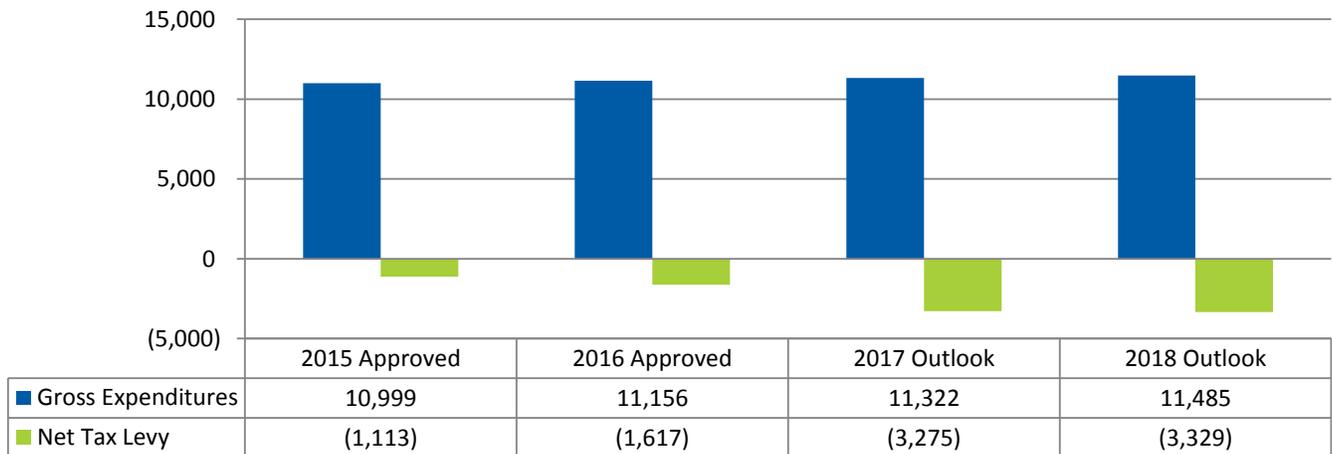
## 2016 operating budget share of total spending

(in \$000s)



## 4-year operating budget spending

(in \$000s)



(continued from page 170)

surplus of revenues over expenses, but this is before taking into account the branch’s share of Regional corporate costs.

Several factors create cost pressures for the York Region court system. The most significant of these is the dispute rate. Disputing a ticket means going to trial or requesting an early resolution meeting instead of simply accepting the ticket and paying it in full. York Region has historically had a relatively high dispute rate. This may be because many offences are traffic-related, triggering concerns about insurance rate increases and, to a lesser extent, licence demerit points.

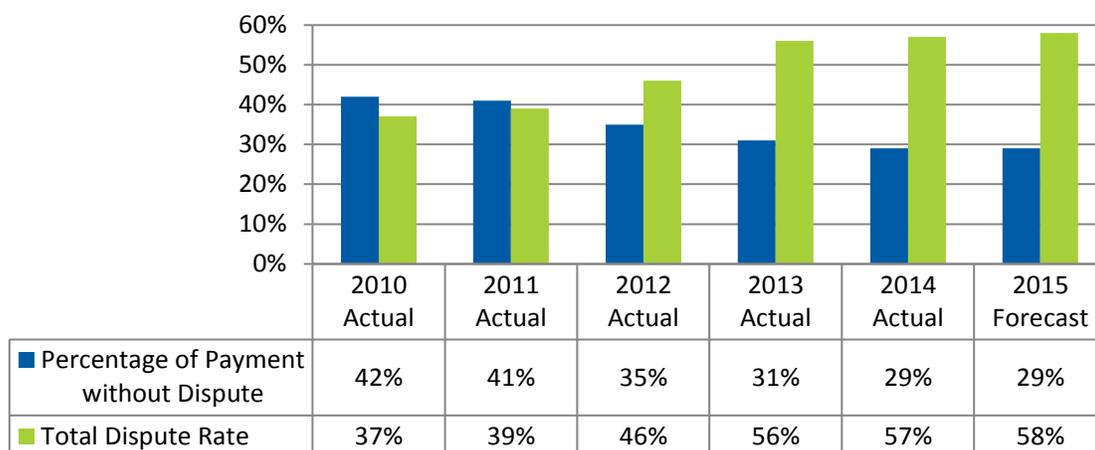
At the end of March 2012, provincial legislation introduced a new dispute option called early resolution. This less formal process allows the defendant and prosecutor to meet outside the courtroom and determine if the matter can be resolved without proceeding to a trial.

With this change, the dispute rate rose further because many defendants chose early resolution while the over-all demand for trials also edged up slightly. As a result, the total dispute rate, which was between 37% and 39% in 2010 and 2011, went to 46% in 2012, and rose again, reaching 57% in 2014. Evidence to date suggests figures for 2015 are similar to those for 2014. This higher dispute rate creates more demands on resources, pushing costs up, and may also result in lower revenues.

New technology is also creating pressures. For example, in-car cameras in York Regional Police vehicles are increasing prosecutor time when a charge is disputed because of the need to review video. There are more requests for disclosure of police evidence, which has been complicated by the introduction of electronic tickets and related notes. It can take up to an hour to process a disclosure request.

Because many costs are driven by factors over which the Region has no control, it is responding with efforts to find operating efficiencies. These include refining trial scheduling for York Regional Police officers to minimize the number of times an officer has to come to court and improve court utilization.

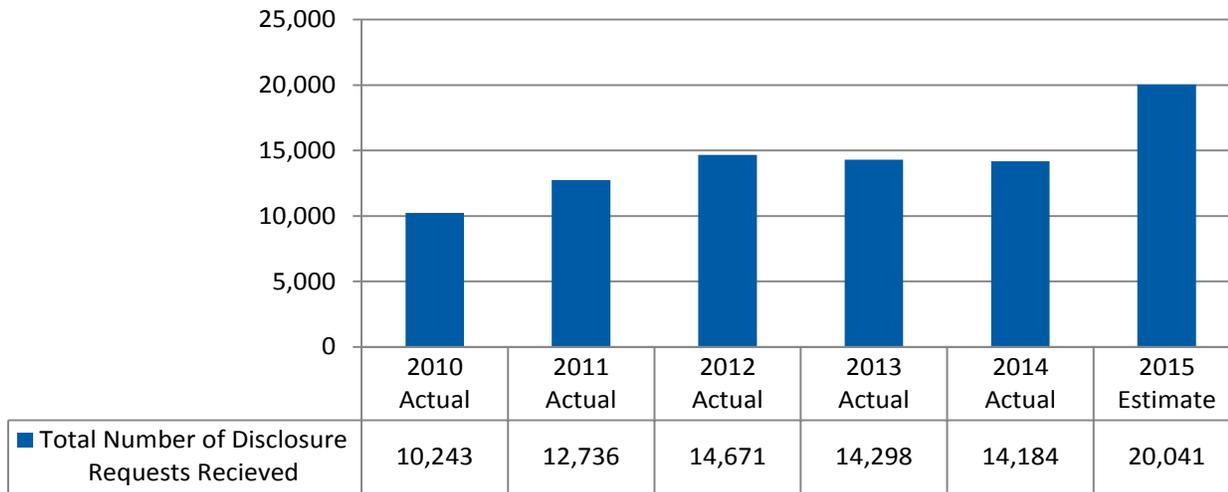
### Dispute rates for 2015 are expected to be similar to those for 2014



Note: The remaining percentage of the workload comprises Fail to Respond convictions.

## Requests for disclosure are expected to be up by more than 40% in 2015

**Total Number of Disclosure Requests Received**



Court Services is also making more use of information technology, for example by working with the police to have electronic tickets and notes uploaded to reduce processing time by court staff.

On the revenue side, the collections rate for unpaid fines is low in provincial offences courts across the province, typically 40 to 50%. The provincial government has passed legislation that allows municipalities to collect unpaid fines through the denial of licence plate renewal, but the effective date and timing of implementation are unknown. The Region continues to advocate for additional means of improving collections, such as the ability to collect unpaid fines through the municipal property tax roll.

## The Operating Budget 2016 to 2018

### Court Services Financial Summary

(in \$000s)	2015	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Budget	Approved	\$	Outlook	\$	Outlook	\$
Operating Expenditures	10,999	11,156	157	11,322	166	11,485	163
Contribution to Capital	-	-	-	-	-	-	-
Revenues	(12,112)	(12,773)	(661)	(14,596)	(1,824)	(14,814)	(218)
Allocations and Recoveries	-	-	-	-	-	-	-
<b>Net Budget</b>	<b>(1,113)</b>	<b>(1,617)</b>	<b>(504)</b>	<b>(3,275)</b>	<b>(1,658)</b>	<b>(3,329)</b>	<b>(54)</b>
<b>% Change</b>			<b>(45.3%)</b>		<b>(102.5%)</b>		<b>(1.7%)</b>
Outlook - Restated	(1,113)	(1,617)	(504)	(3,275)	(1,658)	(3,328)	(54)

### Court Services Incremental Changes to Budget

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	
<b>Restated Base</b>	10,999	(1,113)	11,156	(1,617)	11,322	(3,275)	
Base Adjustments	157	(504)	83	(740)	163	(54)	
Efficiencies & Program Reductions	-	-	-	-	-	-	
Legislated & Contractual	-	-	-	-	-	-	
Impact of Capital	-	-	-	-	-	-	
Growth & Service Enhancements	-	-	83	(917)	-	-	
<b>Total Budget</b>	<b>11,156</b>	<b>(1,617)</b>	<b>11,322</b>	<b>(3,275)</b>	<b>11,485</b>	<b>(3,329)</b>	
<b>Change from Prior Year</b>	\$	157	(504)	166	(1,658)	163	(54)
	%	1.4%	(45.3%)	1.5%	(102.5%)	1.4%	(1.7%)

### Court Services Staffing Summary

	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change
<b>Budget Base</b>	79.0		79.0		80.0	
New	-		1.0	1.3%	-	
Conversions	-		-		-	
Program Reductions	-		-		-	
<b>Total Full-Time Equivalents</b>	<b>79.0</b>	-	<b>80.0</b>	<b>1.3%</b>	<b>80.0</b>	-
Outlook - Restated	79.0	1.3%	80.0	1.3%	80.0	-

## Court Services Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>10,999</b>	<b>(1,113)</b>	<b>11,156</b>	<b>(1,617)</b>	<b>11,322</b>	<b>(3,275)</b>
<b>Base</b>						
Compensation and Inflation	306	306	82	82	163	163
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	(149)	(149)	1	1	-	-
Revenues						
Provincial Offences Court Fine Revenue	-	(661)	-	(824)	-	(218)
Program Reductions and Efficiencies	-	-	-	-	-	-
	<b>157</b>	<b>(504)</b>	<b>83</b>	<b>(740)</b>	<b>163</b>	<b>(54)</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	-	-	83	83	-	-
Enhancing Service Levels	-	-	-	(1,000)	-	-
	-	-	<b>83</b>	<b>(917)</b>	-	-
<b>Total Budget</b>	<b>11,156</b>	<b>(1,617)</b>	<b>11,322</b>	<b>(3,275)</b>	<b>11,485</b>	<b>(3,329)</b>
<b>Change from Prior Year</b>	\$ <b>157</b>	<b>(504)</b>	<b>166</b>	<b>(1,658)</b>	<b>163</b>	<b>(54)</b>
	% <b>1.4%</b>	<b>(45.3%)</b>	<b>1.5%</b>	<b>(102.5%)</b>	<b>1.4%</b>	<b>(1.7%)</b>

Note: Numbers may not add due to rounding.

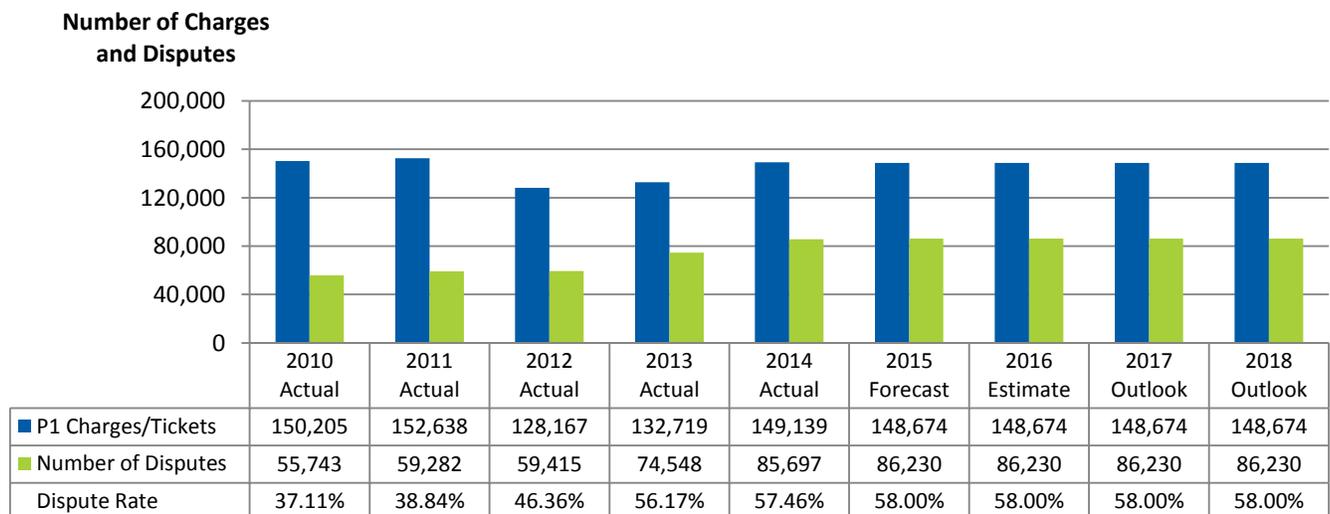
## Court Services Metrics

### Higher dispute rates and requests for disclosure are increasing the cost per charge filed



High dispute rates and increasing requests for disclosure are resulting in increased time to process each charge filed. As a result, the average cost per charge filed increases.

### York Region is continuing to experience high dispute rates

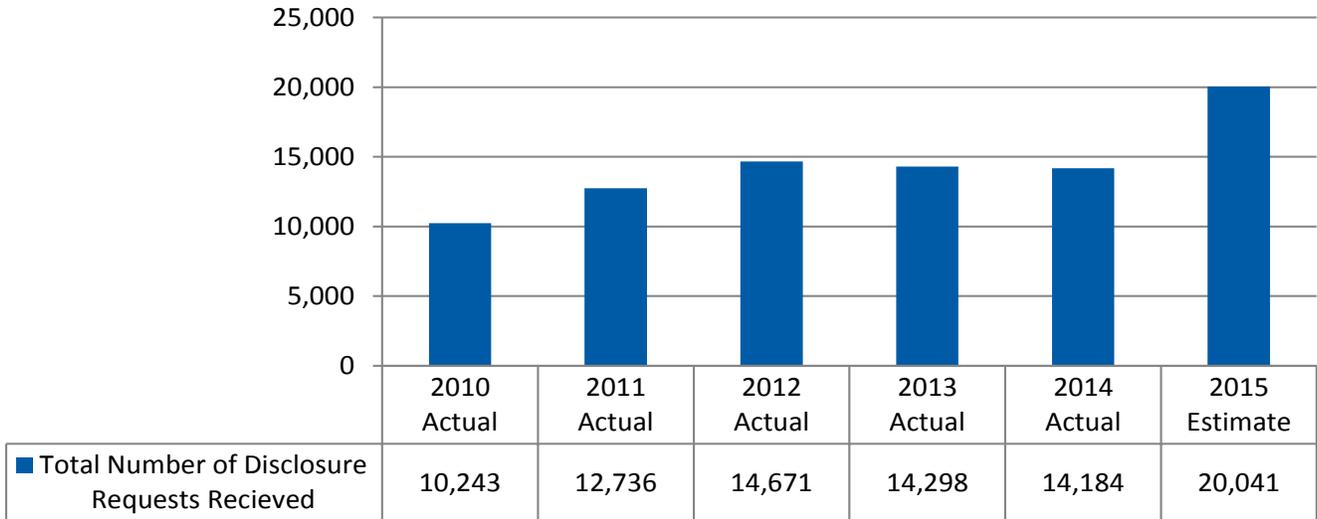


Note: "P1" refers to Part 1 Tickets, which are relatively minor offences that have the option to be settled by paying a fine.

The Early Resolution Legislation came into effect on March 31st, 2012 which effectively increased the dispute rate. 2015 Part 1 tickets and number of disputes are anticipated to be similar to that of 2016 proposed with the dispute rate increasing to 58%.

## Requests for the disclosure of evidence have increased significantly in 2015

**Total Number of Disclosure Requests Received**



This graph shows the increase in disclosure requests received from defendants. It is estimated that the number of disclosure requests in 2015 will increase by more than 40% from 2014. The increase has been a direct result of an Ontario Court of Appeal decision released on December 5, 2014 which established that the prosecution must advise all defendants of their legislative right to disclosure. In January 2015, the Notice of Trial was changed to add that the defendant has a right to disclosure.

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# FINANCIAL INITIATIVES

This area includes funding for corporate-wide initiatives that help manage key risks and contribute to a stronger organization.

- **Fiscal Strategy**
- **Non-Program Items**

## Supporting a strong and sustainable organization

This area includes funding for corporate-wide initiatives that help manage key risks and contribute to a stronger organization.

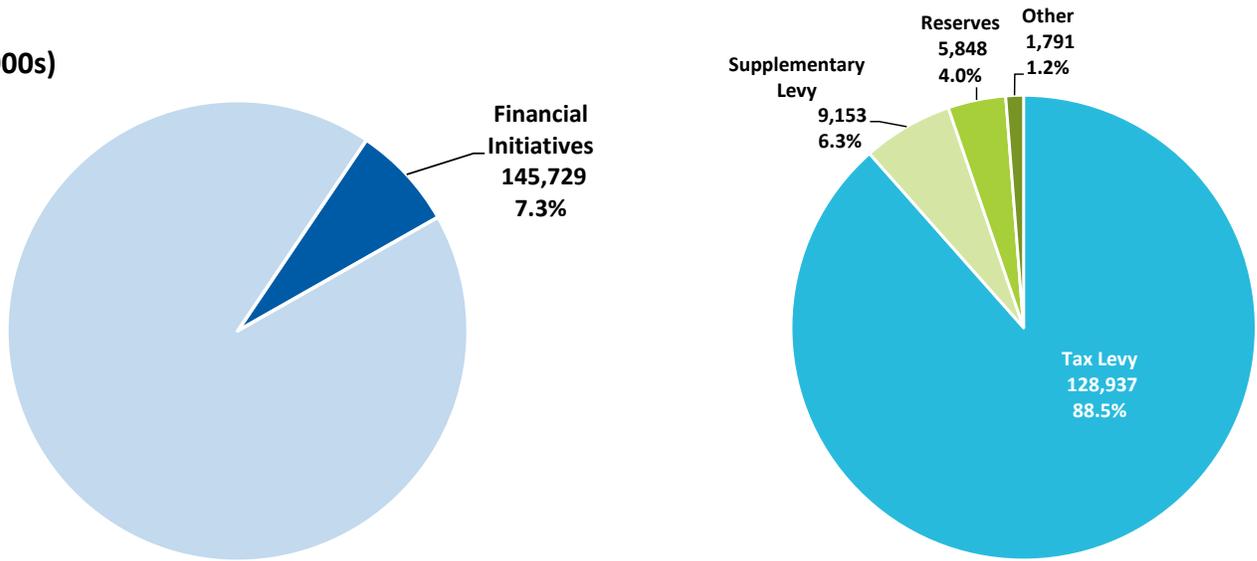
As an element of implementing the Regional fiscal strategy, described in the Achieving Financial Sustainability section starting on page 201, financial initiatives include additions to a number of key reserves maintained by the Region. Reserves allow the Region to save for future needs, reducing reliance on debt.

Non-program costs include surveying employees, leadership training and similar enterprise-wide initiatives.

Such ongoing organizational costs as Workers Compensation, long-term disability program and financial working capital are also included in this section. As well, it includes funding for the Greater Toronto Marketing Alliance and funding for special projects, such as support for a university campus in the Region, that are not included elsewhere in the budget.

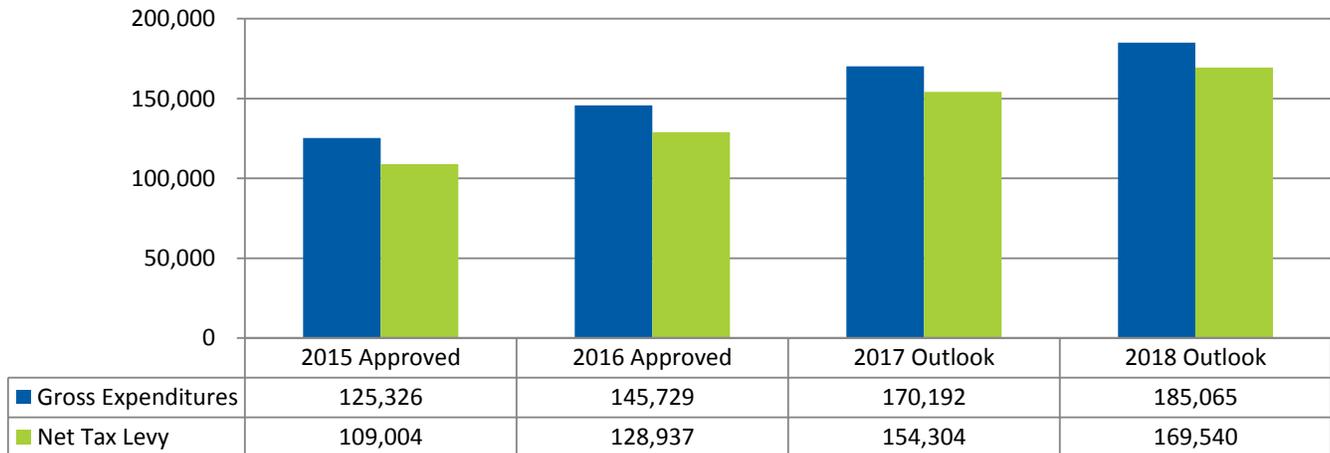
## 2016 operating budget share of total spending and how it's funded

(in \$000s)



## 4-year operating budget spending

(in \$000s)



## The Operating Budget 2016 to 2018

### Financial Initiatives Financial Summary

(in \$000s)	2015	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Budget	Approved	\$	Outlook	\$	Outlook	\$
Operating Expenditures	19,759	18,250	(1,509)	14,893	(3,357)	13,874	(1,019)
Fiscal Strategy	105,566	127,479	21,913	155,299	27,820	171,191	15,892
Revenues	(16,322)	(16,792)	(470)	(15,888)	905	(15,525)	362
Allocations and Recoveries	-	-	-	-	-	-	-
<b>Net Budget</b>	<b>109,004</b>	<b>128,937</b>	<b>19,933</b>	<b>154,304</b>	<b>25,367</b>	<b>169,540</b>	<b>15,236</b>
<b>% Change</b>			<b>18.3%</b>		<b>19.7%</b>		<b>9.9%</b>
Outlook - Restated	109,004	130,765	21,761	156,890	26,125	170,360	13,470

### Financial Initiatives Incremental Changes to Budget

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	
<b>Restated Base</b>	125,326	109,004	145,729	128,937	170,192	154,304	
Base Adjustments	(1,938)	(1,912)	(3,396)	(2,990)	(1,165)	(702)	
Efficiencies & Program Reductions	-	-	-	-	-	-	
Fiscal Strategy	21,913	21,417	27,820	28,318	15,892	15,792	
Legislated & Contractual	-	-	-	-	-	-	
Impact of Capital	-	-	-	-	-	-	
Growth & Service Enhancements	428	428	39	39	146	146	
<b>Total Budget</b>	<b>145,729</b>	<b>128,937</b>	<b>170,192</b>	<b>154,304</b>	<b>185,065</b>	<b>169,540</b>	
<b>Change from Prior Year</b>	<b>\$</b>	<b>20,403</b>	<b>19,933</b>	<b>24,463</b>	<b>25,367</b>	<b>14,873</b>	<b>15,236</b>
	<b>%</b>	<b>16.3%</b>	<b>18.3%</b>	<b>16.8%</b>	<b>19.7%</b>	<b>8.7%</b>	<b>9.9%</b>

### Financial Initiatives Budget by Program

(in \$000s)	2015 Approved		2016 Approved		% Change Net
	Gross	Net	Gross	Net	
Fiscal Strategy	105,566	96,910	127,479	118,326	22.1%
Non-Program Items	19,759	12,094	18,250	10,611	(12.3%)
<b>Financial Initiatives</b>	<b>125,326</b>	<b>109,004</b>	<b>145,729</b>	<b>128,937</b>	<b>18.3%</b>
Outlook - Restated	125,326	109,004	148,389	130,765	20.0%

(in \$000s)	2017 Outlook		% Change Net	2018 Outlook		% Change Net
	Gross	Net		Gross	Net	
Fiscal Strategy	155,299	146,644	23.9%	171,191	162,436	10.8%
Non-Program Items	14,893	7,660	(27.8%)	13,874	7,104	(7.3%)
<b>Financial Initiatives</b>	<b>170,192</b>	<b>154,304</b>	<b>19.7%</b>	<b>185,065</b>	<b>169,540</b>	<b>9.9%</b>
Outlook - Restated	174,783	156,890	20.0%	187,346	170,360	8.6%



# BOARDS AND AUTHORITIES

York Region Council provides funding to several outside organizations that provide public services in the Region. The funding reflects a Regional agreement and provincial mandate to provide support.

- **Toronto and Region Conservation Authority**
- **Lake Simcoe Region Conservation Authority**
- **Hospital Funding**
- **Municipal Property Assessment Corporation**
- **GO Transit**

## Funding for York Region partnerships

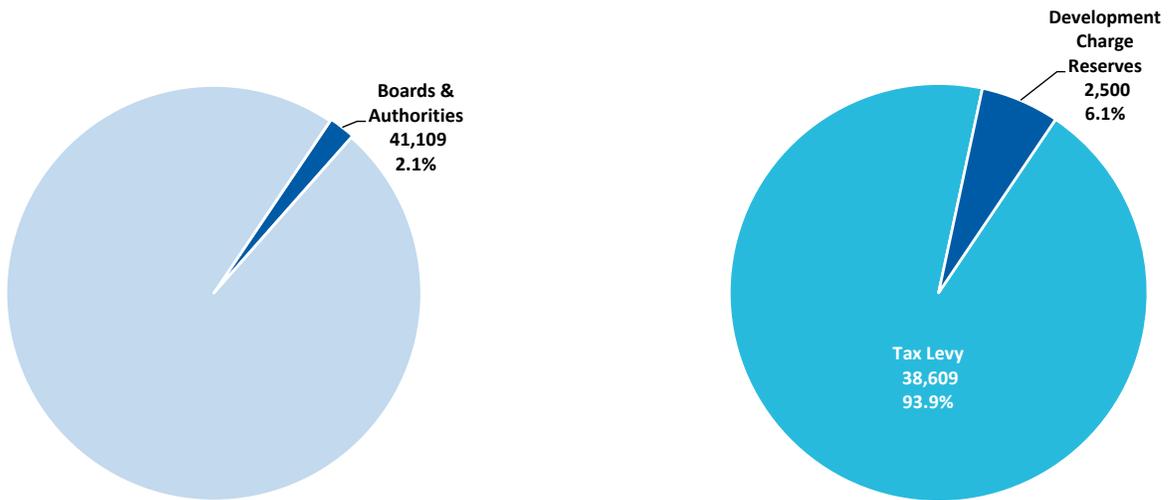
York Region Council provides funding, generally reflecting a Regional agreement or provincial mandate, to several outside organizations that provide public services in the Region:

- Under provincial legislation, conservation authorities receive funding from the municipalities in the watersheds for which they are responsible. York Region, along with other area municipalities, funds the Toronto and Region Conservation Authority and the Lake Simcoe Region Conservation Authority. Originally created to focus on floodplain management, conservation authorities now provide a range of environmental, educational and recreational programs and services related to lakes, rivers and lands in their watersheds. They also have specific responsibilities under such provincial legislation as the *Lake Simcoe Protection Act* and the *Clean Water Act*.
- Area hospitals receive a portion of their capital costs from the Region. The province funds up to 90% of the “bricks and mortar” costs of hospital construction and a smaller share of equipment and furnishings. This leaves roughly 35% of total costs to be funded from community sources. Under a 2009 agreement that runs to 2031, York Region helps the three existing hospitals within its boundaries, plus one in the planning stage, to meet their capital requirements. The Region’s maximum contribution was set at \$12 million in 2009 and is indexed annually based on the higher of assessment growth or inflation. Contribution levels are tied to progress on reducing processing time for emergency patients, because longer times increase the cost of providing York Region Paramedic service. In 2015, for the first time since the agreement was drawn up, hospitals have the maximum contribution available to them because they met or exceeded agreed-upon processing time targets.
- As a member of the Municipal Property Assessment Corporation, along with all other Ontario municipalities, York Region is required to provide a share of its funding. The non-profit corporation carries out property assessments for all Ontario municipalities.
- GO Transit provides rail and bus service in York Region, linking to Regional transit services. While the province fully funds the shortfall between its operating costs and fare revenues, it shares capital costs with the federal government and the municipalities served by GO, including York Region. GO is undertaking several projects in York Region to upgrade and improve its services.

In 2016, net funding for these organizations and initiatives is \$38.6 million.

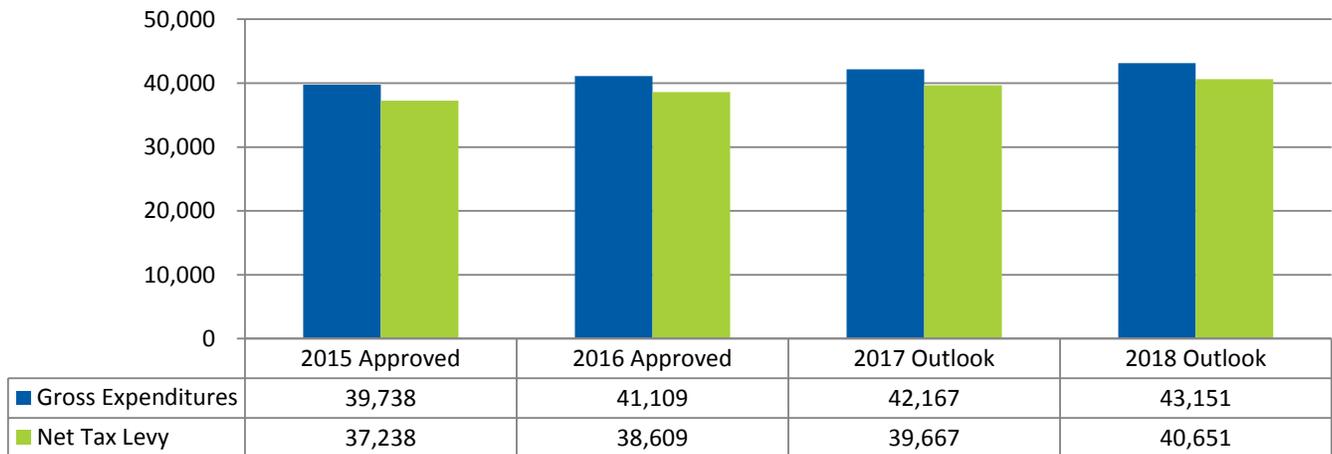
## 2016 operating budget share of total spending and how it's funded

(in \$000s)



## 4-year operating budget spending

(in \$000s)



## The Operating Budget 2016 to 2018

### Boards and Authorities Financial Summary

(in \$000s)	2015	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Budget	Approved	\$	Outlook	\$	Outlook	\$
Operating Expenditures	39,738	41,109	1,371	42,167	1,058	43,151	984
Contribution to Capital	-	-	-	-	-	-	-
Revenues	(2,500)	(2,500)	-	(2,500)	-	(2,500)	-
Allocations and Recoveries	-	-	-	-	-	-	-
<b>Net Budget</b>	<b>37,238</b>	<b>38,609</b>	<b>1,371</b>	<b>39,667</b>	<b>1,058</b>	<b>40,651</b>	<b>984</b>
<b>% Change</b>			<b>3.7%</b>		<b>2.7%</b>		<b>2.5%</b>
Outlook - Restated	37,238	38,694	1,456	39,781	1,086	40,791	1,011

### Boards and Authorities Incremental Changes to Budget

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	
<b>Restated Base</b>	39,738	37,238	41,109	38,609	42,167	39,667	
Base Adjustments	132	132	245	245	159	159	
Efficiencies & Program Reductions	-	-	-	-	-	-	
Legislated & Contractual	994	994	553	553	570	570	
Impact of Capital	-	-	-	-	-	-	
Growth & Service Enhancements	245	245	261	261	254	254	
<b>Total Budget</b>	<b>41,109</b>	<b>38,609</b>	<b>42,167</b>	<b>39,667</b>	<b>43,151</b>	<b>40,651</b>	
<b>Change from Prior Year</b>	<b>\$</b>	<b>1,371</b>	<b>1,371</b>	<b>1,058</b>	<b>1,058</b>	<b>984</b>	<b>984</b>
	<b>%</b>	<b>3.4%</b>	<b>3.7%</b>	<b>2.6%</b>	<b>2.7%</b>	<b>2.3%</b>	<b>2.5%</b>

## Boards and Authorities Budget by Program

(in \$000s)	2015 Approved		2016 Approved		% Change
	Gross	Net	Gross	Net	Net
<b>Conservation Authorities</b>					
Toronto & Region Conservation Authority	2,946	2,946	3,072	3,072	4.3%
Lake Simcoe Region Conservation Authority	2,626	2,626	2,631	2,631	0.2%
	5,572	5,572	5,703	5,703	2.4%
<b>Hospital Funding</b>	13,931	13,931	14,176	14,176	1.8%
<b>MPAC</b>	17,735	17,735	18,729	18,729	5.6%
<b>GO Transit</b>	2,500	-	2,500	-	
<b>Boards &amp; Authorities</b>	<b>39,738</b>	<b>37,238</b>	<b>41,109</b>	<b>38,609</b>	<b>3.7%</b>
<b>Outlook - Restated</b>	<b>39,738</b>	<b>37,238</b>	<b>41,194</b>	<b>38,694</b>	<b>3.9%</b>

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
<b>Conservation Authorities</b>						
Toronto & Region Conservation Authority	3,197	3,197	4.1%	3,322	3,322	3.9%
Lake Simcoe Region Conservation Authority	2,751	2,751	4.5%	2,785	2,785	1.2%
	5,948	5,948	4.3%	6,107	6,107	2.7%
<b>Hospital Funding</b>	14,437	14,437	1.8%	14,691	14,691	1.8%
<b>MPAC</b>	19,282	19,282	3.0%	19,852	19,852	3.0%
<b>GO Transit</b>	2,500	-		2,500	-	
<b>Boards &amp; Authorities</b>	<b>42,167</b>	<b>39,667</b>	<b>2.7%</b>	<b>43,151</b>	<b>40,651</b>	<b>2.5%</b>
<b>Outlook - Restated</b>	<b>42,281</b>	<b>39,781</b>	<b>2.8%</b>	<b>43,291</b>	<b>40,791</b>	<b>2.5%</b>

The Conservation Authority information above reflects the amounts which are funded from tax levy. The Conservation Authorities are also supported by the user rate funding. The tables on pages 189 and 190 provide more information.

## Boards & Authorities Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>39,738</b>	<b>37,238</b>	<b>41,109</b>	<b>38,609</b>	<b>42,167</b>	<b>39,667</b>
<b>Base</b>						
Compensation and Inflation	132	132	245	245	159	159
Legislated Program Requirements	994	994	553	553	570	570
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	-	-	-	-	-	-
Revenues	-	-	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-	-	-
	<b>1,125</b>	<b>1,125</b>	<b>797</b>	<b>797</b>	<b>729</b>	<b>729</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	-	-	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-	-	-
Operating Impact of New Capital	-	-	-	-	-	-
	-	-	-	-	-	-
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	245	245	261	261	254	254
Enhancing Service Levels	-	-	-	-	-	-
	<b>245</b>	<b>245</b>	<b>261</b>	<b>261</b>	<b>254</b>	<b>254</b>
<b>Total Budget</b>	<b>41,109</b>	<b>38,609</b>	<b>42,167</b>	<b>39,667</b>	<b>43,151</b>	<b>40,651</b>
<b>Change from Prior Year</b>	\$	<b>1,371</b>	<b>1,371</b>	<b>1,058</b>	<b>1,058</b>	<b>984</b>
	%	<b>3.4%</b>	<b>3.7%</b>	<b>2.6%</b>	<b>2.7%</b>	<b>2.3%</b>
					<b>2.5%</b>	

## Toronto & Region Conservation Authority Operating Financial Summary

(in \$000s)	2015 Budget	2016 Approved	2017 Outlook	2018 Outlook
<b>Tax Levy</b>	2,946	3,072	3,197	3,322
<b>Special Capital Levy</b>				
Watershed Studies and Strategies	35	36	37	38
Water Risk Management	1,901	1,951	1,980	1,978
Regional Biodiversity	920	900	915	931
Land Securement and Management	410	410	416	425
Planning and Development Review	156	160	164	168
Education and Outreach	640	643	405	424
Sustainable Communities	545	567	568	581
Corporate Services <sup>1</sup>	353	290	290	290
	4,960	4,957	4,775	4,835
<b>Total Operating &amp; Capital</b>	<b>7,906</b>	<b>8,029</b>	<b>7,972</b>	<b>8,157</b>
<b>Other Expenditures</b>				
Reforestation <sup>2</sup>	40	40	40	40
	40	40	40	40
<b>Total Gross Expenditures</b>	<b>7,946</b>	<b>8,069</b>	<b>8,012</b>	<b>8,197</b>
<b>Funded by:</b>				
Tax Levy	(2,986)	(3,112)	(3,237)	(3,362)
User Rate - Water	(3,571)	(3,569)	(3,438)	(3,481)
User Rate - Wastewater	(1,389)	(1,388)	(1,337)	(1,354)
<b>Total Funding</b>	<b>(7,946)</b>	<b>(8,069)</b>	<b>(8,012)</b>	<b>(8,197)</b>

<sup>1</sup> Reforestation is included in the Natural Heritage and Forestry budget in Environmental Services

## Lake Simcoe Region Conservation Authority Operating Financial Summary

(in \$000s)	2015 Budget	2016 Approved	2017 Outlook	2018 Outlook
<b>Tax Levy</b>	2,626	2,631	2,751	2,785
<b>Special Capital Levy</b>				
Natural Hazard Mapping	51	52	53	53
Natural Heritage Mapping	60	64	64	64
Flood/Forecasting/Warning	110	112	113	113
Watershed Monitoring	373	396	398	398
Lake Simcoe Protection Plan	138	150	147	147
Watershed Special Studies (LEAP)	619	628	628	628
Conservation Area Management	73	73	73	73
Program Information Management	85	89	90	90
Conservation Area Moraine Coalition	5	5	5	5
Groundwater Management/Basin-wide Initiative	206	221	222	222
Watershed/Subwatershed Planning	282	287	288	288
Forestry Management	110	115	115	115
Streambank Erosion	44	44	44	44
Conservation Area Maintenance	67	67	67	67
	2,222	2,307	2,307	2,307
Cola and Step on Special Capital Programs	-	-	54	110
<b>Total Operating &amp; Capital</b>	<b>4,848</b>	<b>4,938</b>	<b>5,112</b>	<b>5,202</b>
<b>Other Expenditures</b>				
Reforestation <sup>1</sup>	40	40	40	40
Forgivable Loan - Administrative Building <sup>2</sup>	224	224	-	-
	263	264	40	40
<b>Total Gross Expenditures</b>	<b>5,111</b>	<b>5,202</b>	<b>5,152</b>	<b>5,242</b>
<b>Funded by:</b>				
Tax Levy	(2,889)	(2,895)	(2,791)	(2,825)
User Rate - Water	(1,600)	(1,661)	(1,700)	(1,740)
User Rate - Wastewater	(622)	(646)	(661)	(677)
<b>Total Funding</b>	<b>(5,111)</b>	<b>(5,202)</b>	<b>(5,152)</b>	<b>(5,242)</b>

Note: Numbers may not add due to rounding

<sup>1</sup> Reforestation is included in the Natural Heritage and Forestry budget in Environmental Services

<sup>2</sup> The forgivable loan is included in the Financial Initiatives budget.



# YORK REGIONAL POLICE

The York Regional Police Service prides itself on being at the leading edge of policing practice. Its work contributes to the Region's high level of safety and security.

With the lowest crime rates and lowest policing costs per resident among municipalities of its size, it also delivers its services effectively and at a reasonable cost.

## Ensuring the safety and security of people and property

Like other police services in Ontario, York Regional Police is governed by the provincial *Police Services Act*. The principles in the Act speak to ensuring the safety and security of people and property, safeguarding fundamental rights, co-operating with local communities, respecting and understanding the needs of the victims of crime, and being sensitive to the diverse character of Ontario society.

A seven-member civilian Police Services Board oversees York Regional Police and, as part of its oversight, reviews and approves its budget before it is presented to Council for final approval. The budget, which the Police Services Board approved in October 2015, sets out total operating spending of \$328.4 million for 2016. Net spending is expected to increase by an average of about 3.4% a year before assessment, between 2016 and 2018.

The police service's executive branch comprises the Office of the Chief of Police and several functions that support service-wide goals and standards. An administrative branch deals with information, financial, court and related services, as well as capital projects and facilities management. The operations branch delivers policing and related services.

The operations of the service take place in five districts, each of which has a district headquarters building, across the nine York Region municipalities. Within each district, there are patrol, criminal investigation, and community-oriented units that deal with crime prevention and first-line response.

A district may, as needed, call on more specialized resources managed out of police headquarters in Aurora. These include front-line duty inspectors, major emergency response, marine, air and canine

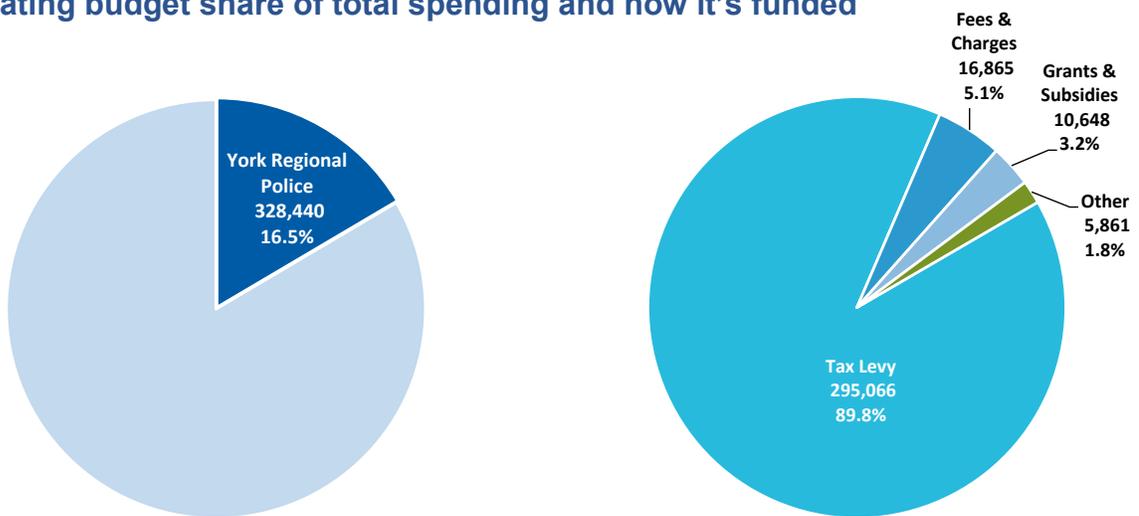
(continued on page 194)

### Major initiatives planned and underway:

- Building the York Regional Police Marine Unit Headquarters on Lake Simcoe with a total expected capital cost of \$8.1 million and completion date of 2018
- Completing and commissioning a new state-of-the-art training centre in East Gwillimbury by end of 2016, with total capital spending of \$30.3 million
- Hiring 22 new staff during 2016, including 17 sworn officers and five civilian positions, to address population growth, responsible and sustainable service, continuous improvement and operational readiness (12 of the 17 officers will serve in front-line supervisory positions, and five will be investigators in the District 4 Criminal Investigation Bureau)
- Improving the recovery of costs incurred for such activities as responding to false security alarms and preparing motor vehicle accident reports

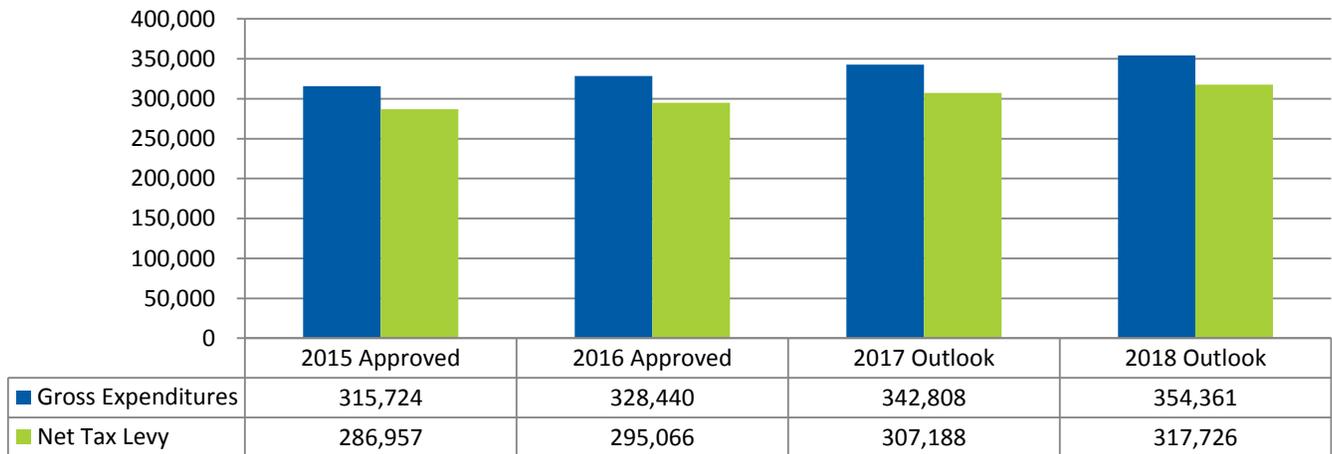
## 2016 operating budget share of total spending and how it's funded

(in \$000s)



## 4-year operating budget spending

(in \$000s)



## 10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



## A 'United' message to the Region's youth

Metropolis has Superman... Gotham City has Batman... And now York Region has UNITED.

His mission: encourage youth to be heroes themselves by working together with police to end youth violence and be a positive force in the Region's communities.

UNITED is the brainchild of two police officers who work in community services. Wondering what they could do to engage youth, they hit on the idea of creating a superhero.

Taking it beyond the initial concept, they created a film using the talents of members of the York Regional Police, volunteers and community partners. A sophisticated mixture of live action and well-rendered comic book-style illustration, the short begins with UNITED racing to the rescue of a woman. UNITED fights one, then two, then five villains – but they finally overpower him.

Suddenly, a young woman steps out of the night. Another person appears, then another and another – just ordinary people, but the villains flee. The message? Together, police and citizens can combat crime and violence.

Since his creation, UNITED – like all good superheroes – appears wherever he's needed: at a high school during crime prevention week, discussing anti-bullying with grade 7 and 8 special education students, or helping grade 4 kids understand that they aren't too young to play their part in making their community a special place.

(continued from page 192)

units, collision investigations, criminal investigation and forensics. Other centralized services include intelligence, traffic enforcement and safety programs.

The service also uses specialized equipment, such as the Unmanned Aerial System that was used during the PAN AM and PARAPAN AM games in the summer of 2015.

Major investigative achievements in the past year included:

- Dismantling an organized crime group allegedly involved in extortion, fraud, firearms offences and drug trafficking in the Greater Toronto Area. The investigation, known as Project Forza, led to the arrests of five alleged group members.
- Working with partner police agencies, as well as authorities in Europe, on the arrest of the bank robber known as "The Vaultier." The suspect, nicknamed for his practice of leaping over counters during his robberies, was arrested in Geneva, Switzerland, on the strength of an international warrant issued by York Regional Police. He is believed to have been responsible for 21 Canadian bank robberies over the last five years, including 12 in York Region.

### Looking ahead:

Population growth, increasing cultural diversity and greater urbanization are all potential challenges for policing. The police service is addressing these through a business plan that focuses on preventing crime, targeting serious and organized crime, engaging more with youth, enhancing services for victims, making business processes more efficient, being more inclusive and building partnerships with diverse communities, and maintaining a high level of public trust and satisfaction. Its operating budget and investments in capital support these goals.

The police service has developed a 10-year capital plan backed up by an internal 100-year outlook to ensure assets are purchased, constructed and maintained in a responsible way that meets future demand and gives taxpayers the best value for money. The police budget includes Capital Spending Authority of \$43.4 million out to 2018.

Work continues on a new, 70,000-square-foot training facility that is expected to open in 2016. In the medium term, plans for capital projects include replacing Newmarket district headquarters and building new sub-stations in King City, southeast Buttonville, Oak Ridges and Thornhill.

The police service will also continue to invest in the police fleet, communications equipment, information technology and specialized equipment.

Asset management planning reflects the relatively short service life of many of the police service's assets, such as vehicles. York Regional Police published a State of Infrastructure Report in December 2013. In preparing the report, the service reviewed its capital assets to inform the capital business plan. Looking at the condition, lifecycle and replacement cost of existing assets resulted in several new specialized equipment projects.

## The Operating Budget 2016 to 2018

### York Regional Police Financial Summary

(in \$000s)	2015 Budget	2016 Approved	Inc/(Dec) \$	2017 Outlook	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	314,637	327,235	12,598	341,596	14,361	352,807	11,211
Contribution to Capital	-	-	-	-	-	-	-
Revenues	(28,767)	(33,374)	(4,607)	(35,620)	(2,245)	(36,635)	(1,016)
Allocations and Recoveries	1,087	1,205	118	1,211	7	1,554	343
<b>Net Budget</b>	<b>286,957</b>	<b>295,066</b>	<b>8,109</b>	<b>307,188</b>	<b>12,122</b>	<b>317,726</b>	<b>10,538</b>
<b>% Change</b>			<b>2.8%</b>		<b>4.1%</b>		<b>3.4%</b>
Outlook - Restated	286,957	294,525	7,568	306,022	11,497	318,331	12,309

### York Regional Police Incremental Changes to Budget

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	
<b>Restated Base</b>	315,724	286,957	328,440	295,066	342,808	307,188	
Base Adjustments	11,370	7,569	11,200	10,246	10,978	10,305	
Efficiencies & Program Reductions	(136)	(136)	-	-	-	-	
Legislated & Contractual	-	-	-	-	-	-	
Impact of Capital	623	(182)	2,272	981	(338)	(680)	
Growth & Service Enhancements	858	858	896	896	913	913	
<b>Total Budget</b>	<b>328,440</b>	<b>295,066</b>	<b>342,808</b>	<b>307,188</b>	<b>354,361</b>	<b>317,726</b>	
<b>Change from Prior Year</b>	<b>\$</b>	<b>12,716</b>	<b>8,109</b>	<b>14,368</b>	<b>12,122</b>	<b>11,554</b>	<b>10,538</b>
	<b>%</b>	<b>4.0%</b>	<b>2.8%</b>	<b>4.4%</b>	<b>4.1%</b>	<b>3.4%</b>	<b>3.4%</b>

### York Regional Police Staffing Summary

	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change
<b>Budget Base</b>	2,180.0		2,202.0		2,224.0	
New	22.0	1.0%	22.0	1.0%	22.0	1.0%
Conversions	-		-		-	
Program Reductions	-		-		-	
<b>Total Full-Time Equivalents</b>	<b>2,202.0</b>	<b>1.0%</b>	<b>2,224.0</b>	<b>1.0%</b>	<b>2,246.0</b>	<b>1.0%</b>
Outlook - Restated	2,223.0	2.0%	2,268.0	2.0%	2,314.0	2.0%

## York Regional Police Budget Changes

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Budget Base</b>	<b>315,724</b>	<b>286,957</b>	<b>328,440</b>	<b>295,066</b>	<b>342,808</b>	<b>307,188</b>
<b>Base</b>						
Compensation and Inflation	11,250	11,252	11,193	11,193	10,635	10,635
Legislated Program Requirements	-	-	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-	-	-
Facility Operational Needs	-	-	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-	-	-
Direct Charges, Allocations and Recoveries	121	118	7	7	343	343
Revenues						
Provincial/Federal Funding	-	(291)	-	(692)	-	(173)
Other Revenues	-	(3,511)	-	(262)	-	(500)
Program Reductions and Efficiencies	(136)	(136)	-	-	-	-
	<b>11,234</b>	<b>7,432</b>	<b>11,200</b>	<b>10,246</b>	<b>10,978</b>	<b>10,305</b>
<b>Impact of Capital</b>						
Contributions to Capital Reserves	290	290	1,165	1,165	(615)	(615)
Net Debenture Financing of Capital Projects	334	(471)	1,107	(184)	278	(65)
Operating Impact of New Capital	-	-	-	-	-	-
	<b>623</b>	<b>(182)</b>	<b>2,272</b>	<b>981</b>	<b>(338)</b>	<b>(680)</b>
<b>Growth and Service Enhancements</b>						
Maintaining Existing Service Levels	858	858	896	896	913	913
Enhancing Service Levels	-	-	-	-	-	-
	<b>858</b>	<b>858</b>	<b>896</b>	<b>896</b>	<b>913</b>	<b>913</b>
<b>Total Budget</b>	<b>328,440</b>	<b>295,066</b>	<b>342,808</b>	<b>307,188</b>	<b>354,361</b>	<b>317,726</b>
<b>Change from Prior Year</b>	<b>\$ 12,716</b>	<b>8,109</b>	<b>14,368</b>	<b>12,122</b>	<b>11,554</b>	<b>10,538</b>
	<b>% 4.0%</b>	<b>2.8%</b>	<b>4.4%</b>	<b>4.1%</b>	<b>3.4%</b>	<b>3.4%</b>

## The Capital Budget 2016 to 2025

### York Regional Police 2016 Capital Spending Authority and Funding

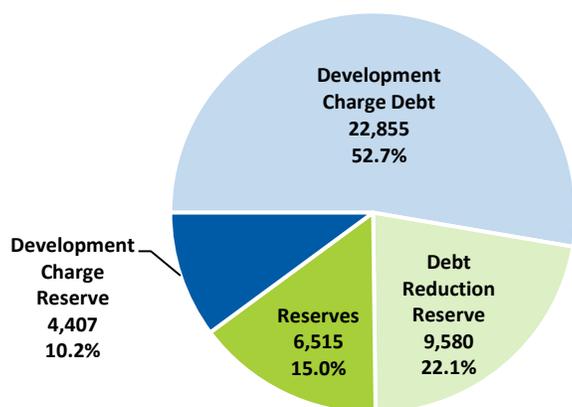
(in \$000s)	2016	2017	2018	2019	2020	2021	2022-2025	Total CSA
<b>2016 Capital Spending Authority</b>	<b>33,099</b>	<b>6,113</b>	<b>4,145</b>	-	-	-	-	<b>43,357</b>
<b>Financing Sources for 2016 Capital Spending Authority</b>								
Debt Reduction Reserve	7,340	1,826	414	-	-	-	-	9,580
Reserves	6,515	-	-	-	-	-	-	6,515
Debenture*	18,568	4,287	-	-	-	-	-	22,855
Development Charges	676	-	3,731	-	-	-	-	4,407
<b>Total Financing Sources</b>	<b>33,099</b>	<b>6,113</b>	<b>4,145</b>	-	-	-	-	<b>43,357</b>
<b>*Debt Repayment Sources</b>								
Development Charges	18,568	4,287	-	-	-	-	-	22,855
<b>Total Debt Repayment Sources</b>	<b>18,568</b>	<b>4,287</b>	-	-	-	-	-	<b>22,855</b>

Capital reports including the details by project are included in the Appendix starting on page 357.

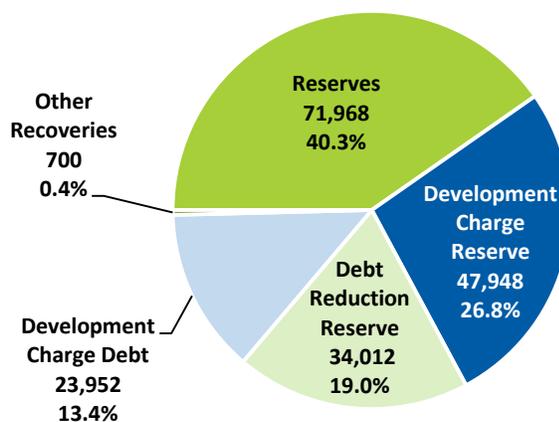
### 2016 York Regional Police Capital Financing

(in \$000s)

**Capital Spending Authority  
(\$43 Million)**

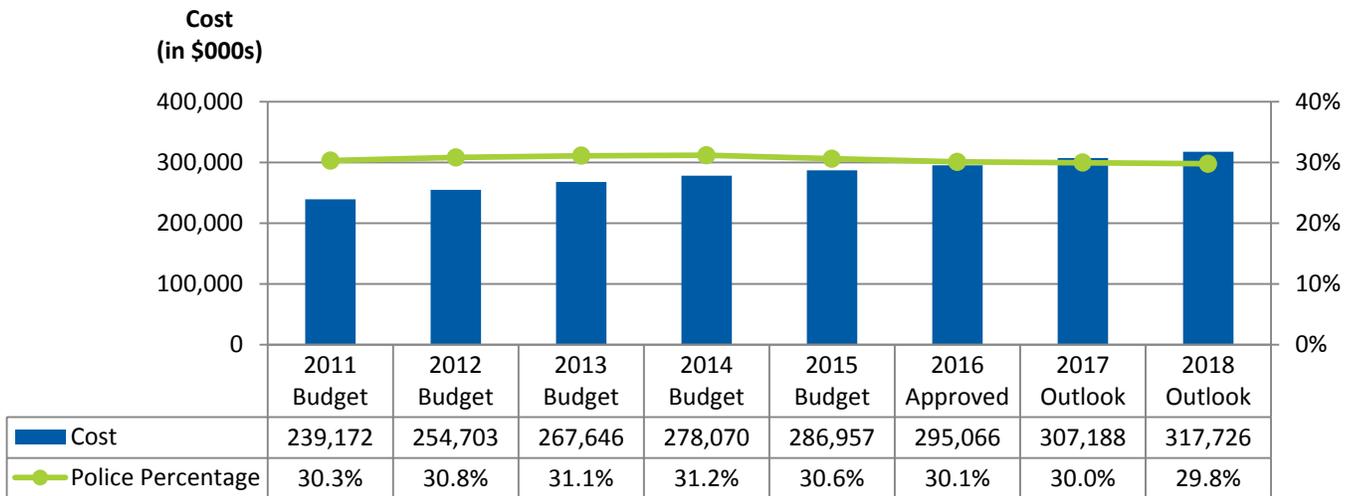


**10-Year Plan  
(\$179 Million)**



## York Regional Police Metrics

The Police percentage of Regional tax levy is expected to remain moderate



Note: Police percentage is calculated by dividing their net operating costs by the Region’s net operating costs before assessment growth revenue.

Managing costs in times of growth, York Regional Police’s portion of the regional tax-levy is expected to remain moderate.

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# ACHIEVING FINANCIAL SUSTAINABILITY

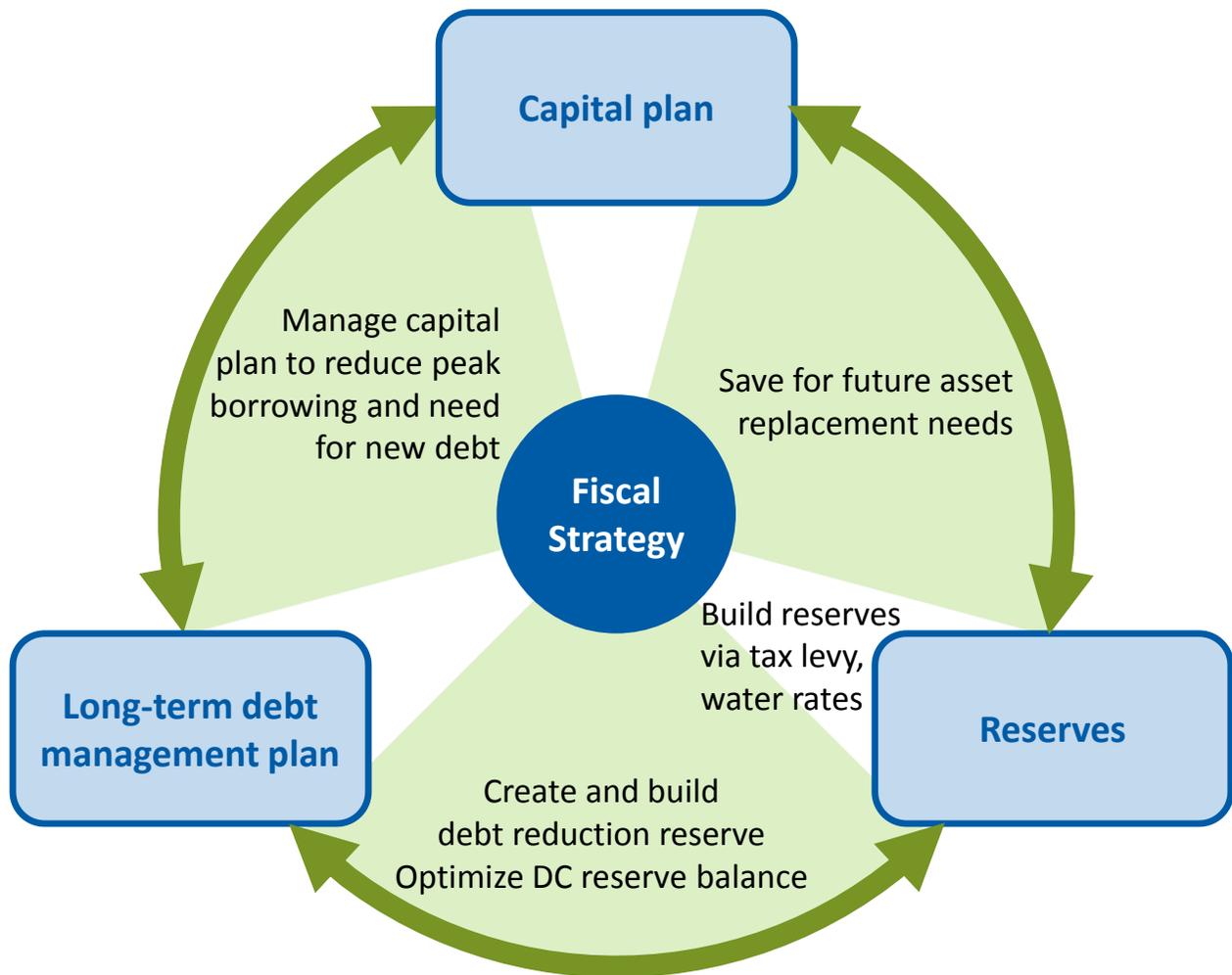
Good financial management involves balancing the need for services with the costs of providing them.

Getting this balance right over the long term is important for York Region, because it will allow residents to receive services now and in the future in a way that is financially sustainable.

Financial sustainability, however, does not just happen: It requires long-term planning.

# Financial sustainability

Planning for financial sustainability brings together three distinct strands of activity: managing the capital plan, reducing reliance on debt and saving for the future. To integrate these strands, the Finance department has developed the Regional fiscal strategy, which was introduced in 2014 and refined in 2015. The diagram below shows how the strategy brings these elements together and manages the linkages among them.



## The capital plan

The need to invest in capital is a major driver of the fiscal strategy. The Region has invested billions of dollars in major capital assets over the past several years, and must continue to do so.

Most of the past investment has been driven by growth. Growth-related investments are largely paid for by charges on new development. Often, however, the Region must build assets before all the growth that will fund it has happened, because these projects involve large economies of scale and long lead times.

While waiting for development to catch up to investments, the Region has borrowed so projects could proceed.

These borrowings are serviced from the operating budget, and as they rise they increase costs and reduce the Region's financial flexibility. When development charge collections arrive more slowly than expected, as has been the case in York Region in recent years, the impacts on the fiscal picture become more pronounced.

Recognizing this risk, the Region reduced planned spending in its 10-year capital plans in 2013, 2014 and 2015 to ensure projects aligned more closely with expected growth and to limit the amount and duration of borrowing. In this budget, the plan as a whole has increased by \$280 million as a result of the improved financial situation resulting from the Regional fiscal strategy.

The Region is also looking at ways of growing that take advantage of infrastructure already in place. This has been a theme of discussions around updating the Regional Official Plan, Water and Wastewater Master Plan and Transportation Master Plan, as outlined on page 14.

Planning must also take into account the need to renew and ultimately replace capital assets as they age. This must be funded from sources other than development charges, which may be used only for growth-related projects.

In the past, debt was used for some renewal and replacement projects, which increased Regional borrowings. How the Region eliminated the need to borrow for these projects is discussed in more detail in the following section.

## **Building reserves for asset replacements**

The Region has taken action to ensure it has adequate reserves for asset renewal and replacement, so that debt is not needed to finance these projects.

For water and wastewater assets, it has put in place rates that are expected to generate all the funding needed to fund renewal and replacement. The funding will come from reserves built up by contributions from rate revenues. This means no new debt will be added for this purpose and existing debt will be paid off sooner. (The new rate structure is discussed in more detail starting on page 49.)

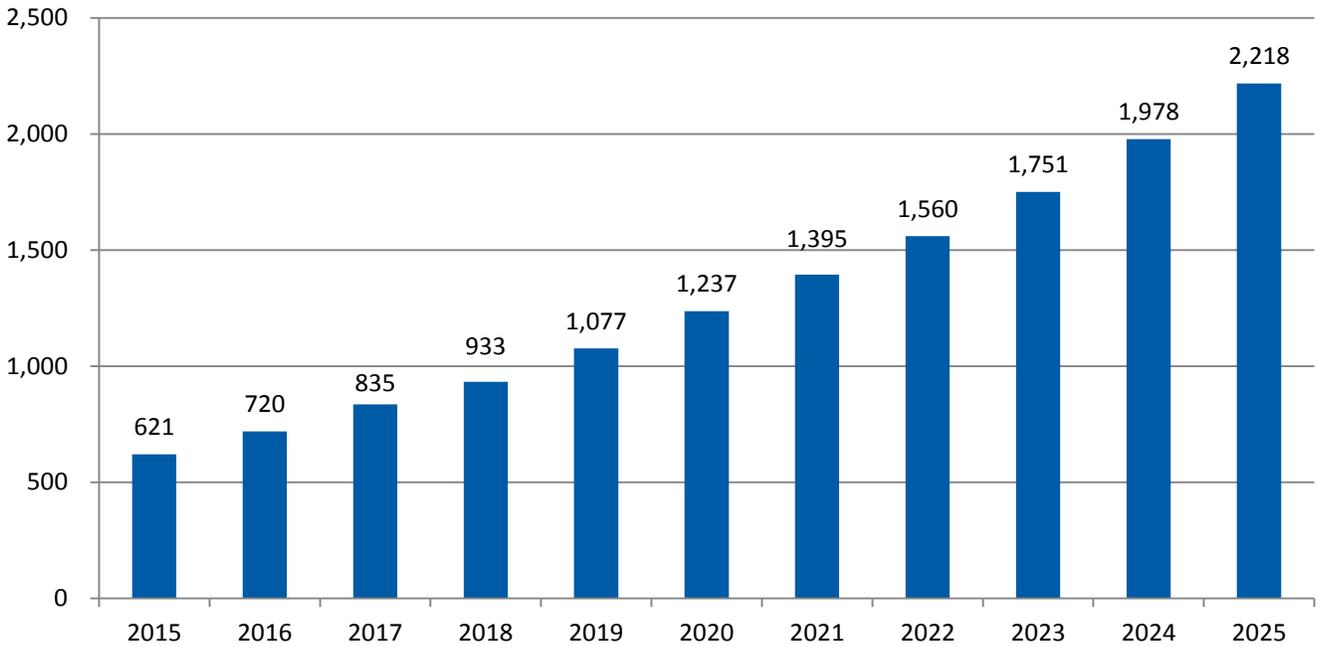
For renewal and replacement of other infrastructure, it continues to increase contributions to reserves funded from the tax levy. Before 2013, the annual increase in the Region's contribution to asset replacement reserves was 1% of the prior year's tax levy. That year, Council approved higher contributions. These are being phased in by increasing the 1% by a further 0.2 of a percentage point a year until 2017, when it will reach 2% of the prior year's tax levy.

As well, 50% of the Region's supplementary tax revenues may be added to these reserves each year. (Supplementary tax revenues reflect growth in assessment values, owing for example to new properties or property improvements after the data in the tax role are finalized.)

The graph on the next page shows the growth in asset replacement reserves.

## Growth in asset replacement reserves

(in \$ Millions)



With the new user rates and the increase in contribution to tax-levy-funded reserves, the Region is now able to rely solely on reserves instead of issuing new debt for all current and planned asset renewal and replacement projects.

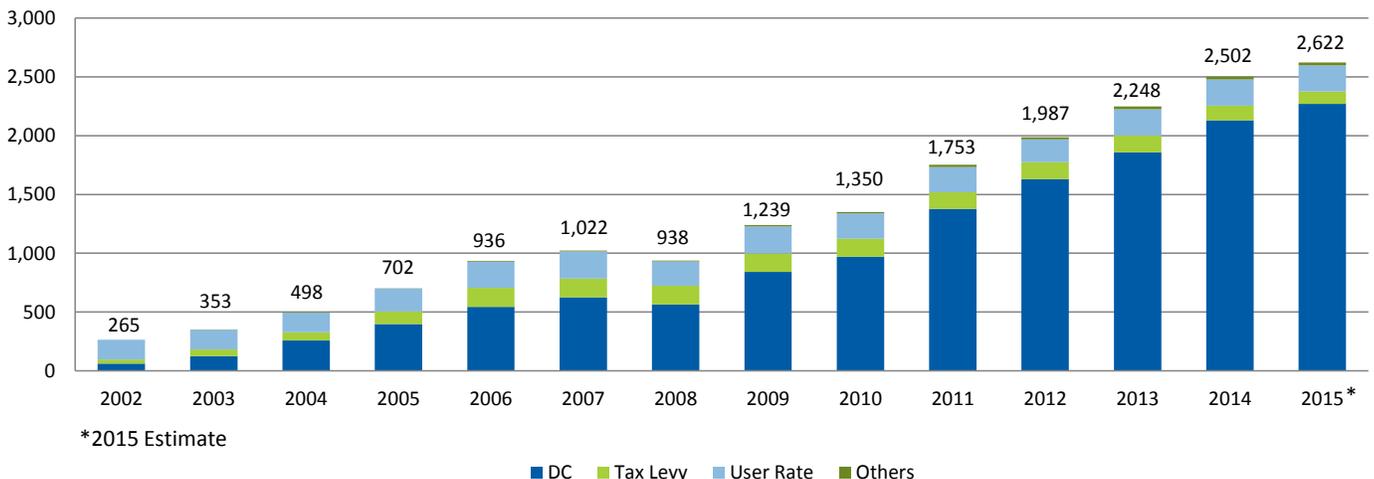
Growth in reserves will help ensure that its assets provide the right level of service. The next section describes how this and other measures have helped reduce reliance on debt.

## Reducing reliance on debt

The graph below shows how borrowings against future development charge collections, user rates, and the tax levy contributed to the Region’s total debt.

### York Region outstanding debt level, 2002-2015

(in \$ Millions)



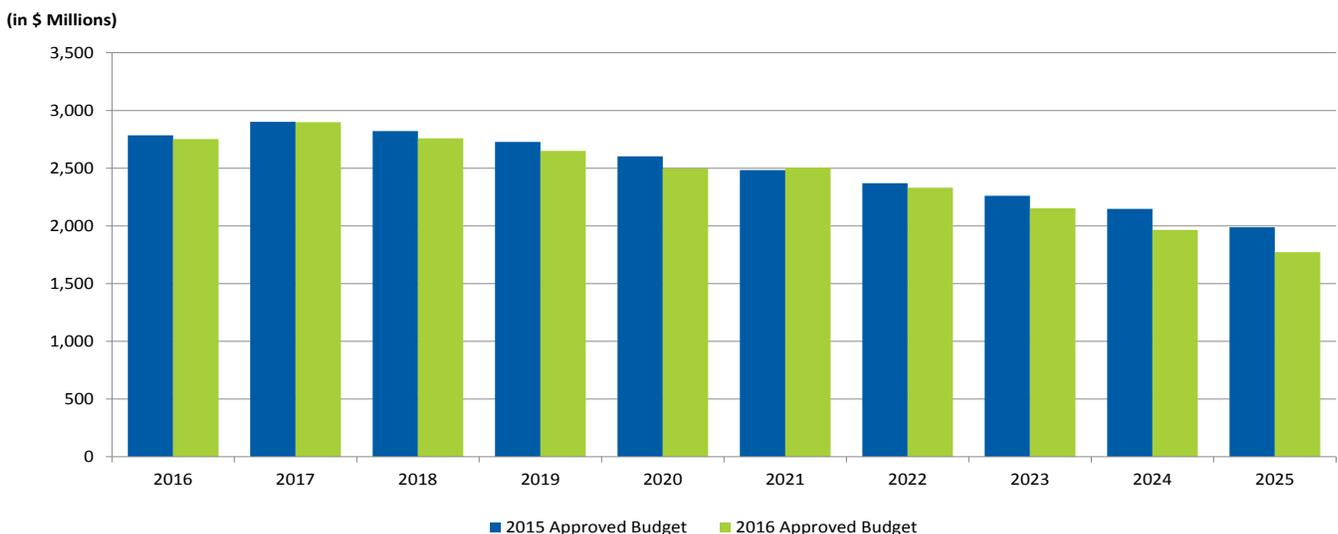
Adjustments to the capital plan and higher contributions to reserves, two key elements of the fiscal strategy, are reducing the Region’s reliance on debt for capital projects. In 2014, also as part of the strategy, the Region created a new reserve earmarked specifically for reducing debt.

The debt reduction reserve was initially set up by reallocating funds from other reserves. There are several mechanisms by which it can grow.

- One is through a change in how the annual surplus, other than what is related to housing operations, is allocated to reserves. Under the new strategy, the order is:
  - ◆ First, to reserves against such contingent liabilities as workers’ compensation claims, up to their target levels;
  - ◆ Then to the general capital reserve, up to its target level;
  - ◆ Then to the fuel stabilization reserve if needed that year; and
  - ◆ Then to the debt reduction reserve.
- The reserve may also grow through appropriations in the budget or by contributions of 50% of supplementary tax revenues each year.
- As well, between 50% and 100% of the savings arising from funding a project through the reserve instead of issuing tax levy debt may be contributed to the reserve.

As a result of the creation of the debt reduction reserve, York Region has issued no new tax levy debt since 2014. The goal is to continue to build the debt reduction reserve to avoid all tax levy supported debt over the next 10 years. This budget reflects that commitment and continues to reduce debt reliance. The graph below shows the impact on total expected debt.

### Budget will reduce outstanding debt



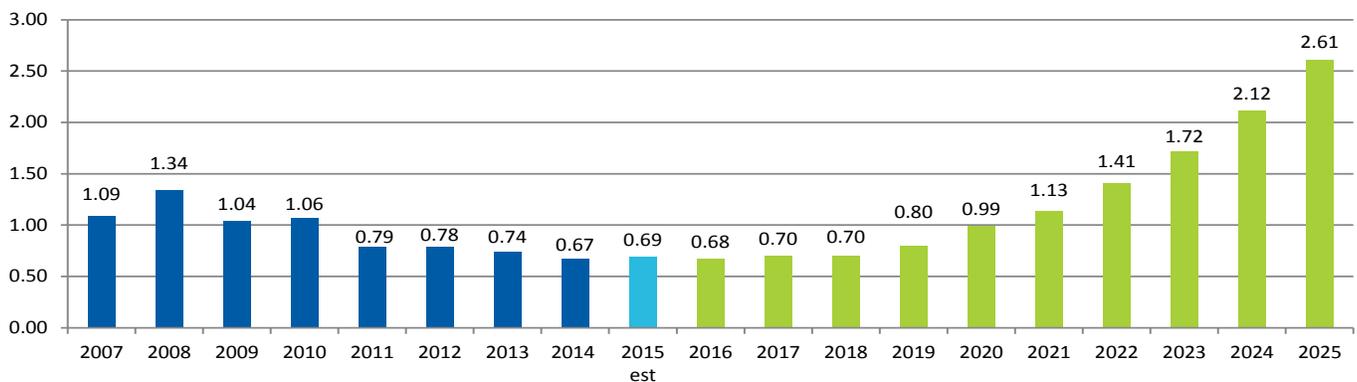
## Impacts of the Regional fiscal strategy

The Region will continue to use debt strategically to meet its infrastructure needs. As a result of all of its actions, however, the Region has been able to reduce expected peak debt in its 10-year outlook. This has strengthened its financial position considerably.

With peak debt lowered, and a commitment to building reserves, York Region will see a strong improvement in its ratio of reserves to debt, as the graph below shows.

This discussion underscores that in recognizing the risks to financial sustainability now, while it is still benefiting from growth, the Region is well positioned to manage them.

### Reserve-to-Debt ratio





# BASIS OF BUDGETING AND REPORTING

York Region's budget is presented on a modified accrual basis of accounting. Accrual accounting recognizes revenues as they are earned, even if the money has not been received, and expenditures on goods and services when they are incurred, even if the invoice has not yet been paid.

York Region follows these practices. For example, if the Region receives the final instalment of tax levy after December, it is included as revenue for the previous year. Similarly, an invoice for snowplowing in December that is paid in January would be an expense for the previous year.

In contrast, under the cash basis of accounting, nothing is recorded as revenue or spending until the actual cash is received or paid.

The Public Sector Accounting Board (PSAB) develops accounting standards for governments in Canada. York Region's practice of accruing revenues and expenses agrees with PSAB guidance. In other ways, however, the budgets prepared by York Region and other Ontario municipalities differ from PSAB guidance. This is why the York Region budget is described as being prepared on a modified accrual basis.

## Reconciling the budget to full accrual accounting

Under the modified accrual basis of accounting, the Region's budget treats the money received by issuing debt as a funding source similar to tax revenues. Similarly, it also treats transfers from Region-owned reserves as revenues. Conversely, repaying debt principal and transferring money into those reserves are treated as spending. Although this is fully in line with municipal budgeting practice in Canada, PSAB would not define these items as revenues or expenses.

As well, the Region treats the cost to build or buy tangible capital assets as an expense in the year the activity takes place. This differs from full accrual accounting as recommended by PSAB, where only a portion of the cost is recorded each year. These annual costs, called amortization expense, are spread over the time the asset is expected to provide service. In the view of accountants and others familiar with financial statements, recording amortization expense over several years shows more clearly on the income statement how assets decline in value, or are used up, over time.

York Region also excludes from its budget what are called post-employment benefits expenses, which are employee benefits that have been earned but not yet paid. PSAB guidance would include them, since they represent the Region's obligation to pay in the future.

The Ontario government's regulation 284/09, created in 2009, allows municipalities to exclude these items – amortization expense and post-employment benefits expenses – from their budgets. A report on the excluded items must be prepared and adopted by resolution, however, before the budget is adopted. York Region follows this practice.

Like other Ontario municipalities, and as required by PSAB, York Region reports its results at the end of its fiscal year on the full accrual basis of accounting. The table on the next page reconciles the budget to full accrual accounting, as an aid to readers more familiar with that basis of accounting. At the end of the year, the financial statements will also show a reconciliation of the 2016 modified accrual budget figures to full accrual, so that the budget can be compared to actual results. While these measures are helpful to readers, they fall short of full consistency in budgeting and reporting, which many experts regard as a best practice.

There is considerable discussion about the differing approaches in use for budgeting and reporting. The view of the Municipal Financial Officers Association of Ontario is that, at present, "budgets are laid out in a manner to be meaningful to both Councillors and the public" and that, in particular, amortization is little understood outside the accounting community. Most critically, the association points out, the provincial *Municipal Act* dictates the main rules for preparing municipal budgets and also requires municipalities to balance their budgets on that basis. While the act does not specify the basis of accounting municipalities must use, it does require the budget to be balanced when such items as debt repayment, which are not expenses on a PSAB basis, are included.

## Reconciling the budget with PSAB standards

(in \$000's)	2016 Proposed	2017 Outlook	2018 Outlook
<b>Budget Funding</b>			
Operating	1,987,154	2,066,033	2,146,371
Capital	782,932	871,494	773,582
	2,770,086	2,937,527	2,919,953
Less the following items, which are not defined as revenues by PSAB:			
Transfer from reserves	277,102	397,222	410,323
Issue of new debt	287,881	295,616	-
	564,983	692,838	410,323
<b>Total Revenue on a PSAB Basis</b>	<b>2,205,103</b>	<b>2,244,689</b>	<b>2,509,629</b>
<b>Budget Spending</b>			
Operating	1,987,154	2,066,033	2,146,371
Capital	782,932	871,494	773,582
	2,770,086	2,937,527	2,919,953
Less the following items, which are not defined as expenses by PSAB:			
Transfer to reserves	343,121	394,614	444,520
Payment of debt principal	157,137	143,357	128,832
Building/acquiring tangible capital assets	520,569	667,040	598,964
	1,020,826	1,205,011	1,172,316
<i>Add:</i>			
Amortization of tangible capital assets	224,693	249,167	280,841
Post-employment benefits	7,256	7,755	8,512
	231,949	256,923	289,354
<b>Total Spending on a PSAB Basis</b>	<b>1,981,209</b>	<b>1,989,439</b>	<b>2,036,990</b>
<b>Annual Surplus</b>	<b>223,895</b>	<b>255,250</b>	<b>472,639</b>

## Additional Information

The annual report of York Region consolidates the financial position and results of all entities that are accountable to and controlled by the Region, and also includes an accounting of all funding that flows through the Region. In preparing the budget, York Region does not include some of these items. Specifically, Housing York Inc. is excluded because it is a separate entity. Funding from Metrolinx that is spent in the year on capital assets that will ultimately be owned by Metrolinx is also excluded, as is the related spending. The table below shows the increases to revenue, spending and the annual surplus if these amounts were included in the budget.

(in \$000's)	2016 Proposed	2017 Outlook	2018 Outlook
<b>Budget Funding</b>			
Housing York Inc.	35,080	35,994	35,360
Capital projects funded by Metrolinx	214,198	191,324	121,162
<b>Total Revenue</b>	<b>249,278</b>	<b>227,318</b>	<b>156,522</b>
<b>Budget Spending</b>			
Housing York Inc.	34,635	35,108	34,467
Capital projects funded by Metrolinx	214,198	191,324	121,162
<b>Total Spending</b>	<b>248,833</b>	<b>226,432</b>	<b>155,629</b>
<b>Increase in Annual Surplus</b>	<b>445</b>	<b>886</b>	<b>893</b>



# RESERVES AND RESERVE FUNDS

Fund accounting, used by municipalities, is intended to show that funds have been used for the purpose for which they were obtained.

York Region uses three types of funds:

- The **current fund** underpins the operating budget. All operating revenues go into it and all operating spending is paid from it. The main sources of revenue for the current fund are federal and provincial grants and subsidies, fees and charges, water and wastewater user rates, contributions from reserves and the tax levy.
- The **capital fund** is used for capital expenditures. Its main funding sources are debentures, development charge reserve contributions, contributions from other reserves, and federal and provincial grants and subsidies.
- The Region also has **reserve funds** for future operating and capital purposes. They are funded from development charges, supplementary taxes, operating surpluses and allocations as directed by Regional Council.

# Reserves and reserve funds

The Region has three major categories of reserve fund to support its policies and provincial requirements:

- Capital asset rehabilitation and replacement
- Capital acquisition
- Operating and Human Resources

It also maintains social service and police-related reserves for specific purposes.

The remainder of this section outlines what each category of reserve includes.

## Capital asset rehabilitation and replacement reserves

A key part of the Regional fiscal strategy is to ensure that adequate reserves are in place for capital assets as they need to be renewed or replaced. Capital Asset Rehabilitation and Replacement Reserves are in place for Regional roads and regionally-owned facilities, housing, equipment and vehicles.

In 2015, more than \$75 million was allocated to these reserves, bringing the balance to an expected \$621 million by year-end. This budget will contribute a further \$92 million in 2016. The section entitled Achieving Financial Sustainability discusses increases in contribution levels to these reserves, which are expected to grow substantially, to a balance of about \$2.2 billion, over the next 10 years.

## Capital acquisition reserves

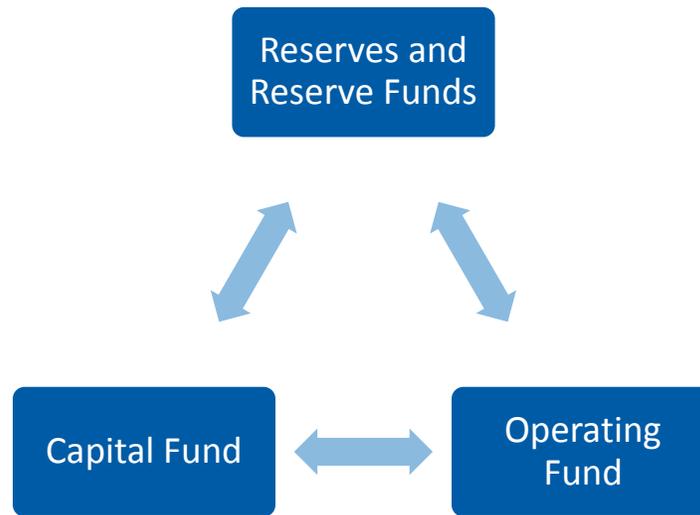
These reserves are used for capital expenditures. Key capital acquisition reserves are:

The **Development Charge Reserve** is for funds collected from residential and non-residential development and covers the growth-related portion of certain capital costs, that include roads, water, wastewater, and health, among others. At the end of 2015, these reserves are expected to have a balance of about \$256 million.

The purpose of the **Water and Wastewater Capital Replacement Reserves** is to fund any portion of new water and sewage assets that are not related to growth and to provide adequate funding to renew or replace water and wastewater assets when needed. The section entitled Water and Wastewater User Rates discusses new rates that are intended to fund all the costs of providing service, including building adequate reserves. At the end of 2015, these reserves are expected to have a balance of about \$130 million. The Region will monitor the contribution to reserves resulting from the new rates and may, if necessary, adjust user rates through the annual budget process.

The **Social Housing Reserve** is used to develop affordable housing projects in the Region, and is expected to have a balance of \$82 million at the end of 2015. This reserve is expected to decline to approximately \$41 million over the next 10 years, based on planned developments.

## Fund Relationships



### The 2016 to 2018 Operating and Capital Budgets by fund use and source

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Operating	Capital	Operating	Capital	Operating	Capital
<b>Usage of Funds:</b>						
Transportation Services	317,482	213,416	327,060	310,926	342,188	276,493
Environmental Services	540,519	213,004	557,735	242,083	582,425	217,483
Community & Health Services	474,630	38,962	486,068	36,171	494,858	61,463
Corporate Management	103,937	63,346	106,502	101,192	110,460	107,687
Court Services	11,156	-	11,322	-	11,485	-
Financial Initiatives	145,729	-	170,192	-	185,065	-
Boards and Authorities	41,109	-	42,167	-	43,151	-
York Region Rapid Transit Corporation	24,153	165,105	22,180	108,844	22,377	46,138
York Regional Police	328,440	33,099	342,808	16,278	354,361	36,318
Corporate Capital Contingency	-	56,000	-	56,000	-	28,000
<b>Total</b>	<b>1,987,154</b>	<b>782,932</b>	<b>2,066,033</b>	<b>871,494</b>	<b>2,146,371</b>	<b>773,582</b>
<b>Source of Funds:</b>						
General Tax Levy	980,809	42,545	1,025,244	39,249	1,067,342	39,030
User Rates	354,830	-	383,213	-	413,938	-
Fees and Charges	49,428	-	50,392	-	51,428	-
Reserves	40,873	193,684	39,607	318,366	36,740	334,553
Development Charge Reserve Draws	235,930	62,779	232,611	77,147	235,243	316,150
Grants and Subsidies	298,796	163,481	306,663	93,357	312,951	51,945
Debenture Proceeds	-	287,881	-	295,616	-	-
Other Revenue/Recoveries	26,489	32,562	28,303	47,759	28,728	31,904
<b>Total</b>	<b>1,987,154</b>	<b>782,932</b>	<b>2,066,033</b>	<b>871,494</b>	<b>2,146,371</b>	<b>773,582</b>

The **General Capital Reserve** is typically used to fund unplanned, non-recurring capital items . The balance of the reserve is expected to be \$47 million at the end of 2015.

The **Land Banking Reserve** was established in 2014 for buying land needed for the long-term capital plan. At the end of 2015, the expected balance was \$11 million.

## Operating and Human Resources Reserves

The **Working Capital Reserve** is used to help offset borrowing costs which arise during the year due to timing differences between receiving tax revenue and spending needs. The balance is expected to be \$43 million by the end of 2015.

The **Debt Reduction Reserve** was established to reduce or eliminate the need to issue previously approved tax-levy funded debenture. The balance is expected to be \$180 million by the end of 2015.

The **Tax Stabilization Reserve** is available to fund temporary tax revenue shortfalls and unforeseeable one-time expenditures. The balance is expected to be \$50 million by the end of 2015.

The **Insurance Reserve** funds costs incurred for insurance coverage and payment of claims. This reserve balance is determined through a rigorous annual examination of all claim files held by the Region. The balance is expected to be \$22 million by the end of 2015.

The **Fiscal Stabilization Reserve** was established in 2012 to manage the transition to a post GTA-pooling environment. The reserve was funded through budget contributions, and drawdowns will be determined by Council. The balance is expected to be \$37 million by the end of 2015.

The **Water and Wastewater Rate Stabilization Reserves** were established in 2015 to provide year-to-year stabilization in water and sewage rates.

**Human Resources Reserves** are available to cover costs related to Workplace Safety and Insurance Board and long-term disability claims as well as sick leave benefits. These reserve balances are determined through actuarial examinations. The balance is expected to be \$56 million by the end of 2015.

## Other reserves

The **Social Assistance Reserve** was established to provide support for in-year fiscal pressures associated with a possible downturn in economic conditions that could lead to sudden increases in the social assistance caseload. This reserve will decline in balance over the next several years in conjunction with the Province uploading responsibility for Social Assistance. At the end of 2015, the balance was expected to be \$18 million.

The **police services reserves** are for the Traffic Safety Strategy Initiative, GTA Crime Abatement and Seized Money. At the end of 2015, the balance was expected to be \$0.3 million.

## Types of reserves and their purpose

Reserve Name	Purpose	Source of Funding	Year Established
<b>Capital Reserves</b>			
Development Charges	Growth infrastructure	Development charge collections	1991
Wastewater	Wastewater system repairs/rehabilitation	Wastewater rate surcharge	1991
Water	Water system repairs/rehabilitation	Water rate surcharge	1991
Solid Waste Management	Waste Management	Funds from Waste Diversion Ontario	1993
General Capital	Non-recurring capital	Operating surplus allocation	1995
Social Housing Development	Social Housing development/repairs	Allocation in annual budget	1998
Transit	York/GO Transit	Carryover of capital funds	1999
Roads Capital	Funding on-going capital	Carryover of capital funds	1998
Land Securement	York Greening	Allocation in annual budget	2001
Vehicle Replacement	Fleet capital	Allocation in annual budget	1997
Equipment Replacement	IT capital	Allocation in annual budget	1993
Region Owned Housing	Building replacement	Allocation in annual Budget	2009
Facilities Rehabilitation	Building repairs/rehabilitation	Allocation in annual budget	2009
Roads	Roads rehabilitation	Allocation in annual budget	2000
Non-Profit Housing	Building repairs	Allocation in annual budget	1996
Innovation	Capitals result in efficiency and savings	Allocation in annual budget	2002
Provincial Gas Tax	Transit growth and expansion	Provincial funds	2004
Federal Gas Tax	Capital projects in public transit, water, wastewater, and solid waste	Federal funds	2005
Computer Software Acquisition	Purchase computer software	Allocation in annual budget	2005
IT Development Reserve	Development of IT systems	Allocation in annual budget	2010
Hospital Financing	Hospital capital expenditures	Allocation in annual budget	2010
Land Banking	Purchase land for future needs	Allocation in annual budget	2014
Move Ontario	Move Ontario 2020 Projects	Provincial funds	2008
Transit Vehicle Replacement	Transit vehicle refurbishment/replacement	Allocation in annual budget	2014
<b>Corporate Reserves</b>			
Working Capital	Day to day operation	Annual budget and surplus allocation	1991
Insurance	Insurance deductions/claims	Allocation in annual budget	1994
Insurance Claims System	Enhance insurance system	Licensing Fees	2003
Tax Stabilization	Tax stabilization	Allocation in annual budget	2002
Fuel Cost Stabilization	Fuel cost stabilization	Budget allocation and fuel savings	2010
Wastewater Rate Stabilization	Wastewater rate stabilization	Wastewater surcharge	2015
Water Rate Stabilization	Water rate stabilization	Water surcharge	2015
Debt Reduction	Reduce future tax-levy debenture	Allocation in annual budget	2014
Fiscal Stabilization	Smooth tax levy during GTA pooling transition	Redirected GTA Pooling Expense	2012
Court Service	Maintain Court program self-sustainability	Net Provincial Offences Act revenue	2015
Information Technology Licensing	Enterprise-wide software licensing	Allocation in annual budget	2015
University Campus	Fund York University-Markham campus	Allocation in annual budget	2015
<b>Social Service Reserves</b>			
Social Assistance (SA)	Unanticipated Social Assistance costs	Allocation in annual budget	1998
<b>Human Resource Reserves</b>			
Group benefits	Benefit claims	Allocation in annual budget	1991
Sick Leave – Region	Vested sick leave benefits	Payroll surcharge	1982
Sick Leave – Police	Vested sick leave benefits	Allocation in annual budget	1999
WSIB	Workers compensation claims	Allocation in annual budget	1996
Vacation Pay	Vacation liability	One time transfer and budget allocation	1991
Police OMERS	Police Pension surplus	OMERS surplus	1995
Long Term Disability	LTD liability	Allocation in annual budget	2002

**Projection of reserves for the year end of 2016 based on 2015 year end estimates and 2016 budget**

(in \$000s)	Actual	Receipts	Draws	Interest	Budgeted
	Balance* Dec 31, 2015				Balance Dec 31, 2016
<b>Development Charges</b>	<b>255,758</b>	<b>321,585</b>	<b>( 299,577)</b>	<b>4,935</b>	<b>282,702</b>
<b>Capital Replacement</b>					
Equipment Replacement	33,631	15,752	( 14,953)	1,055	35,485
Vehicle Replacement	22,207	8,875	( 9,447)	680	22,314
Facilities Rehabilitation and Replacement	85,892	18,924	( 14,120)	2,737	93,433
Region Owned Housing (Replacement)	63,886	11,275	0	2,155	77,315
Roads Infrastructure	382,617	45,171	( 333)	12,556	440,012
Transit Vehicle Replacement Reserve	32,972	19,563	( 2,367)	1,289	51,457
<b>Sub-total</b>	<b>621,204</b>	<b>119,560</b>	<b>( 41,220)</b>	<b>20,472</b>	<b>720,016</b>
<b>Capital</b>					
Capital (Water)	76,327	32,476	( 30,752)	643	78,695
Capital (Wastewater)	53,774	70,273	( 107,093)	295	17,249
Solid Waste	63,153	7,006	( 9,930)	1,912	62,141
General Capital	47,124	108	( 6,603)	1,360	41,990
Social Housing Development	82,128	0	907	2,560	85,596
Transit	6,871	9,100	( 9,100)	213	7,084
Roads	13,296	33,325	( 36,780)	359	10,199
Non-Profit Housing Repairs	27,691	9,300	( 7,801)	882	30,072
Move Ontario	40,898	0	( 25,314)	875	16,459
Hospital Financing	6,955	14,180	( 14,480)	435	7,090
IT Development	17,914	6,800	( 10,231)	502	14,985
Land Banking Reserve	10,956	0	0	340	11,296
<b>Sub-total</b>	<b>447,088</b>	<b>182,568</b>	<b>( 257,177)</b>	<b>10,377</b>	<b>382,856</b>
<b>Corporate Reserves</b>					
Insurance	22,110	6,665	( 6,665)	685	22,796
Insurance Claims Certificate System	12	0	0	0	13
Fiscal Stabilization	37,402	4,240	0	1,225	42,867
Tax Stabilization	50,223	0	( 662)	1,547	51,108
Working Capital	42,805	0	( 500)	0	42,305
Fuel Cost Stabilization	7,677	3,750	( 7,677)	177	3,927
Water Rate Stabilization	0	369	0	2	371
Wastewater Rate Stabilization	0	381	0	2	383
Land Securement	2,535	1,700	( 880)	91	3,446
Innovation	4,714	0	0	146	4,860
Alternative Community	250	0	0	8	257
Federal Gas Tax	68,440	31,384	( 58,560)	1,700	42,965
Provincial Gas Tax	6,995	15,323	( 15,323)	217	7,212
Debt Reduction Reserve	179,938	30,796	( 46,923)	5,328	169,139
<b>Sub-total</b>	<b>423,103</b>	<b>94,609</b>	<b>( 137,190)</b>	<b>11,128</b>	<b>391,649</b>

\*Actual balance is estimated and subject to change as part of year-end adjustments.

**Projection of reserves for the year end of 2016 based on 2015 year end estimates and 2016 budget (continued)**

(in \$000s)	Actual Balance* Dec 31, 2015	Receipts	Draws	Interest	Budgeted Balance Dec 31, 2016
<b>Social Assistance</b>					
Social Assistance	18,000	0	( 3,843)	558	14,715
<b>Sub-total</b>	<b>18,000</b>	<b>0</b>	<b>( 3,843)</b>	<b>558</b>	<b>14,715</b>
<b>Human Resources Reserves</b>					
Long-Term Disability (LTD)	34,553	5,635	0	1,158	41,346
Sun Life Benefits	2,405	0	( 20)	74	2,459
Vacation Pay	897	0	0	28	925
Police OMERS Type 3	98	0	0	0	98
Sick Leave	4,862	1,500	( 1,500)	151	5,013
Police Sick Leave	( 5,099)	1,500	0	( 135)	( 3,734)
Worker's Compensation	18,739	577	0	590	19,905
<b>Sub-total</b>	<b>56,454</b>	<b>9,211</b>	<b>( 1,520)</b>	<b>1,866</b>	<b>66,012</b>
<b>Police</b>					
Seized Moneys	257	60	( 100)	11	228
<b>Sub-total</b>	<b>257</b>	<b>60</b>	<b>( 100)</b>	<b>11</b>	<b>228</b>
<b>Total Reserves and Reserve Funds</b>	<b>1,821,863</b>	<b>727,593</b>	<b>( 740,627)</b>	<b>49,348</b>	<b>1,858,177</b>

**Continuity schedule of reserves and reserve funds (Projection to December 31, 2016)**

(in \$000s)	Capital	Corporate	Social Services	Human Resources	Total
<b>Balance January 1, 2015</b>	1,186,369	405,119	22,079	61,346	1,674,913
<b>Balance January 1, 2016</b>	1,324,050	423,359	18,000	56,454	1,821,863
Estimated contribution	624,464	93,918	-	9,211	727,593
Estimated interest	35,787	11,137	558	1,866	49,348
Estimated expenditures					
Current		(31,807)	(3,843)	(1,520)	(37,171)
Capital	(597,974)	(105,483)			(703,457)
<b>Estimated Balance December 31, 2016</b>	<b>1,386,327</b>	<b>391,124</b>	<b>14,715</b>	<b>66,012</b>	<b>1,858,177</b>

\*Actual balance is estimated and subject to change as part of year-end adjustments.

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# DEBT MANAGEMENT PLAN

Municipalities in Ontario may only issue debt for capital purposes. The Province regulates the amount of municipal debt and other financial obligations through an Annual Repayment Limit (ARL) regulation under the Municipal Act.

# Debt Management Plan

Municipalities in Ontario may only issue debt for capital purposes. The Province regulates the amount of municipal debt and other financial obligations through an Annual Repayment Limit (ARL) regulation under the *Municipal Act*. The Annual Repayment Limit restricts the aggregate annual cost of servicing the anticipated long-term debt and financial obligations to 25% of a municipality's own source revenue plus, in the case of York Region alone, a growth cost supplement equal to 80% of the average of the Region's last three fiscal years of Development Charge (DC) collections. The combination of the Annual Repayment Limit and the growth cost supplement is called the Growth-Related ARL, but will be referred to as the ARL in this plan.

To qualify for the growth-related cost supplement, the Region is required to meet two conditions:

- Maintain at least an AA low (or equivalent) credit rating; and
- As part of the preparation of its budget for the fiscal year, Council adopts or affirms a plan for the management of its long-term debt and financial obligations.

As of September 2015, the Region had met the first condition by maintaining an Aaa credit rating with Moody's Investor Service and receiving a AA+ credit rating from Standard and Poor's Rating Services.

To meet the second condition, the Province requires Regional Council to consider the following items as part of its long-term debt management plan:

- The Region's needs for its long-term debt and financial obligations over a multi-year period;
- Projections of the Annual Repayment Limit for each year of the multi-year period compared to its existing and proposed long-term debt-related payments;
- Risk and mitigation strategies associated with the Region's long-term debt strategy;
- Long-term debt and financial obligations policy;
- Prudent and cost-effective management of existing and projected long-term debt and other financial obligations;
- Estimated temporary borrowing needs for 2016; and
- Evaluation and comparison of 2015 projections and outcomes.

## The Region's needs for its long-term debt and financial obligations over a multi-year period

### The Fiscal Strategy guided the preparation of the 2016 Budget

In preparing the 2016 Budget, staff followed principles of the Fiscal Strategy, which was first formally approved by Council in 2014, to help better manage the Region's financial resources. A major tenet of this strategy is to use a more balanced approach when funding long-term capital expenditures. To accomplish this, a detailed review of both the forecasted capital expenditures and funding sources is undertaken each year. Where necessary, the level of expenditures may be adjusted to match more closely to the available funding, while maintaining overall capital priorities.

The ten year Capital Plan that has been submitted to Council for 2016 is \$358 million higher when compared to the same period or \$280 million compared to last year's ten-year capital plan. In addition, the timing of some capital projects has shifted.

While the Development Charge collections are down for 2015 (estimated \$296 million versus \$329 million originally forecast), the forecast for the next ten years remains largely unchanged.

The Region continues to use the Tax-Levy Debt Reduction Reserve to avoid approximately \$453 million of new tax-levy debt over the next ten years.

Finally, the phase-in of full cost recovery for water and wastewater services, starting in 2016, will allow the Region to avoid issuing approximately \$286 million of user rate debt.

Overall, the Region's need for new long-term debt during the 2016-2025 period is expected to be \$0.8 billion, which is about the same when compared to the same period or \$0.3 billion lower compared to last year's ten-year capital plan.

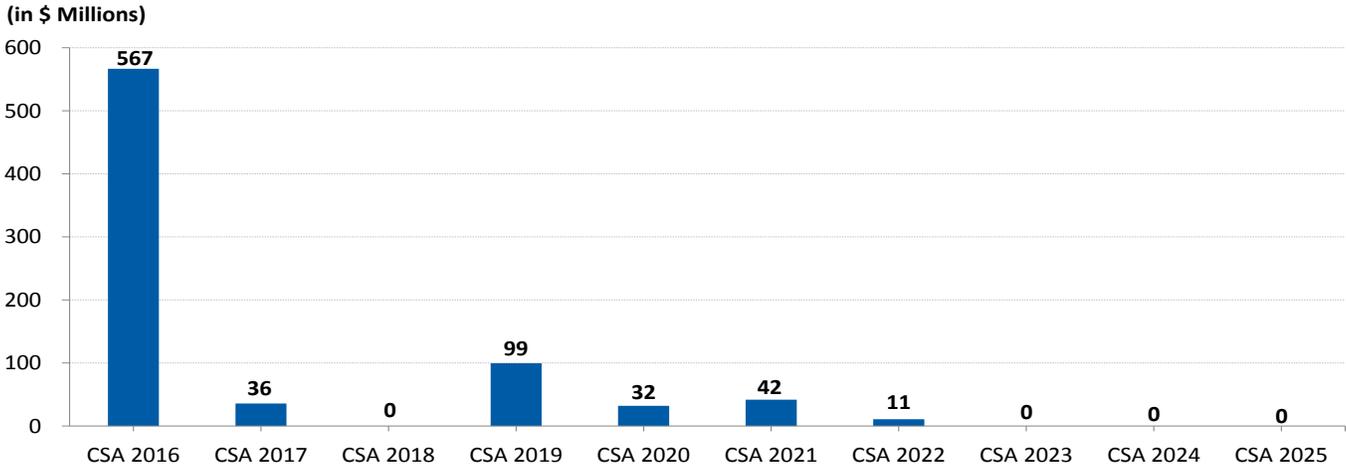
### The Region's reliance on debt to finance its capital plan is similar to last year

The 2016 Capital Plan contains approximately \$6.1 billion in spending over the 2016-2025 forecast period. Of this, around \$0.8 billion will be funded from debenture proceeds, for a debt funding ratio of 13%. This level is similar to that forecasted in the same period in the 2015 Capital Plan. Approximately \$0.6 billion of the \$0.8 billion in projected debenture requirements has been included within the Capital Spending Authority (CSA) for 2016, as illustrated in the top chart on page 222.

Capital Spending Authority provides Council's authorization for departments to proceed with capital projects, including multi-year projects. The Region must have enough debt room when Capital Spending Authority is approved to remain within its provincially-mandated Annual Repayment Limit.

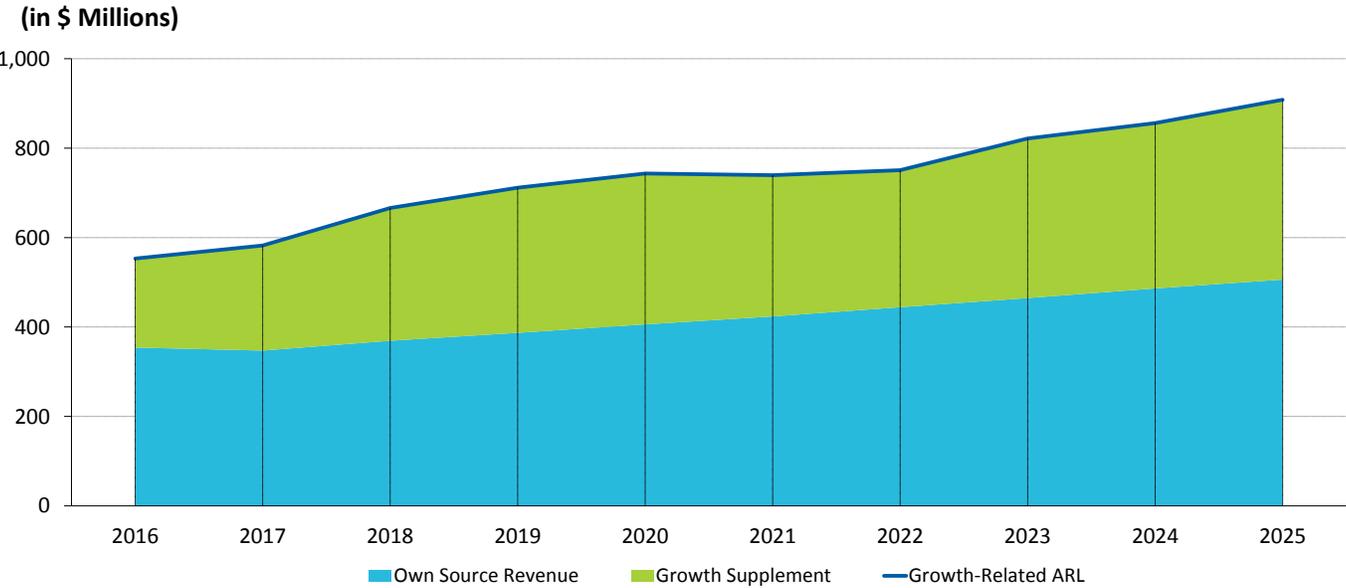
The Region's capital plan also contains projects with an estimated debt of about \$0.2 billion that are planned, but do not yet have Capital Spending Authority. For the purposes of this Debt Management Plan, Finance has estimated the Region's future debt requirements for each year of the plan on a Capital Spending Authority basis. The top chart on page 222 illustrates the amount of new debt to be issued on a Capital Spending Authority basis. For example, the Region will seek Council authorization to issue \$567 million of new debt to commit to capital projects within the Capital Spending Authority for 2016. However, the actual capital expenditures associated with the \$567 million is expected to flow over three years: \$288 million in 2016, \$260 million in 2017 and \$19 million in 2018.

### Multi-year forecast of \$0.8 billion new debt to be issued



Source: York Region Finance Department

### Annual Repayment Limit forecast



Source: York Region Finance Department

## Projections of the Annual Repayment Limit for each year of the multi-year period compared to existing and proposed long-term debt-related payments

### How much debt room will we have?

The Annual Repayment Limit is calculated by determining and projecting 25% of the Region's own-source revenues, and adding 80% of the three-year rolling average of historic development charge collections (derived from the development charge collection forecast). The Region's existing and proposed annual financial obligations must be within this limit. These calculations are shown in the appendix on page 363.

Based on these calculations, the Region's Annual Repayment Limit will increase from \$553 million in 2016 to \$908 million by 2025, as illustrated in the bottom chart on page 222.

### What are our estimated debt and financial obligation payments?

The existing debt payment and other financial obligations include the following components:

- Principal Obligations
- Interest Obligations
- Hospital Funding
- Social Housing Mortgages
- Long-term Leases
- University Funding

These existing annual debt payment and other financial obligations will total approximately \$316 million in 2016, but are estimated to decline to approximately \$241 million by 2025. The largest component of these obligations will be the principal and interest on existing debt, which is expected to decrease from \$301 million in 2016 to \$210 million by 2025 as existing debt is repaid. Hospital financing is forecast to increase at a rate of 2% per year, rising from \$13.6 million in 2016 to \$16.2 million by 2025. The 2016-2018 Regional Budget will initially contribute \$3 million of University funding spread \$1 million annually. The Region committed to contributing a total of \$25 million of University funding.

As noted earlier, the Capital Spending Authority budgeting concept employed by the Region requires that there be enough debt room under the Annual Repayment Limit at the time of project authorization. For example, in order to assign Capital Spending Authority to projects as part of the 2016 budget process, the Region must have sufficient room under its 2016 Annual Repayment Limit to recognize the full financial cost of the projects "as if" they were going to be incurred entirely in 2016, even if the actual costs are spread out over multiple years. This is the case for each year of the Capital Plan.

The Capital Spending Authority in the 2016 Budget is \$2.7 billion, of which \$0.6 billion will be debt financed. Assuming an annual interest rate of 4.25% in 2016 and a term of 20 years, the annual obligation arising from this debt for 2016 will be approximately \$46 million<sup>1</sup>.

<sup>1</sup>This is the weighted average interest rate based on a review of current and historic rates as well as planned Capital Spending Authority cash flow timing. The 20-year term is based on the anticipated average term of future debt issues. Debt repayment is calculated on a "full commitment basis", which allocates a full year's payment to the year of issuance rather than the partial (i.e., interest only) payment that usually occurs as a result of issuance timing.

## Will the Region be within its Annual Repayment Limit?

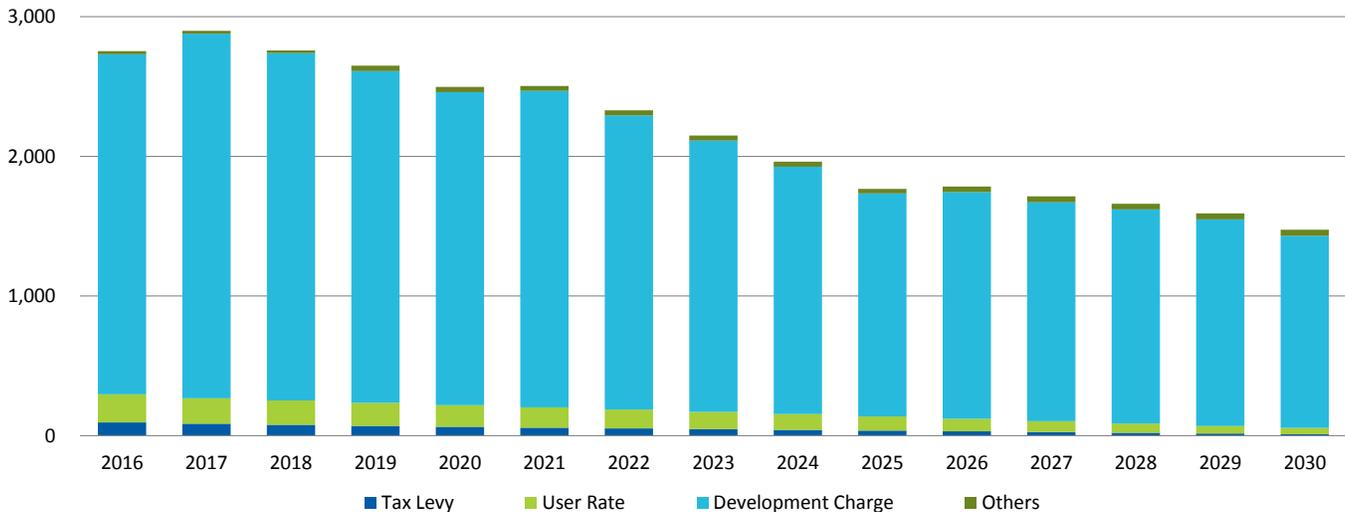
For 2016, the Region will be within its Annual Repayment Limit, as shown in the table below.

Component Description	Forecast 2016
25% of Own Source Revenues	354
<b>Plus:</b> Growth Cost Supplement*	199
<b>Total Annual Repayment Limit</b>	<b>553</b>
<b>Less:</b> Existing Debt Payment and Financial Obligations	316
<b>Less:</b> Anticipated New Debt Payment	46
<b>Remaining Annual Repayment Limit</b>	<b>191</b>

To replicate this calculation over a multi-year period, future Capital Spending Authority has been estimated based on the anticipated timing of future project commitments. While debt authorities will not be carried forward from one year to the next, it is assumed that the amount of debt authorized in 2016 will form the “base” for the debt request to be authorized in subsequent years. Assuming that the debt needs remain as shown in the 10-year capital budget and all future Capital Spending Authority debt occurs as planned, the Region’s outstanding debt will increase from \$2.8 billion in 2016 to a high of \$2.9 billion in 2017 and then start to decrease in 2018, as illustrated in the chart below.

### Outstanding debt projection

(in \$ Millions)



Source: York Region Finance Department

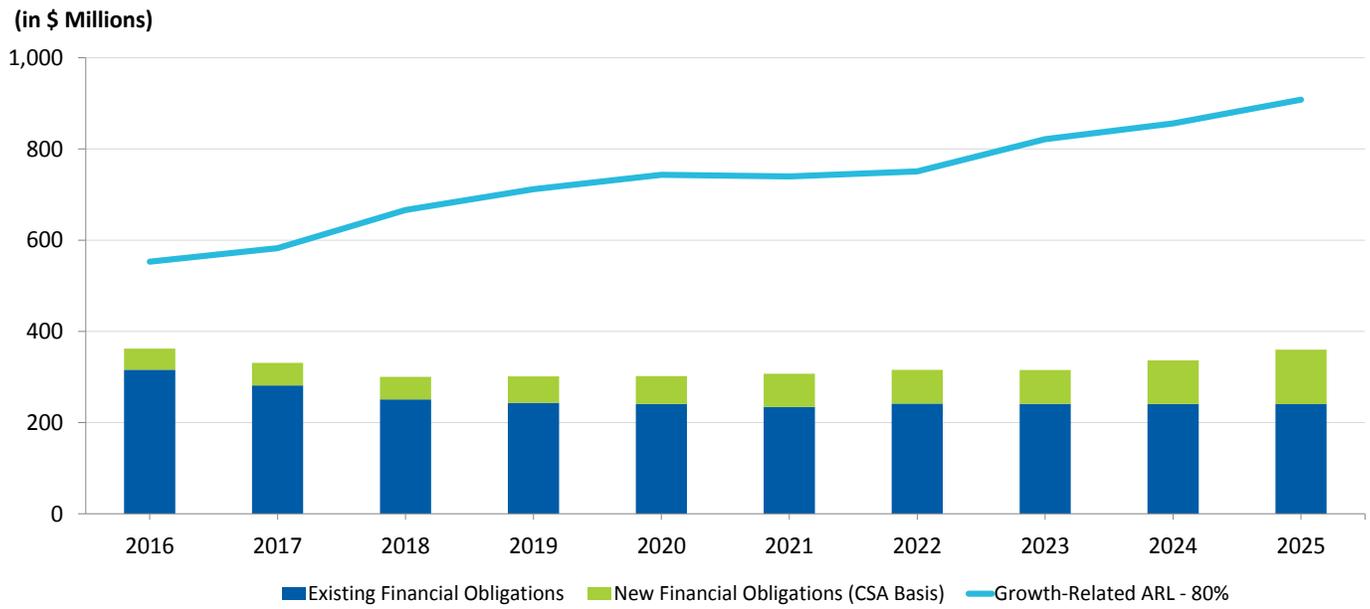
The annual debt payments related to each year’s increment have been calculated on the same basis as the 2016 Capital Spending Authority, except that the assumed interest rate will increase to 5.50% by 2025<sup>2</sup>. As a result, the financial obligations associated with new debt-related Capital Spending Authority will increase to \$119 million by 2025.

\*Growth Cost Supplement in 2016 is calculated at 80% of the 3-year rolling average of Development Charge collections (2013-2015 inclusive).

<sup>2</sup>The base rate assumptions increase from 4.25% to 5.50% by 2022 and are held constant thereafter. The term will remain 20 years and the payment will continue to be calculated on a “full commitment” basis for the entire forecast.

The chart below shows that the Region’s financial obligations will be well within its Annual Repayment Limit for all years.

## Annual Repayment Limit vs Annual Capital Spending Based Debt Authority and Financial Obligations



Source: York Region Finance Department

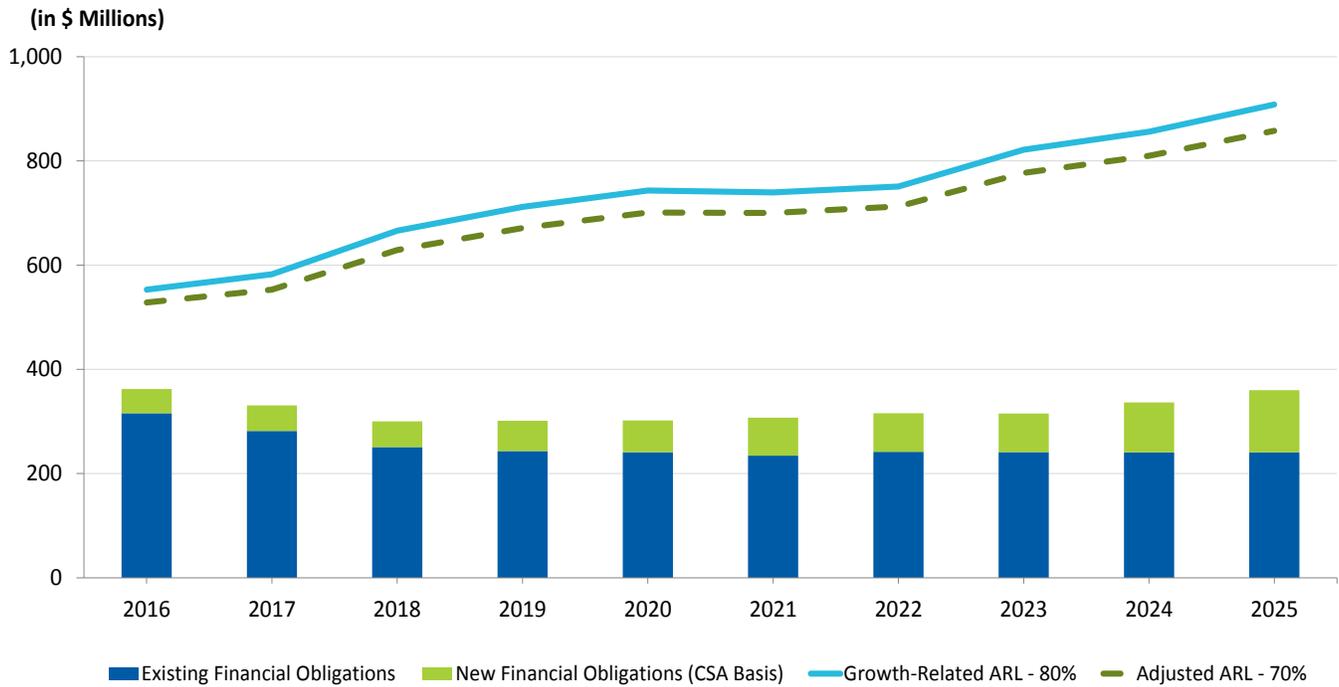
## Risk and mitigation strategies associated with the Region’s long-term debt strategy, including interest rate risk and foreign currency exposure

### Anticipated development charge collections represent one of the most significant risks to remaining within the Annual Repayment Limit

Development charge collections are difficult to predict from one year to the next and can vary significantly as economic conditions change over time. Lower-than-forecast development charge collections could limit the Region’s debt issuing abilities to levels below those indicated in this plan and require changes in the phasing of the capital plan. Staff review development charge collection trends and forecasts annually to enable further changes before finalization of the capital plan.

As a matter of normal practice, the Region’s capital plan will be measured against an adjusted Annual Repayment Limit that uses only 70% of the three-year rolling average of historic development charge collections as a cost supplement, versus the 80% permitted, unless specific Council approval is obtained to do otherwise. This would have the effect of partially mitigating the impact of lower-than-expected development charge collections. The impact on the Annual Repayment Limit calculations of the adjusted Annual Repayment Limit that uses only 70% of the three-year rolling average of historic development charge collections as a cost supplement is illustrated in the chart on the next page, which shows that the Region’s obligations would still be well within its Annual Repayment Limit even if only 70% of forecast development charge collections are considered as a cost supplement.

## Adjusted Annual Repayment Limit vs Annual Capital Spending Authority based debt and financial obligations



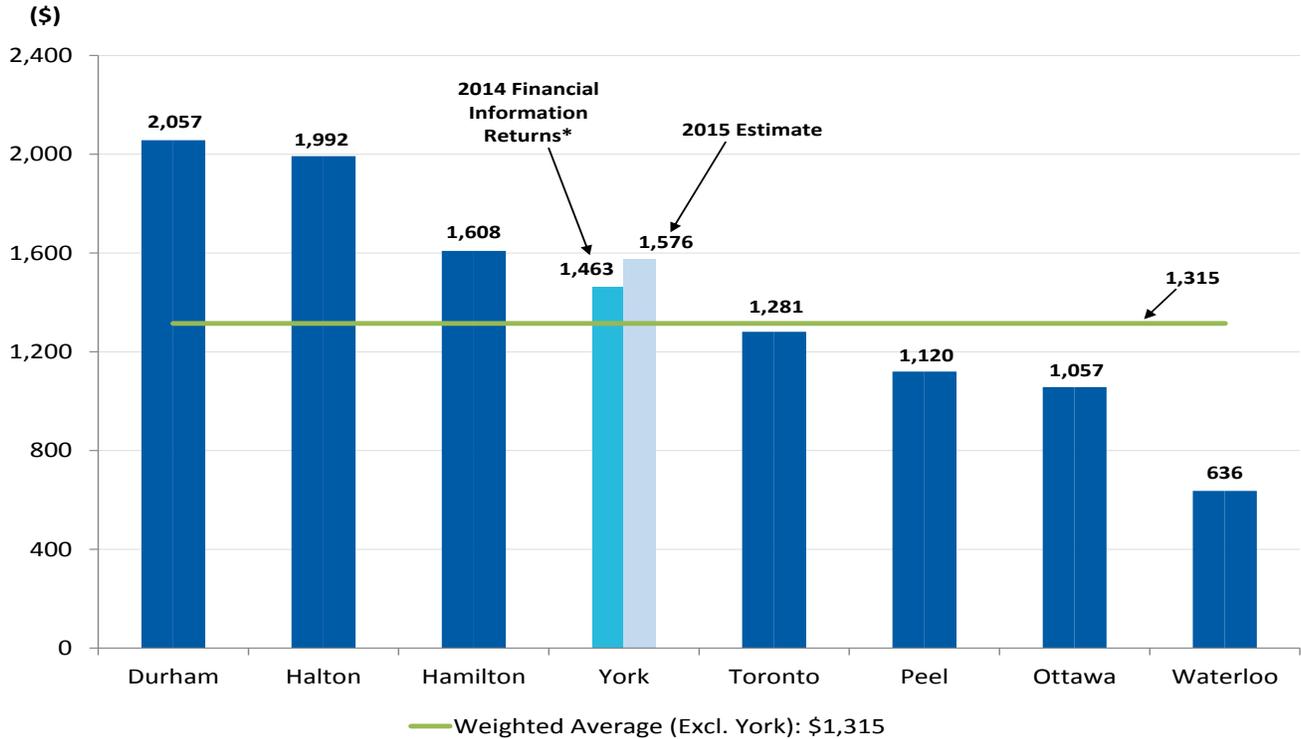
Source: York Region Finance Department

Lower-than-expected development charge collections in any given year can result in a decrease in liquidity and debt servicing ability. To help mitigate this, it is Regional policy to maintain overall development charge reserve balances that are at least equal to the next year’s estimated development charge-related principal and interest obligations. Moreover, the Region maintains significant non-development charge reserves (as detailed on page 227) that could be used to fund development charge-related debt servicing costs on an interim basis, should the need arise.

### Reserves are critical to the Region’s debt management plan

In assessing the Region’s risk profile, credit rating agencies evaluate liquidity and consider reserves an indicator of fiscal prudence. Reserves also protect the Region against non-capital long-term liabilities and external shocks. The Region has been successful in building up a high level of reserves and remains above the weighted average of comparable municipalities, as shown in the top chart on page 227.

## Reserves per capita comparison

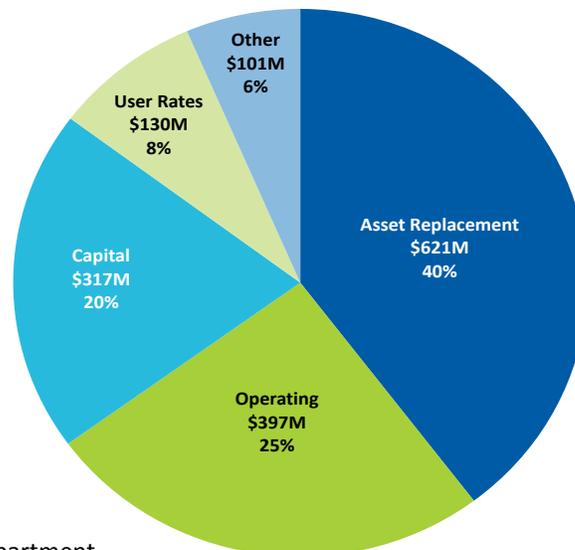


\*Source: Figures for comparator peer group are based on results summarized in 2014 Financial Information Returns

The Region has a number of different non-growth reserves, which have been broadly categorized into capital, asset replacement, operating, user rates, and other reserves. These reserves are estimated to be approximately \$1.6 billion by the end of 2015, are shown in the chart below.

## Summary of non-development charge reserves forecast (Estimated December 31, 2015)

Total non-development charge reserves  
(\$1.6 Billion)



Source: York Region Finance Department

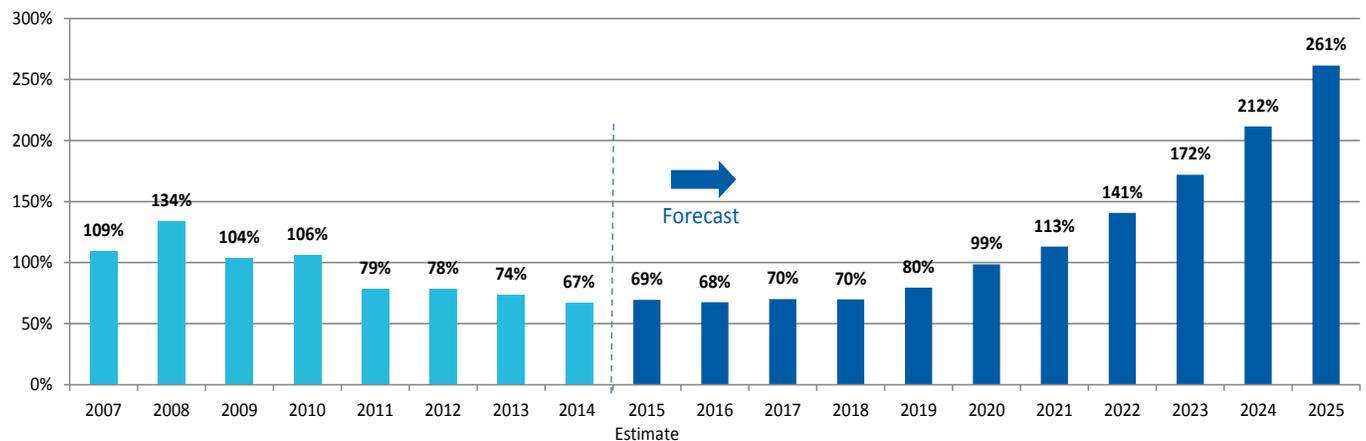
## The fiscal strategy involves continuing to build up reserves over time to help meet future capital funding requirements

As infrastructure ages, it periodically needs major rehabilitation and ultimately needs to be replaced. Since asset replacement is a cost incurred for existing assets, development charges cannot be used for this purpose. Therefore, funding sources such as taxes and/or user rates must be used to pay for asset replacement. To minimize the impact that rehabilitation needs will have on tax/rate payers in any given year, debentures may be used to spread the costs over time.

An alternative to issuing debt is to build and set aside reserves specifically to fund future capital rehabilitation and replacement. To this end, Council approved a policy in 2006 of increasing the annual contributions for asset replacement reserves by an increment equal to 1% of the prior year's tax levy. In 2013, Council amended this policy to gradually increase that increment by 0.2% each year until it reaches 2% of the prior year's tax levy in 2017. The Fiscal Strategy maintains this policy and anticipates the annual contribution for 2016 will be approximately \$92 million, increasing to approximately \$117 million by 2018. In addition, annual operating surpluses help build reserves, in accordance with Council's approved surplus management policy.

As illustrated in the chart below, the ratio of reserves to debt has been deteriorating since 2010 as the need for growth-related debt continues to outpace the receipt of growth-related revenues. However, as a result of the measures contained in the Fiscal Strategy, the ratio will stabilize over the next four years and then trend sharply upward, reaching 261% by 2025. A ratio greater than 100% indicates the Region is a net "investor" as opposed to a net "borrower." The Region is expected to be a net "investor" starting in 2021.

### Reserve-to-Debt Ratio



Source: York Region Finance Department

## Reserves will be used to reduce tax-levy related debt requirements

One way to mitigate the risks associated with the Region’s future debt requirements is to eliminate that need for debt altogether. For this purpose, staff undertook a detailed review of debt-financed tax-levy related capital expenditures to determine if cash funds on hand (i.e., reserves/reserve funds) could be used in place of debt. In 2014, the Debt Reduction Reserve was established for this purpose. As a result, tax-levy-related debt needs were reduced by a total of approximately \$453 million over the 2016 to 2025 forecast period, avoiding approximately \$291 million in principal and interest costs over the same period. At this time, we are not anticipating a need for any new tax levy debt during the ten year forecast period.

## The forecast includes an increase in expected costs of debt financing over time

The debt forecast will be sensitive to interest rate fluctuations over the forecast period. For example, a 1% increase in interest rates would result in approximately \$0.6 million in additional annual financing costs for every \$100 million in debt, assuming a 20-year term.

Interest rates are currently at historical lows and are expected to increase moderately in the near term. Interest rate assumptions have been adjusted based on a review of current and historic rates so as to incorporate the impact of increasing rates on the Annual Repayment Limit. Moreover, average interest rates are weighted to incorporate the actual cash flow timing of a given year’s Capital Spending Authority commitment to reflect the multi-year nature of these projects. Interest rate assumptions are summarized in the table below.

### Interest rate forecast

Interest Rate	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Annual Estimate (%)	4.25	4.65	4.75	4.75	5.00	5.25	5.50	5.50	5.50	5.50
Weighted Average (%) <sup>3</sup>	4.45	4.65	0.00*	5.18	5.25	5.59	5.38	5.75	5.75	5.75

\*As a result of the Fiscal Strategy, the Region will avoid issuing new debt for Capital Spending Authority 2018 by drawing on reserves to fund capital projects.

Interest rate fluctuations will also affect debt with refunding provisions. Refunding provisions occur where the debt amortization period (e.g., 20 years) is longer than the contractual terms (e.g., 10 years), requiring part of the debt to be refinanced for an additional term. The concept is similar to a mortgage whereby the mortgage amortization period (e.g., 20 years) is longer than the mortgage contractual term (e.g., 5 years), requiring the borrower to refinance the mortgage upon expiration of the contractual term (e.g., obtain another mortgage contract after 5 years). For existing debt, this risk has been accounted for by calculating the annual repayment on the amount outstanding after the contract term expires using an additional 10-year term with a reforecast future interest rate. For new debt, forecast annual repayments have been calculated at the rates noted in the table above using a 20-year term.

## We have the ability to offset market risk through a variety of mechanisms

Given the volatility of financial markets in recent years, there is a risk that borrowing costs will be higher than expected and/or the market may not be able to absorb the issuance of new debt at the specific

<sup>3</sup>The weighted average interest rates apply to new debenture requirements in the 2016 Capital Plan.

time when it is needed.

Interest/market risk mitigation strategies that are being employed to deal with this possibility include:

- Conservative interest rate forecasts
- Use of bond forward agreements to hedge interest costs on new debt issues when appropriate
- Pre-financing of capital projects where it is financially beneficial to do so
- Borrowing applications to government agencies such as Infrastructure Ontario
- Use of variable rate debt/lines of credit or short-term borrowing from reserves in the event of market disruption or in anticipation of significantly lower interest rates
- Use of underwriting syndicates
- An active Investor Relations program.

#### **The debt management plan has other risks**

Other risks relate to the forecast of capital infrastructure costs. Factors such as change orders, inflation, the addition of new projects, or projects being moved forward in the capital plan could result in higher debt requirements than are anticipated in this Plan. To address this risk, phase-in strategies for large capital projects will be considered when appropriate.

### **Long-term debt and financial obligations policy**

Council has approved a Capital Financing and Debt Policy that guides the overall management of the Region's current and expected financing needs and underpins this long-term debt management plan. This policy, last updated and approved by Council in 2014, is reviewed annually to identify and incorporate best practices.

The policy covers all long-term financial obligations entered into by the Region. It establishes objectives, standards of care, authorized financing instruments, and reporting requirements and responsibilities, so as to ensure that the Region's infrastructure needs are financed as effectively as possible.

### **Prudent and cost-effective management of existing and projected long-term debt and other financial obligations**

The Region's Capital Financing and Debt Policy sets out provisions to manage existing and projected long-term debt and other financial obligations in the most prudent and cost-effective manner possible. These provisions include:

- Parameters and risk considerations for financing leases, which can be used in certain circumstances where long-term debt financing is neither feasible nor appropriate (i.e., lease vs. buy)
- Diversification and optimization of the term structure of debentures through a review of interest rate curves

- Limiting the term of financing to the lesser of the anticipated useful life of the underlying asset or the period over which repayment will occur
- Ensuring a high standard of care by ensuring that staff are sufficiently knowledgeable with respect to standard financing transactions and/or the use of outside advice when necessary
- Maintaining an investor relations program in order to increase market awareness and boost demand for Regional debentures
- Maintaining at least a AA- credit rating to minimize interest costs and maximize access to capital markets
- Use of an underwriting syndicate to facilitate the marketing and selling of debenture issues.

## Estimated 2016 needs of the Region for temporary borrowing

**Temporary borrowing needs arise from the need to finance operational expenditures pending receipt of taxes and other revenues and the need to finance capital expenditures until long-term financing is in place**

The Region's temporary borrowing requirements are addressed in detail under a separate report to Council. In 2016, it is estimated that approximately \$370 million will be required for operating needs. Temporary borrowing can also result from the need to interim finance capital expenditures until long-term financing is in place. In 2016, it is estimated that approximately \$275 million will be required for interim capital financing.

Similar to long-term debt and financial obligations, the Province limits the amount of funding used for temporary borrowing needs to 50% of budgeted total revenue from January to September of the previous year and 25% from October to December<sup>4</sup>. The Region's estimated temporary borrowing needs noted above are well within these limits. It is Regional policy to fund these short-term needs out of reserves and this is expected to continue in 2016. Any funds borrowed from reserves are always paid back during the year of borrowing.

## Evaluation and comparison of 2015 projections and outcomes

As the table on the next page shows, the Region was in compliance with its Annual Repayment Limit for 2015. A total of \$17.2 million of the 2016 capital requirement was pre-funded in 2015, and included in the 2015 new debt payment and financial obligations.

<sup>4</sup>Temporary borrowing provisions are set out in Sections 405 and 407 of the *Municipal Act, 2001*. Temporary borrowings are not part of the Annual Repayment Limit calculations.

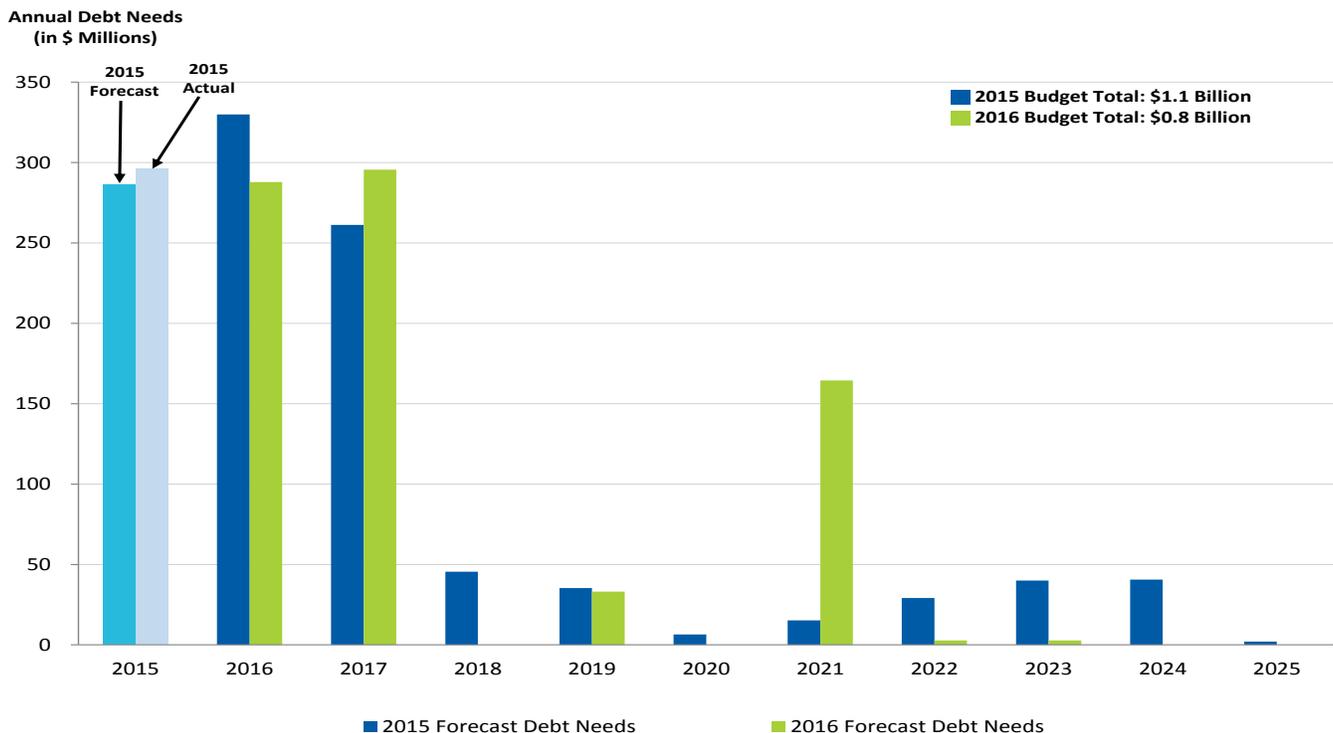
## York Region's 2015 Annual Repayment Limit

(\$ Millions)	Forecast	Actual	Difference
25% of Own Source Revenues	335	335	-
Plus: Growth Cost Supplement	226	229	3
<b>Total Annual Repayment Limit</b>	<b>561</b>	<b>564</b>	<b>3</b>
Less: Existing Debt Payment and Financial Obligations	299	297	(2)
Less: Anticipated New Debt Payment and Financial Obligations	65	65	-
<b>Remaining Annual Repayment Limit</b>	<b>197</b>	<b>202</b>	<b>5</b>

A year-over-year comparison of annual debt requirements is shown in the chart below. The 2015 actual debt requirement includes \$17.2 million of 2016 capital requirements pre-funded in 2015, whereas the 2015 forecast does not include this pre-funding of capital.

The capital plan included in the 2016 budget shows a total debt requirement of \$0.8 billion over the 2016-2025 period. This represents the same debt requirements when compared to the equivalent period shown in last year's capital plan (for the 2015-2024 period, the capital plan required approximately \$1.1 billion in debt). The lower debt requirement is primarily due to fiscal strategy measures such as continuing to optimize the use of development charge reserves to reduce reliance on development charge debt and deferring capital projects to align capital spending more closely with the fiscal plan.

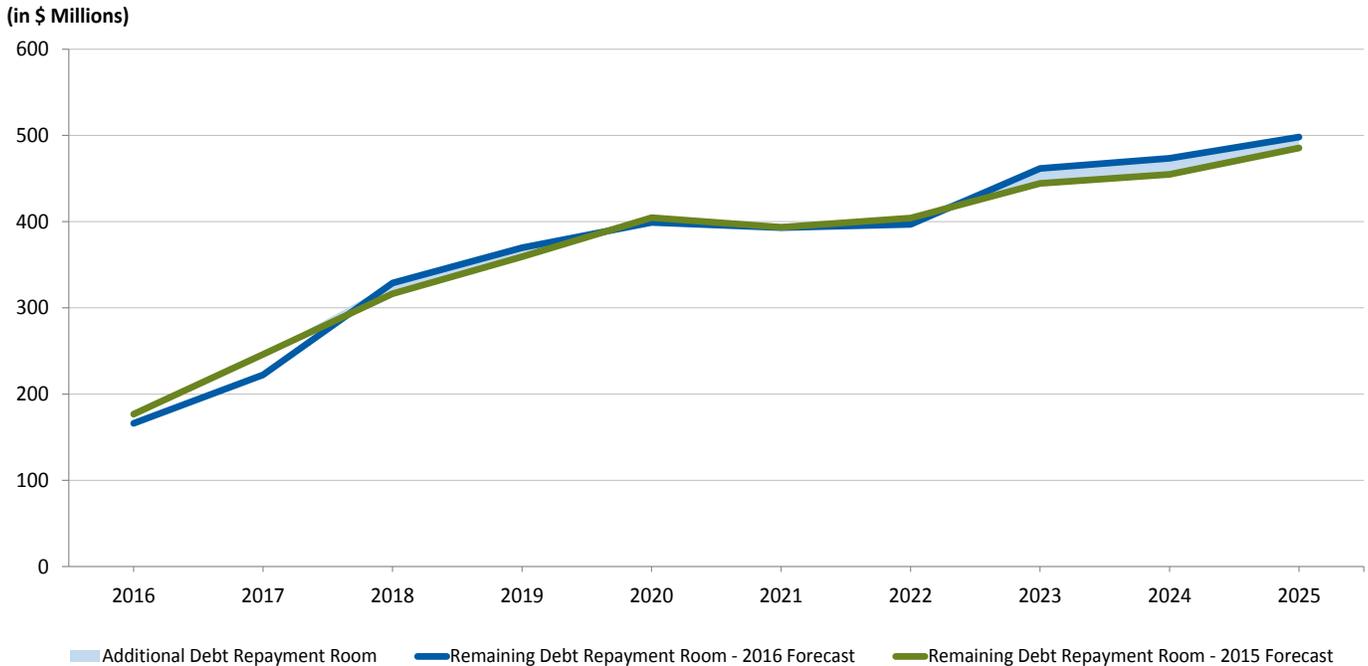
## Comparison of debt needs (2015 Budget vs 2016 Budget)



Source: York Region Finance Department

As illustrated in the chart below, the similar debt requirement maintains the Region’s Annual Repayment Limit room. Overall, the Region’s financial flexibility is maintained in the 2016 forecast.

### Comparison of forecasted remaining annual repayment room



Source: York Region Finance Department

### Conclusion

The long-term debt management plan addresses the matters that Council is required to consider before adopting the plan. The financing that the Region requires to fund and manage its capital plan is within its Annual Repayment Limit. Staff will continue to assess the long-term implications of the Annual Repayment Limit methodology as outlined in the regulation.

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## Operating Financial Summary—Detailed

(in \$000s)	2013 Actual	2014 Actual	2015 Budget	2016 Approved	2017 Outlook	2018 Outlook
<b>Expenditures</b>						
Salaries and Benefits	589,198	621,399	657,107	690,743	717,564	743,616
Program Specific Costs	394,075	402,741	450,612	464,554	474,776	484,605
Professional / Contracted Services	109,049	104,253	83,889	87,722	90,701	93,179
General Expenses	71,276	69,282	80,222	82,051	82,862	85,503
Financing Costs	288,791	326,527	333,964	318,908	304,397	292,000
Occupancy Costs	42,492	44,894	51,968	57,620	60,928	64,823
Contribution to Reserves	253,233	291,270	293,386	343,121	394,614	444,520
Internal Charges / Recoveries	-	-	(22)	(1,010)	(1,030)	(1,050)
Minor Capital	3,065	2,426	4,583	4,049	4,089	4,121
Direct Charges & Intradepartmental Costs	(38,503)	(45,495)	(54,630)	(60,604)	(62,867)	(64,947)
<b>Total Expenditures</b>	<b>1,712,676</b>	<b>1,817,298</b>	<b>1,901,079</b>	<b>1,987,154</b>	<b>2,066,033</b>	<b>2,146,371</b>
<b>Revenues</b>						
Grant Subsidies	(269,585)	(281,565)	(290,901)	(298,796)	(306,663)	(312,951)
User Fees	(275,626)	(291,721)	(322,398)	(354,830)	(383,213)	(413,938)
Fees and Charges	(44,425)	(49,149)	(46,536)	(49,428)	(50,392)	(51,428)
Development Charges	(206,380)	(232,518)	(241,741)	(235,930)	(232,611)	(235,243)
Contribution From Reserves	(44,960)	(41,885)	(37,399)	(40,873)	(39,607)	(36,740)
Third Party Recoveries	(13,184)	(14,089)	(12,388)	(13,716)	(13,707)	(13,914)
Court Revenues Disbursement	(10,270)	(12,466)	(12,112)	(12,773)	(14,596)	(14,814)
<b>Total Revenues</b>	<b>(864,430)</b>	<b>(923,392)</b>	<b>(963,475)</b>	<b>(1,006,345)</b>	<b>(1,040,789)</b>	<b>(1,079,028)</b>
<b>Net Tax Levy Requirement</b>	<b>848,246</b>	<b>893,906</b>	<b>937,604</b>	<b>980,809</b>	<b>1,025,244</b>	<b>1,067,342</b>

## Operating Financial Summary—Summarized

(in \$000s)	2014 Actuals	2015 Approved	Inc/(Dec) \$	2016 Approved	Inc/(Dec) \$	2017 Outlook	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	1,699,766	1,761,887	62,120	1,870,632	108,745	1,927,156	56,525	1,993,875	66,718
Contribution to Capital	62,037	88,256	26,219	49,647	(38,609)	46,445	(3,202)	46,252	(193)
Fiscal Strategy	100,989	105,566	4,577	127,479	21,913	155,299	27,820	171,191	15,892
Revenues	(923,392)	(963,475)	(40,083)	(1,006,345)	(42,870)	(1,040,789)	(34,444)	(1,079,028)	(38,239)
Allocations and Recoveries	(45,495)	(54,630)	(9,135)	(60,604)	(5,973)	(62,867)	(2,263)	(64,947)	(2,081)
<b>Net Budget</b>	<b>893,906</b>	<b>937,604</b>	<b>43,698</b>	<b>980,809</b>	<b>43,205</b>	<b>1,025,244</b>	<b>44,435</b>	<b>1,067,342</b>	<b>42,098</b>
<b>Assessment Growth Revenue</b>		(19,165)		(16,493)		(18,018)		(18,004)	
<b>Net Budget After Assessment Growth</b>		<b>918,439</b>		<b>964,316</b>		<b>1,007,227</b>		<b>1,049,338</b>	
<b>% Change</b>		<b>2.97%</b>		<b>2.85%</b>		<b>2.69%</b>		<b>2.35%</b>	

Note: The tax levy increase in 2015 reflects the tax levy rate increase approved by Council on February 26th, 2015.

## Net Operating Impacts of Capital

(in \$000s)	2016 Approved		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net
<b>Contributions to Capital Reserves</b>						
Transportation Services	1,569	1,569	(2,913)	(2,913)	107	107
Environmental Services	22,948	22,948	27,244	27,244	34,222	34,222
York Regional Police	290	290	1,165	1,165	(615)	(615)
Subtotal	24,807	24,807	25,495	25,495	33,714	33,714
<b>Net Debenture Financing of Capital Projects</b>						
Transportation Services	(2,984)	(4,517)	3,093	(1,467)	5,553	(1,247)
Environmental Services	(14,185)	(3,214)	(17,311)	(7,272)	(18,019)	(13,575)
Community & Health Services	(92)	(201)	528	(227)	237	3
Property Services	(1)	(1)	(4)	(4)	(27)	(27)
York Region Rapid Transit Corporation	2,179	(1,501)	(1,917)	(2,956)	295	(325)
York Regional Police	334	(471)	1,107	(184)	278	(65)
Subtotal	(14,749)	(9,906)	(14,504)	(12,111)	(11,684)	(15,236)
<b>Operating Impact of New Capital</b>						
Transportation Services	595	595	1,697	1,697	1,526	1,526
Environmental Services	288	288	278	278	-	-
Community & Health Services	3,805	3,805	2,306	2,137	2,011	2,011
Information Technology Services	348	348	133	133	169	169
Property Services	43	43	11	11	48	48
Subtotal	5,078	5,078	4,424	4,255	3,755	3,755
<b>VivaNext Impact on Operating</b>						
Transportation Services	1,315	1,315	1,480	1,480	1,346	1,346
Subtotal	1,315	1,315	1,480	1,480	1,346	1,346
<b>Total Net Operating Impact of Capital</b>	<b>16,451</b>	<b>21,295</b>	<b>16,896</b>	<b>19,119</b>	<b>27,130</b>	<b>23,579</b>

Net shows the impact on both the tax levy and user rates.

## Consolidated Operating Budget Summary

(in \$000s)	2014 Actuals		2015 Budget		% Change		2016 Approved		% Change	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Transportation Services	332,014	200,120	310,957	202,571	317,482	203,206	1.22%	203,206	0.31%	
Environmental Services	485,931	46,617	519,788	48,796	540,519	50,609	4.68%	50,609	3.71%	
Community and Health Services	406,509	139,099	457,153	158,853	474,630	167,723	14.20%	167,723	5.58%	
Corporate Management and Governance	89,595	83,124	99,588	93,007	103,937	97,680	11.89%	97,680	5.02%	
Recovery from WWw (User Rate)	-	(6,256)	-	(6,918)	-	(7,279)	10.59%	(7,279)	5.21%	
Financial Initiatives	130,960	96,851	125,326	109,004	145,729	128,937	12.55%	128,937	18.29%	
Court Services	11,130	(1,690)	10,999	(1,113)	11,156	(1,617)	(34.15%)	(1,617)	45.30%	
Boards and Authorities	68,346	62,958	39,738	37,238	41,109	38,609	(40.85%)	38,609	3.68%	
York Region Rapid Transit Corporation	(16,941)	78	21,806	9,209	24,153	7,876	11658.37%	7,876	(14.48%)	
Police Services	309,754	273,005	315,724	286,957	328,440	295,066	5.11%	295,066	2.83%	
<b>Total Operating Budget</b>	<b>1,817,298</b>	<b>893,906</b>	<b>1,901,079</b>	<b>937,604</b>	<b>1,987,154</b>	<b>980,809</b>	<b>4.89%</b>	<b>980,809</b>	<b>4.61%</b>	
Assessment Growth Revenue				(19,165)		(16,493)	(2.15%)	(16,493)	(1.76%)	
<b>Total After Assessment Growth Revenue</b>			<b>1,901,079</b>	<b>918,439</b>	<b>1,987,154</b>	<b>964,316</b>	<b>2.97%</b>	<b>964,316</b>	<b>2.85%</b>	

(in \$000s)	2017 Outlook		% Change		2018 Outlook		% Change	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Transportation Services	327,060	204,965	342,188	209,916	0.87%	209,916	2.42%	
Environmental Services	557,735	52,405	582,425	53,892	3.55%	53,892	2.84%	
Community and Health Services	486,068	172,148	494,858	177,924	2.64%	177,924	3.36%	
Corporate Management and Governance	106,502	100,384	110,460	104,187	2.77%	104,187	3.79%	
Recovery from WWw (User Rate)	-	(7,407)	-	(7,606)	1.76%	(7,606)	2.70%	
Financial Initiatives	170,192	154,304	185,065	169,540	19.67%	169,540	9.87%	
Court Services	11,322	(3,275)	11,485	(3,329)	102.50%	(3,329)	1.66%	
Boards and Authorities	42,167	39,667	43,151	40,651	2.74%	40,651	2.48%	
York Region Rapid Transit Corporation	22,180	4,865	22,377	4,441	(38.23%)	4,441	(8.70%)	
Police Services	342,808	307,188	354,361	317,726	4.11%	317,726	3.43%	
<b>Total Operating Budget</b>	<b>2,066,033</b>	<b>1,025,244</b>	<b>2,146,371</b>	<b>1,067,342</b>	<b>4.53%</b>	<b>1,067,342</b>	<b>4.11%</b>	
Assessment Growth Revenue		(18,018)		(18,004)	(1.84%)	(18,004)	(1.76%)	
<b>Total After Assessment Growth Revenue</b>	<b>2,066,033</b>	<b>1,007,227</b>	<b>2,146,371</b>	<b>1,049,338</b>	<b>2.69%</b>	<b>1,049,338</b>	<b>2.35%</b>	

## Incremental Staff Complement Summary (Base Year 2014)

Full time Equivalents	2014 Base	2015 Change	2016 Approved	2017 Outlook	2018 Outlook	Total FTEs
Transportation Services	417.7	19.0	23.0	19.0	18.0	496.7
Environmental Services	339.0	18.0	19.0	19.0	18.0	413.0
Community and Health Services	1,716.1	31.3	41.5	31.0	27.0	1,846.9
Corporate Management and Governance	560.0	34.0	27.0	13.0	14.5	648.5
Court Services	77.0	2.0	-	1.0	-	80.0
York Region Rapid Transit Corporation	48.0	-	-	-	-	48.0
York Regional Police	2,134.0	46.0	22.0	22.0	22.0	2,246.0
<b>Total York Region</b>	<b>5,291.8</b>	<b>150.3</b>	<b>132.5</b>	<b>105.0</b>	<b>99.5</b>	<b>5,779.1</b>

## York Region Transit 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Program Group: Growth</b>															
<b>Gross Expenditures</b>															
81582 : Transit Vehicle Garage - North	1,837	1,625	6,300	5,500	-	-	-	-	-	-	-	2,000	13,800	25,500	42,762
81583 : Transit Garage S E	18	1,000	1,000	25,000	2,000	2,000	3,000	33,000	33,000	-	-	-	99,000	-	100,018
81584 : Transit Garage South	-	-	-	-	-	-	-	27,000	-	-	-	-	27,000	73,000	100,000
81585 : Bus Rapid Transit Garage	-	1,905	160	-	-	-	-	-	-	-	-	-	160	-	2,065
82150 : Bus Terminals, Loops & Stops - Expansion	13,670	715	1,446	4,174	2,662	4,401	430	505	505	505	505	505	15,638	-	30,023
82155 : Major Mackenzie West Terminal	-	-	1,000	1,000	7,000	-	-	-	-	-	-	-	9,000	-	9,000
82157 : Major Mackenzie East Parking Facility	-	-	1,000	4,000	-	-	4,750	-	-	-	-	-	9,750	-	9,750
82770 : Support Vehicles	977	600	680	-	80	40	40	40	40	40	40	40	1,040	-	2,617
84399 : Mobility Plus Bus Expansion	-	-	-	-	260	-	260	-	-	260	-	520	1,300	-	1,300
84599 : Conventional Bus Expansion	-	2,700	7,840	16,240	12,320	2,800	-	2,800	4,480	5,040	5,040	5,600	62,160	-	64,860
84799 : Viva Bus Expansion	-	-	10,200	6,375	-	15,300	-	6,375	-	10,200	-	10,200	58,650	-	58,650
86107 : Intelligent Transportation Systems	76	1,508	1,189	2,176	1,584	1,006	1,120	1,120	1,120	1,120	1,120	921	12,476	-	14,060
86116 : Presto Next Phase Upgrade	-	1,000	1,460	2,743	2,218	749	370	370	370	370	370	370	9,390	-	10,390
86119 : Viva 2017 Network Expansion - TMS	-	-	1,568	5,013	1,165	1,827	451	-	-	-	-	-	10,024	-	10,024
<b>Total Growth Gross Expenditures</b>	<b>16,578</b>	<b>11,053</b>	<b>33,843</b>	<b>72,221</b>	<b>29,289</b>	<b>28,123</b>	<b>10,421</b>	<b>71,210</b>	<b>39,515</b>	<b>17,535</b>	<b>7,075</b>	<b>20,156</b>	<b>329,388</b>	<b>98,500</b>	<b>455,519</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	1,884	-	-	-	-	-	-	-	-	-	-	-	-	-	1,884
Development Charges	1,746	733	10,438	12,648	1,444	14,046	662	23,944	6,964	9,110	367	9,447	89,070	35,033	126,582
Debt Reduction Reserve	-	799	1,799	19,975	10,000	9,201	-	15,363	-	-	-	-	56,338	-	57,137
Reserves	1,047	-	-	-	-	-	-	-	-	-	-	-	-	-	1,047
<b>External</b>															
Federal Funding	8,297	9,521	21,606	35,598	17,845	4,876	9,759	31,903	32,551	8,425	6,708	10,709	179,980	63,467	261,265
Provincial Funding	933	-	-	-	-	-	-	-	-	-	-	-	-	-	933
<b>Debtenture</b>															

## York Region Transit 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Debtenture Proceeds DC	-	-	-	4,000	-	-	-	-	-	-	-	-	4,000	-	4,000
Debtenture Proceeds Tax Levy	2,671	-	-	-	-	-	-	-	-	-	-	-	-	-	2,671
<b>Total Growth Financing Sources</b>	<b>16,578</b>	<b>11,053</b>	<b>33,843</b>	<b>72,221</b>	<b>29,289</b>	<b>28,123</b>	<b>10,421</b>	<b>71,210</b>	<b>39,515</b>	<b>17,535</b>	<b>7,075</b>	<b>20,156</b>	<b>329,388</b>	<b>98,500</b>	<b>455,519</b>

### Program Group: Rehabilitation & Replacement

<b>Gross Expenditures</b>															
82190 : Bus Terminals, Loops & Stops - Replacement	8,298	1,505	1,090	1,150	1,080	650	770	670	970	470	470	620	7,940	-	17,743
83970 : Bike Racks - Bus	374	40	47	66	67	11	23	-	-	-	-	-	214	-	628
83980 : Security Equipment	163	1,490	-	-	-	-	-	-	-	-	-	-	-	-	1,653
84499 : Mobility Plus Bus Replacement	-	-	-	-	-	2,340	2,340	-	-	-	-	260	4,940	-	4,940
84699 : Conventional Bus Replacement	522	6,720	-	8,400	8,400	1,800	8,550	21,650	12,570	17,590	13,440	10,640	103,040	-	110,282
84899 : Viva Bus Replacement	-	-	-	-	31,875	6,375	-	14,025	33,125	14,000	-	15,300	114,700	-	114,700
86100 : Facility Security	572	75	-	-	-	-	150	75	75	75	75	75	525	-	1,172
86101 : Bus Training Simulator	1,193	1,335	-	-	-	-	-	-	-	-	-	-	-	-	2,528
86102 : Viva Bus Refresh	5,445	770	1,200	-	-	1,200	960	-	800	1,200	2,000	400	7,760	-	13,975
86103 : Bike Racks & Lockers - Transit Facilities	67	50	50	50	-	-	-	-	-	-	-	-	100	-	217
86110 : Vehicle Diagnostic System	-	-	-	475	500	-	-	-	-	-	-	-	975	-	975
86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	6,035	4,400	4,410	6,300	6,090	7,350	5,880	4,200	2,100	2,940	4,200	3,780	47,250	-	57,685
86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	-	2,625	2,625	1,750	-	-	-	-	-	-	-	-	4,375	-	7,000
86114 : Transit Management System Upgrade & Replacement	-	-	1,152	1,334	1,456	908	4,710	4,752	754	756	758	760	17,340	-	17,340
86115 : Automated Fare Collection System Replacement	-	400	490	2,300	2,950	350	200	100	50	200	100	550	7,290	-	7,690
86117 : Transportation Services Office Expansion	624	500	500	500	500	500	500	500	500	500	500	500	5,000	-	6,124
86180 : Computer-Aided Dispatch & Automatic Vehicle Location System	362	170	-	-	-	-	-	-	-	-	-	-	-	-	532
<b>Total Rehabilitation &amp; Replacement Gross Expenditures</b>	<b>23,655</b>	<b>20,080</b>	<b>11,564</b>	<b>22,325</b>	<b>52,918</b>	<b>21,484</b>	<b>24,083</b>	<b>45,972</b>	<b>50,944</b>	<b>37,731</b>	<b>21,543</b>	<b>32,885</b>	<b>321,449</b>	<b>-</b>	<b>365,184</b>

### Financing Sources

## York Region Transit 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Regional</b>															
Current Tax Levy - Reserves	17,806	10,000	9,100	9,100	9,100	9,100	10,000	11,000	12,000	13,000	14,000	15,000	111,400	-	139,206
Development Charges	5	-	-	-	-	-	-	-	-	-	-	-	-	-	5
Other Recoveries	41	-	-	-	-	-	-	-	-	-	-	-	-	-	41
Reserves	3,005	9,990	2,367	13,109	43,751	12,373	14,060	34,972	38,944	24,731	7,543	17,885	209,735	-	222,730
<b>External</b>															
Provincial Funding	2,628	90	97	116	67	11	23	-	-	-	-	-	314	-	3,032
<b>Debtenture</b>															
Debtenture Proceeds Tax Levy	170	-	-	-	-	-	-	-	-	-	-	-	-	-	170
<b>Total Rehabilitation &amp; Replacement Financing Sources</b>	<b>23,655</b>	<b>20,080</b>	<b>11,564</b>	<b>22,325</b>	<b>52,918</b>	<b>21,484</b>	<b>24,083</b>	<b>45,972</b>	<b>50,944</b>	<b>37,731</b>	<b>21,543</b>	<b>32,885</b>	<b>321,449</b>	<b>-</b>	<b>365,184</b>
<b>Total York Region Transit Gross Expenditures</b>	<b>40,233</b>	<b>31,133</b>	<b>45,407</b>	<b>94,546</b>	<b>82,207</b>	<b>49,607</b>	<b>34,504</b>	<b>117,182</b>	<b>90,459</b>	<b>55,266</b>	<b>28,618</b>	<b>53,041</b>	<b>650,837</b>	<b>98,500</b>	<b>820,703</b>
<b>Funding Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	19,690	10,000	9,100	9,100	9,100	9,100	10,000	11,000	12,000	13,000	14,000	15,000	111,400	-	141,090
Development Charges	1,751	733	10,438	12,648	1,444	14,046	662	23,944	6,964	9,110	367	9,447	89,070	35,033	126,587
Debt Reduction Reserve	-	799	1,799	19,975	10,000	9,201	-	15,363	-	-	-	-	56,338	-	57,137
Other Recoveries	41	-	-	-	-	-	-	-	-	-	-	-	-	-	41
Reserves	4,052	9,990	2,367	13,109	43,751	12,373	14,060	34,972	38,944	24,731	7,543	17,885	209,735	-	223,777
<b>External</b>															
Federal Funding	8,297	9,521	21,606	35,598	17,845	4,876	9,759	31,903	32,551	8,425	6,708	10,709	179,980	63,467	261,265
Provincial Funding	3,561	90	97	116	67	11	23	-	-	-	-	-	314	-	3,965
<b>Debtenture</b>															
Debtenture Proceeds DC	-	-	-	4,000	-	-	-	-	-	-	-	-	4,000	-	4,000
Debtenture Proceeds Tax Levy	2,841	-	-	-	-	-	-	-	-	-	-	-	-	-	2,841
<b>Total York Region Transit Financing Sources</b>	<b>40,233</b>	<b>31,133</b>	<b>45,407</b>	<b>94,546</b>	<b>82,207</b>	<b>49,607</b>	<b>34,504</b>	<b>117,182</b>	<b>90,459</b>	<b>55,266</b>	<b>28,618</b>	<b>53,041</b>	<b>650,837</b>	<b>98,500</b>	<b>820,703</b>

## York Region Transit 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Growth</b>									
81582 : Transit Vehicle Garage - North	13,800	-	-	-	-	1,932	11,868	-	-
81583 : Transit Garage S E	99,000	-	21,118	-	-	19,899	57,983	-	-
81584 : Transit Garage South	27,000	-	15,363	-	-	11,637	-	-	-
81585 : Bus Rapid Transit Garage	160	-	-	-	-	6	154	-	-
82150 : Bus Terminals, Loops & Stops - Expansion	15,638	-	4,018	-	-	1,361	10,259	-	-
82155 : Major Mackenzie West Terminal	9,000	-	-	-	-	-	9,000	-	-
82157 : Major Mackenzie East Parking Facility	9,750	-	1,000	-	4,000	-	4,750	-	-
82770 : Support Vehicles	1,040	-	-	-	-	-	1,040	-	-
84399 : Mobility Plus Bus Expansion	1,300	-	-	-	-	110	1,190	-	-
84599 : Conventional Bus Expansion	62,160	-	12,621	-	-	3,978	45,561	-	-
84799 : Viva Bus Expansion	58,650	-	2,218	-	-	50,147	6,285	-	-
86107 : Intelligent Transportation Systems	12,476	-	-	-	-	-	12,476	-	-
86116 : Presto Next Phase Upgrade	9,390	-	-	-	-	-	9,390	-	-
86119 : Viva 2017 Network Expansion - TMS	10,024	-	-	-	-	-	10,024	-	-
<b>Total Growth</b>	<b>329,388</b>	<b>-</b>	<b>56,338</b>	<b>-</b>	<b>4,000</b>	<b>89,070</b>	<b>179,980</b>	<b>-</b>	<b>-</b>

## Program Group: Rehabilitation & Replacement

82190 : Bus Terminals, Loops & Stops - Replacement	7,940	7,940	-	-	-	-	-	-	-
83970 : Bike Racks - Bus	214	-	-	-	-	-	214	-	-
84499 : Mobility Plus Bus Replacement	4,940	260	-	4,680	-	-	-	-	-
84699 : Conventional Bus Replacement	103,040	28,265	-	74,775	-	-	-	-	-
84899 : Viva Bus Replacement	114,700	-	-	114,700	-	-	-	-	-
86100 : Facility Security	525	525	-	-	-	-	-	-	-
86102 : Viva Bus Refresh	7,760	7,760	-	-	-	-	-	-	-
86103 : Bike Racks & Lockers - Transit Facilities	100	-	-	-	-	-	100	-	-
86110 : Vehicle Diagnostic System	975	975	-	-	-	-	-	-	-

## York Region Transit 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debiture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	47,250	31,670	-	15,580	-	-	-	-	-
86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	4,375	4,375	-	-	-	-	-	-	-
86114 : Transit Management System Upgrade & Replacement	17,340	17,340	-	-	-	-	-	-	-
86115 : Automated Fare Collection System Replacement	7,290	7,290	-	-	-	-	-	-	-
86117 : Transportation Services Office Expansion	5,000	5,000	-	-	-	-	-	-	-
<b>Total Rehabilitation &amp; Replacement</b>	<b>321,449</b>	<b>111,400</b>	-	<b>209,735</b>	-	-	<b>314</b>	-	-
<b>York Region Transit</b>	<b>650,837</b>	<b>111,400</b>	<b>56,338</b>	<b>209,735</b>	<b>4,000</b>	<b>89,070</b>	<b>180,294</b>	-	-

## York Region Transit Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Program Group: Growth</b>													
<b>Gross Expenditures</b>													
81582 : Transit Vehicle Garage - North	6,300	5,500	-	-	-	-	-	-	-	-	11,800	-	11,800
81583 : Transit Garage S E	1,000	25,000	2,000	2,000	3,000	33,000	33,000	-	-	-	99,000	-	99,000
81585 : Bus Rapid Transit Garage	160	-	-	-	-	-	-	-	-	-	160	-	160
82150 : Bus Terminals, Loops & Stops - Expansion	1,446	4,174	2,662	4,401	-	-	-	-	-	-	12,683	-	12,683
82155 : Major Mackenzie West Terminal	1,000	1,000	7,000	-	-	-	-	-	-	-	9,000	-	9,000
82157 : Major Mackenzie East Parking Facility	1,000	4,000	-	-	-	-	-	-	-	-	5,000	-	5,000
82770 : Support Vehicles	680	-	-	-	-	-	-	-	-	-	680	-	680
84599 : Conventional Bus Expansion	7,840	16,240	-	-	-	-	-	-	-	-	24,080	-	24,080
84799 : Viva Bus Expansion	10,200	6,375	-	-	-	-	-	-	-	-	16,575	-	16,575
86107 : Intelligent Transportation Systems	1,189	-	-	-	-	-	-	-	-	-	1,189	-	1,189
86116 : Presto Next Phase Upgrade	1,460	-	-	-	-	-	-	-	-	-	1,460	-	1,460
86119 : Viva 2017 Network Expansion - TMS	1,568	-	-	-	-	-	-	-	-	-	1,568	-	1,568
<b>Total Growth Gross Expenditures</b>	<b>33,843</b>	<b>62,289</b>	<b>11,662</b>	<b>6,401</b>	<b>3,000</b>	<b>33,000</b>	<b>33,000</b>	-	-	-	<b>183,195</b>	-	<b>183,195</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Development Charges	10,438	12,648	634	785	603	6,633	6,633	-	-	-	38,374	-	38,374
Debt Reduction Reserve	1,799	19,975	-	4,362	-	-	-	-	-	-	26,136	-	26,136
<b>External</b>													
Federal Funding	21,606	25,666	11,028	1,254	2,397	26,367	26,367	-	-	-	114,685	-	114,685
<b>Debtenture</b>													
Debtenture Proceeds DC	-	4,000	-	-	-	-	-	-	-	-	4,000	-	4,000
<b>Total Growth Financing Sources</b>	<b>33,843</b>	<b>62,289</b>	<b>11,662</b>	<b>6,401</b>	<b>3,000</b>	<b>33,000</b>	<b>33,000</b>	-	-	-	<b>183,195</b>	-	<b>183,195</b>
<b>Program Group: Rehabilitation &amp; Replacement</b>													
<b>Gross Expenditures</b>													
82190 : Bus Terminals, Loops & Stops - Replacement	1,090	-	-	-	-	-	-	-	-	-	1,090	-	1,090
83970 : Bike Racks - Bus	47	-	-	-	-	-	-	-	-	-	47	-	47
84699 : Conventional Bus Replacement	-	8,400	-	-	-	-	-	-	-	-	8,400	-	8,400
86102 : Viva Bus Refresh	1,200	-	-	-	-	-	-	-	-	-	1,200	-	1,200

## York Region Transit Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
86103 : Bike Racks & Lockers - Transit Facilities	50	-	-	-	-	-	-	-	-	-	50	-	50
86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	4,410	-	-	-	-	-	-	-	-	-	4,410	-	4,410
86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	2,625	-	-	-	-	-	-	-	-	-	2,625	-	2,625
86114 : Transit Management System Upgrade & Replacement	1,152	-	-	-	-	-	-	-	-	-	1,152	-	1,152
86115 : Automated Fare Collection System Replacement	490	-	-	-	-	-	-	-	-	-	490	-	490
86117 : Transportation Services Office Expansion	500	-	-	-	-	-	-	-	-	-	500	-	500
<b>Total Rehabilitation &amp; Replacement Gross Expenditures</b>	<b>11,564</b>	<b>8,400</b>	-	-	-	-	-	-	-	-	<b>19,964</b>	-	<b>19,964</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Current Tax Levy - Reserves	9,100	-	-	-	-	-	-	-	-	-	9,100	-	9,100
Reserves	2,367	8,400	-	-	-	-	-	-	-	-	10,767	-	10,767
<b>External</b>													
Provincial Funding	97	-	-	-	-	-	-	-	-	-	97	-	97
<b>Total Rehabilitation &amp; Replacement Financing Sources</b>	<b>11,564</b>	<b>8,400</b>	-	-	-	-	-	-	-	-	<b>19,964</b>	-	<b>19,964</b>
<b>Total York Region Transit Gross Expenditures</b>	<b>45,407</b>	<b>70,689</b>	<b>11,662</b>	<b>6,401</b>	<b>3,000</b>	<b>33,000</b>	<b>33,000</b>	-	-	-	<b>203,159</b>	-	<b>203,159</b>
<b>Funding Sources</b>													
<b>Regional</b>													
Current Tax Levy - Reserves	9,100	-	-	-	-	-	-	-	-	-	9,100	-	9,100
Development Charges	10,438	12,648	634	785	603	6,633	6,633	-	-	-	38,374	-	38,374
Debt Reduction Reserve	1,799	19,975	-	4,362	-	-	-	-	-	-	26,136	-	26,136
Reserves	2,367	8,400	-	-	-	-	-	-	-	-	10,767	-	10,767
<b>External</b>													
Federal Funding	21,606	25,666	11,028	1,254	2,397	26,367	26,367	-	-	-	114,685	-	114,685
Provincial Funding	97	-	-	-	-	-	-	-	-	-	97	-	97
<b>Debtenture</b>													
Debtenture Proceeds DC	-	4,000	-	-	-	-	-	-	-	-	4,000	-	4,000
<b>Total York Region Transit Financing Sources</b>	<b>45,407</b>	<b>70,689</b>	<b>11,662</b>	<b>6,401</b>	<b>3,000</b>	<b>33,000</b>	<b>33,000</b>	-	-	-	<b>203,159</b>	-	<b>203,159</b>

## York Region Transit Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Growth</b>									
81582 : Transit Vehicle Garage - North	11,800	-	-	-	-	1,652	10,148	-	-
81583 : Transit Garage S E	99,000	-	21,118	-	-	19,899	57,983	-	-
81585 : Bus Rapid Transit Garage	160	-	-	-	-	6	154	-	-
82150 : Bus Terminals, Loops & Stops - Expansion	12,683	-	4,018	-	-	1,104	7,561	-	-
82155 : Major Mackenzie West Terminal	9,000	-	-	-	-	-	9,000	-	-
82157 : Major Mackenzie East Parking Facility	5,000	-	1,000	-	4,000	-	-	-	-
82770 : Support Vehicles	680	-	-	-	-	-	680	-	-
84599 : Conventional Bus Expansion	24,080	-	-	-	-	1,541	22,539	-	-
84799 : Viva Bus Expansion	16,575	-	-	-	-	14,172	2,403	-	-
86107 : Intelligent Transportation Systems	1,189	-	-	-	-	-	1,189	-	-
86116 : Presto Next Phase Upgrade	1,460	-	-	-	-	-	1,460	-	-
86119 : Viva 2017 Network Expansion - TMS	1,568	-	-	-	-	-	1,568	-	-
<b>Total Growth</b>	<b>183,195</b>	<b>-</b>	<b>26,136</b>	<b>-</b>	<b>4,000</b>	<b>38,374</b>	<b>114,685</b>	<b>-</b>	<b>-</b>
<b>Program Group: Rehabilitation &amp; Replacement</b>									
82190 : Bus Terminals, Loops & Stops - Replacement	1,090	1,090	-	-	-	-	-	-	-
83970 : Bike Racks - Bus	47	-	-	-	-	-	47	-	-
84699 : Conventional Bus Replacement	8,400	-	-	8,400	-	-	-	-	-
86102 : Viva Bus Refresh	1,200	1,200	-	-	-	-	-	-	-
86103 : Bike Racks & Lockers - Transit Facilities	50	-	-	-	-	-	50	-	-
86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	4,410	2,043	-	2,367	-	-	-	-	-
86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	2,625	2,625	-	-	-	-	-	-	-
86114 : Transit Management System Upgrade & Replacement	1,152	1,152	-	-	-	-	-	-	-
86115 : Automated Fare Collection System Replacement	490	490	-	-	-	-	-	-	-

## York Region Transit Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
86117 : Transportation Services Office Expansion	500	500	-	-	-	-	-	-	-
<b>Total Rehabilitation &amp; Replacement</b>	<b>19,964</b>	<b>9,100</b>	<b>10,767</b>	<b>-</b>	<b>4,000</b>	<b>-</b>	<b>97</b>	<b>-</b>	<b>-</b>
<b>York Region Transit</b>	<b>203,159</b>	<b>9,100</b>	<b>26,136</b>	<b>10,767</b>	<b>4,000</b>	<b>38,374</b>	<b>114,782</b>	<b>-</b>	<b>-</b>

# Roads

## 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Program Group: Growth</b>															
<b>Gross Expenditures</b>															
36110 : Technology Data	-	-	490	612	550	500	518	419	419	419	419	419	4,765	-	4,765
36120 : Department Project Support	-	-	835	612	800	700	518	418	418	418	418	418	5,555	-	5,555
39910 : Miscellaneous Design & Survey for Future Projects	14,650	219	1,150	1,150	1,150	1,150	1,150	750	750	750	750	750	9,500	-	24,369
39920 : Property Acquisition for Future Capital Projects	4,394	123	500	500	500	500	500	500	500	500	500	500	5,000	-	9,517
39950 : Intersection Improvement Program	-	2,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,874	40,874	-	42,874
39970 : Miscellaneous Payments to Developers	20,831	6,500	4,000	4,000	4,000	4,000	4,000	9,000	9,000	9,000	9,000	9,000	65,000	-	92,331
39990 : Traffic Control Signal Electronic Improvements	-	1,490	1,970	1,490	1,550	1,875	1,875	1,875	1,875	600	600	600	14,310	-	15,800
39999 : Viva Network Traffic Engineering and Intelligent Transportation Systems	893	980	560	560	-	-	-	-	-	-	-	-	1,120	-	2,993
80101 : King Road - Yonge Street to Bond Crescent	384	210	85	-	-	-	-	160	2,220	-	-	-	2,465	-	3,059
80104 : Keele Street and Lloydtown Aurora Road	809	1,300	2,056	1,226	-	-	-	-	-	-	-	-	3,282	-	5,391
80105 : Pavement Marking Program	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	-	-	-	-	6,000	-	7,000
80115 : Highway 27 - Highway 7 to Rutherford Road	-	-	-	-	-	-	-	-	-	-	850	850	1,700	27,481	29,181
80116 : Teston Road - Pine Valley Drive to Weston Road	112	455	300	960	2,260	2,400	-	700	4,300	3,000	-	552	14,472	8,300	23,339
80118 : Capital Requirement for Roads Maintenance Yards	280	2,274	3,035	3,110	30	260	-	-	-	-	-	-	6,435	-	8,989
80120 : 2nd Concession - Doane Road to Queensville Side Road	2	510	10	-	-	-	-	-	-	-	-	-	10	7,780	8,302
80121 : Development Transportation Demand Management	5	100	300	300	100	-	-	-	-	-	-	-	700	-	805
80230 : Portable Snow Melting Facilities	352	-	-	450	-	-	-	-	-	-	-	-	450	-	802
80270 : York Durham Line and Durham Road #5	2,645	213	77	60	-	-	-	-	-	-	-	-	137	-	2,995
80430 : Regional Streetscaping	8,613	1,330	1,380	1,380	1,380	1,380	1,380	1,380	1,380	1,380	1,380	2,070	14,490	-	24,433

## Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
80610 : Bathurst Street - King Road to Wellington Street	17,372	2	-	-	-	-	-	-	-	-	-	-	-	-	17,374
80620 : Bathurst Street - Wellington Street to Mulock Drive	13,081	2	-	-	-	-	-	-	-	-	-	-	-	-	13,083
80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	19,194	3,500	390	-	-	-	-	-	-	-	-	-	390	-	23,084
80670 : Bayview Avenue - 19th Avenue to Stouffville Road	1,129	470	2,837	7,758	-	-	-	-	-	-	-	-	10,595	-	12,194
80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	3,689	1,500	4,602	8,283	540	-	-	-	-	-	-	-	13,425	-	18,614
80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	5,820	573	25	85	-	-	-	-	-	-	-	-	110	10,370	16,873
81010 : King Road and Weston Road	258	214	600	-	2,925	-	-	-	-	-	-	-	3,525	-	3,997
81020 : King Road and Highway 27	201	300	-	2,770	298	-	-	-	-	-	-	-	3,068	-	3,569
81030 : Leslie Street and 19th Avenue	594	285	10	1,000	3,095	205	-	-	-	-	-	-	4,310	-	5,189
81040 : York Region Roads Operations Facility Strategy	260	-	-	100	100	100	100	200	-	-	-	-	600	-	860
81045 : Southwest Central Roads Maintenance Facilities	-	50	2,850	2,110	5,430	7,830	4,330	1,550	1,550	13,400	13,400	-	52,450	30,600	83,100
81050 : Road Weather Inventory System	165	-	-	80	-	85	-	95	-	100	-	-	360	-	525
81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	8,108	1,100	580	8,690	13,140	7,740	2,844	-	-	-	-	-	32,994	-	42,202
81350 : Jane Street - Steeles Avenue to Highway 7	16	-	-	-	-	-	-	-	-	40	40	440	520	17,846	18,382
81390 : Bathurst Street - North of Highway 7 to Rutherford Road	5,028	1,350	1,000	350	300	-	420	6,615	1,890	945	-	-	11,520	-	17,898
81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	17	-	-	120	120	120	390	390	1,200	1,200	680	500	4,720	13,560	18,297
81410 : Leslie Street - Highway 7 to Highway 407	-	-	-	-	300	300	75	-	-	-	-	-	675	8,057	8,732
81420 : Bayview Avenue - John Street to Highway 7	249	70	70	70	-	-	-	-	-	-	-	930	1,070	20,038	21,427
81510 : Keele Street and 15th Side Road	3,945	-	-	-	-	-	-	-	-	-	-	-	-	-	3,945
81810 : Highway 50 - Highway 7 to Rutherford Road	17,696	770	414	631	-	-	-	-	-	-	-	-	1,045	-	19,511

## Roads

### 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	4	406	500	1,930	2,220	3,645	2,978	195	152	-	-	-	11,620	-	12,030
81922 : Major Mackenzie Drive - Bathurst Street to Leslie Street	-	-	-	-	-	-	-	2,075	3,675	-	-	-	5,750	32,454	38,204
81932 : Viva Network Expansion Plan	-	1,380	2,250	-	9,825	8,095	6,685	-	-	-	-	-	26,855	-	28,235
81944 : Major Mackenzie Drive - Weston Road to Highway 400	4	275	3,310	670	-	-	-	-	-	-	-	-	3,980	-	4,259
81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	-	-	80	140	110	400	400	-	-	-	-	500	1,630	9,500	11,130
81953 : Woodbine Avenue Highway 7 to Major Mackenzie Drive	-	-	-	-	-	-	-	-	-	-	-	830	830	22,206	23,036
81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	-	-	150	290	220	-	-	-	680	-	-	-	1,340	32,584	33,924
81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	77	500	850	3,430	6,075	5,940	-	-	-	-	-	-	16,295	-	16,872
81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	355	317	50	750	8,750	8,000	-	8,420	16,420	-	-	-	42,390	-	43,062
81969 : Elgin Mills Road - Yonge Street to Bathurst Street	81	350	345	690	230	-	1,500	2,775	4,753	4,653	-	-	14,946	-	15,377
81971 : Bathurst Street - Elgin Mills Road to 19th Avenue	-	-	110	110	110	415	415	400	560	-	-	500	2,620	9,850	12,470
81972 : Stouffville Road - Bayview Avenue to Highway 404	89	440	230	690	1,260	455	-	-	-	-	-	500	3,135	8,870	12,534
81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	-	-	-	-	-	-	425	425	575	5,787	5,037	750	12,999	-	12,999
81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	186	200	500	380	130	-	-	8,512	9,368	50	9,395	9,395	37,730	100	38,216
81976 : Mid Block Crossing - Highway 400 at Block 32	-	-	-	-	-	-	-	290	290	600	600	13,275	15,055	19,522	34,577
81979 : McCowan Road - Bullock Drive to 16th Avenue	-	-	80	140	110	620	620	-	-	4,455	4,455	-	10,480	-	10,480
81983 : Rutherford Road - Pine Valley Drive to Weston Road	-	-	-	-	-	-	-	-	-	430	430	1,060	1,920	8,755	10,675
81985 : Donald Cousens Parkway - Highway 48 to Highway 404	2	-	-	-	-	-	-	-	-	-	-	1,000	1,000	81,180	82,182
81986 : Wellington Street - Leslie Street to Highway 404	-	-	-	-	-	-	-	-	-	220	220	220	660	5,219	5,879

# Roads

## 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
81993 : Leslie Street - Major Mackenzie Drive to Elgin Mills Road	2	-	-	-	150	150	50	-	-	-	-	-	350	934	1,286
81996 : Bayview Avenue - Steeles Avenue to John Street	-	70	70	70	-	-	-	-	-	-	-	430	570	16,198	16,838
82680 : Mid Block Crossing - Highway 404 North of Highway 7	3,771	1,870	4,408	16,061	10,280	-	-	-	-	-	-	-	30,749	-	36,390
82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	-	1,130	2,564	7,457	4,620	-	-	-	-	-	-	-	14,641	-	15,771
82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	1,476	-	-	-	-	-	6,100	13,100	-	-	-	-	19,200	-	20,676
82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	98	5	74	118	118	-	-	-	-	-	400	300	1,010	15,096	16,209
82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	2	-	-	-	-	-	-	-	-	175	175	350	700	6,016	6,718
82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	105	100	120	340	445	765	6,215	864	-	-	-	-	8,749	-	8,954
82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	1,691	1,350	600	350	300	-	-	1,890	5,760	1,890	-	-	10,790	-	13,831
83340 : Bathurst Street - Centre Street to Highway 407	3	-	-	-	-	-	-	-	-	265	265	420	950	8,461	9,414
83360 : Leslie Street - Highway 7 to 16th Avenue	-	-	-	-	300	300	400	-	-	-	120	-	1,120	18,626	19,746
83370 : Leslie Street - 16th Avenue to Major Mackenzie Drive	-	-	-	-	150	150	280	-	-	-	-	-	580	14,463	15,043
83380 : Markham Road - Steeles Avenue to Highway 407 Including Grade Separation	-	-	-	-	-	-	130	130	130	330	450	450	1,620	20,200	21,820
83390 : 16th Avenue - Warden Avenue to Kennedy Road	539	5	74	118	118	-	-	-	-	-	400	300	1,010	15,385	16,939
83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	-	-	550	680	130	-	-	17,784	-	-	-	-	19,144	-	19,144
83480 : Transportation Master Plan Update	780	550	300	-	-	300	850	800	-	-	300	850	3,400	800	5,530
83490 : Smart Commute Initiative	1,250	210	217	222	228	233	239	243	246	250	253	257	2,388	-	3,848
83830 : Accessibility for Ontarians with Disabilities Act Compliance	-	440	250	250	250	250	250	250	-	-	-	850	2,350	-	2,790
83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	130	-	115	105	100	20	211	1,156	-	-	-	-	1,707	-	1,837
83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	430	52	-	100	100	100	100	4,587	-	-	-	-	4,987	-	5,469

# Roads

## 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	213	220	93	100	100	100	100	6,580	208	-	-	-	7,281	-	7,714
83998 : Highway 27 - Major Mackenzie Drive to King Road	-	-	-	-	-	-	-	-	-	-	-	355	355	19,251	19,606
84003 : Weston Road - Highway 7 to Rutherford Road	-	-	-	-	-	-	-	-	-	-	-	830	830	20,525	21,355
84005 : Stouffville Road - Yonge Street to Bayview Avenue	25	230	115	-	-	-	470	470	500	500	486	138	2,679	5,907	8,841
84008 : 16th Avenue - McCowan Road to Ninth Line	-	10	204	324	324	-	-	-	-	-	-	-	852	26,140	27,002
84043 : Kennedy Road - Major Mackenzie Drive to Donald Cousens Parkway	-	-	-	320	320	-	-	-	250	-	-	-	890	6,150	7,040
84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	4,551	2,400	6,704	-	-	5,043	-	5,358	-	-	-	-	17,105	-	24,056
84120 : Keele Street - Highway 7 to Rutherford Road	448	-	-	-	-	-	-	-	-	-	-	170	170	13,337	13,955
84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	913	1,350	600	450	400	-	-	945	6,660	6,660	1,890	-	17,605	-	19,868
84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	-	-	300	300	-	-	-	-	-	-	-	650	1,250	42,249	43,499
84170 : 16th Avenue - Kennedy Road to McCowan Road	49	5	66	104	104	-	-	-	-	-	-	-	274	17,617	17,945
84180 : Leslie Street - Wellington Street to St. John's Side Road	3,004	600	1,050	7,711	3,211	269	15	15	15	-	-	-	12,286	-	15,890
84190 : Leslie Street - John's Side Road to Mullock Drive	870	5,000	2,320	6,473	2,315	15	15	-	-	-	-	-	11,138	-	17,008
84200 : Doane Road - Highway 404 to Yonge Street	2,714	855	745	250	250	250	250	8,200	2,000	100	7,504	11,450	30,999	10,260	44,828
84860 : Bathurst Street and Davis Drive	290	537	580	3,042	15	15	-	-	-	-	-	-	3,652	-	4,479
84890 : Kennedy Road - 14th Avenue to Highway 407	141	-	30	30	30	70	700	700	140	3,760	3,620	-	9,080	-	9,221
84940 : Pedestrian and Cycling Program	-	500	500	500	500	500	500	500	500	500	500	1,000	5,500	-	6,000
85560 : Rutherford Road - Keele Street to Dufferin Street	890	160	305	606	3,109	-	11,250	11,250	10,278	-	-	-	36,798	-	37,848
85570 : Rutherford Road - Jane Street to Keele Street	266	320	284	1,152	2,270	9,756	9,756	-	-	-	-	-	23,218	-	23,804

# Roads

## 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
85580 : Rutherford Road - Dufferin Street to Bathurst Street	729	160	100	410	470	2,690	-	-	5,544	5,544	-	-	14,758	-	15,647
85590 : Carnville Road - Bathurst Street to Yonge Street	256	175	110	810	875	-	-	-	3,950	600	-	335	6,680	10,799	17,910
85600 : 16th Avenue - Yonge Street to Bayview Ave	3	5	108	182	232	400	400	855	-	7,893	5,843	2,050	17,963	-	17,971
85610 : 16th Avenue - Leslie Street to Highway 404	-	-	53	94	144	1,270	570	3,186	3,186	-	-	-	8,503	-	8,503
85620 : 2nd Concession - Green Lane to Doane Road	30,811	20,000	14,400	7,710	-	-	-	-	-	-	-	-	22,110	-	72,921
85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	1,504	7,500	9,480	17,145	17,145	6,075	-	-	-	-	-	-	49,845	-	58,849
85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	5,153	6,500	6,381	6,909	770	-	-	-	-	-	-	-	14,060	-	25,713
85670 : Major Mackenzie Drive - Highway 400 to Jane Street	10	-	-	-	-	-	110	100	120	90	90	625	1,135	6,184	7,329
85680 : Major Mackenzie Drive - Jane Street to Keele Street	17	-	-	-	-	-	270	270	260	-	-	-	800	12,932	13,749
85710 : Yonge Street - Davis Drive to Green Lane	54	860	350	-	9,400	2,200	6,404	7,236	60	60	-	-	25,710	-	26,624
85790 : Southeast Patrol Area Works Yard	23,965	750	1,200	3,200	6,400	12,200	7,050	-	-	-	-	500	30,550	29,200	84,465
85810 : Arterial Corridor Transportation Studies	750	200	250	250	250	250	250	250	250	250	250	300	2,550	-	3,500
85830 : Retrofit Noise Mitigation	114	50	50	50	50	50	50	50	50	50	50	50	500	-	664
86730 : Highway 404 Interchange at Doane Road	11,759	-	-	-	-	-	-	-	-	-	-	125	125	3,938	15,822
86770 : Major Mackenzie Drive - Bathurst Street to Keele Street	3	-	-	-	-	-	510	510	740	-	-	-	1,760	26,666	28,429
86880 : Pedestrian Cycling Municipal Partnership Program	1,678	500	500	500	500	500	500	500	500	500	500	500	5,000	-	7,178
86910 : Dufferin Street and King Vaughan Road	323	-	-	-	-	-	-	-	-	320	710	810	1,840	1,935	4,098
86920 : Keele Street and King Vaughan Road	501	-	-	-	-	-	-	-	-	125	155	250	530	2,390	3,421
93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	4,359	-	-	-	-	-	-	-	-	15	15	221	251	5,819	10,429
94200 : Ninth Line - Highway 407 to the Markham Bypass	18,393	15	-	-	-	-	-	-	-	-	-	-	-	-	18,408

## Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
95110 : Bayview Avenue - Major Mackenzie Drive to Elgin Mills Road	-	70	70	70	-	-	-	-	-	420	420	700	1,680	14,740	16,490
96020 : Bathurst Street - Green Lane West to Yonge Street	12,875	7,000	4,930	4,160	365	-	-	-	-	-	-	-	9,455	-	29,330
96770 : Keele Street - Steeles Avenue to Highway 7	1,738	1,000	4,000	2,579	10,000	7,634	-	-	-	-	-	-	24,213	-	26,951
97000 : Bayview Avenue - Highway 7 to 16th Avenue	297	120	120	380	200	810	3,312	3,312	-	-	-	-	8,134	-	8,551
97010 : Bloomington Road - Yonge Street to Bayview Avenue	11,808	585	280	29	24	-	-	-	-	-	-	-	333	-	12,726
97080 : Bloomington Road - Bayview Avenue to Highway 404	2,837	100	55	15	10	-	-	-	-	-	-	-	80	-	3,017
97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	6,728	2,800	4,893	15,912	4,316	175	25	15	15	-	-	-	25,351	-	34,879
97150 : Leslie Street - Bethesda Side Road to Bloomington Road	2,742	200	1,135	500	-	-	-	-	-	-	-	-	1,635	10,994	15,571
98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	2,680	8,000	18,748	9,029	50	50	-	-	-	-	-	-	27,877	-	38,557
98340 : 19th Avenue - Yonge Street to Bayview Avenue	7,757	940	1,167	2,483	-	-	-	-	-	-	-	-	3,650	-	12,347
98570 : Langstaff Road - Highway 50 to Highway 27	14,907	19	-	-	-	-	-	-	-	-	-	-	-	-	14,926
98610 : Teston Road - Weston Road to Jane Street	43,985	-	300	-	-	-	-	-	-	-	-	-	300	-	44,285
98650 : Major Mackenzie Drive - Donald Cousens Parkway to Ninth Line	114	150	-	-	986	986	-	-	-	-	-	-	1,972	-	2,236
98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	26,381	223	60	50	10	-	-	-	-	-	-	-	120	-	26,724
98690 : Bayview Avenue - Stouffville Road to Bloomington Road	51	400	700	500	-	-	-	-	-	-	200	-	1,400	4,120	5,971
98960 : Kennedy Road - Highway 407 to Highway 7	93	-	50	90	70	230	175	175	50	330	2,420	4,420	8,010	-	8,103
99180 : 16th Avenue - Bayview Avenue to Leslie Street	-	5	74	127	177	500	450	2,085	-	5,396	4,596	800	14,205	-	14,210
99210 : Bayview Avenue - Bloomington Road to Wellington Street	146	-	-	-	-	-	-	-	-	-	-	-	-	-	146
99220 : Leslie Street/Don Mills Road - Steeles Avenue to Highway 407	326	-	-	-	150	150	100	-	-	70	70	1,375	1,915	4,554	6,795

## Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
99240 : Kennedy Road - 14th Avenue to Denison Street	629	-	100	140	120	-	-	-	210	1,960	1,005	226	3,761	6,004	10,394
99510 : 16th Avenue - Highway 404 to Woodbine Avenue	949	-	47	84	134	728	1,435	4,601	4,595	45	45	-	11,714	-	12,663
99530 : Bloomington Road - Yonge Street to Bathurst Street	21,322	870	180	29	24	-	-	-	-	-	-	-	233	-	22,425
99540 : Langstaff Road - Dufferin Street to Keele Street	142	50	171	171	171	2,016	1,930	1,930	965	10,653	10,654	10,658	39,319	90	39,601
99550 : McCowan Road - Steeles Avenue to 14th Avenue	521	-	80	140	110	400	910	4,716	4,716	-	-	-	11,072	-	11,593
99780 : McCowan Road - 14th Avenue to Bullock Drive	25	-	60	60	210	460	460	210	7,400	7,190	-	-	16,050	-	16,075
99803 : Leslie Street and Stouffville Road Jog Elimination	-	-	-	-	-	-	-	400	400	13,673	-	138	14,611	7,164	21,775
99805 : Langstaff Road - Weston Road to Jane Street	-	50	243	243	243	2,382	2,261	2,261	1,131	-	-	500	9,264	27,643	36,957
99806 : Langstaff Road - Jane Street to Keele Street	-	50	850	1,250	1,450	1,450	-	-	-	-	-	-	5,000	-	5,050
99808 : Pine Valley Drive - Highway 407 to Highway 7	-	-	-	-	-	194	194	475	2,329	2,329	-	-	5,521	-	5,521
99816 : Teston Road - Keele Street to Dufferin Street	-	-	-	-	-	700	700	1,400	1,400	1,640	8,512	12,512	26,864	-	26,864
99817 : Jane Street - Major Mackenzie Drive to Teston Road	-	-	-	-	15	256	146	110	-	-	-	-	527	18,249	18,776
99818 : Jane Street - Highway 7 to Rutherford Road	-	-	-	-	-	-	-	-	-	355	355	920	1,630	29,749	31,379
99870 : Various Railway Crossing Improvements	3,818	500	500	500	500	525	550	575	600	600	600	600	5,550	-	9,868
99890 : Intelligent Transportation System	-	630	615	700	1,250	1,500	1,500	1,500	1,500	1,500	1,500	1,500	13,065	1,500	15,195
99891 : Traffic Intelligent Transportation System Infrastructure for Rapidways	184	1,500	1,000	200	2,500	-	-	-	-	-	-	-	3,700	-	5,384
99900 : Fleet New Additions	6,249	800	595	600	600	600	400	400	400	400	400	400	4,795	-	11,844
<b>Total Growth Gross Expenditures</b>	<b>445,927</b>	<b>113,504</b>	<b>140,824</b>	<b>187,211</b>	<b>162,766</b>	<b>127,382</b>	<b>104,666</b>	<b>164,088</b>	<b>133,033</b>	<b>128,385</b>	<b>106,927</b>	<b>109,248</b>	<b>1,364,530</b>	<b>876,557</b>	<b>2,800,518</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	46,700	12,610	13,572	16,877	14,611	12,721	11,473	15,636	11,296	10,969	8,031	9,269	124,455	86,671	270,436
Development Charges	199,338	17,884	18,855	17,511	125,546	67,192	91,875	80,862	106,657	111,256	86,020	89,434	795,208	4,013	1,016,443

## Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Debt Reduction Reserve	8,053	2,579	6,293	6,308	7,606	11,978	6,727	1,550	1,550	13,400	13,400	170	68,982	40,528	120,142
Other Recoveries	765	-	-	-	-	-	-	-	-	-	-	-	-	-	765
Reserves	27,676	100	500	500	300	200	-	-	-	-	-	-	1,500	-	29,276
<b>External</b>															
Federal Funding	-	-	1,100	1,124	1,250	1,200	1,036	837	837	837	837	837	9,895	-	9,895
Provincial Funding	3,130	-	-	-	-	-	-	-	-	-	-	-	-	-	3,130
Other Recoveries	10,599	5,779	13,942	23,861	21,190	7,158	815	11,481	20,835	653	7,663	18,856	126,454	44,091	186,923
<b>Debtenture</b>															
Debtenture Proceeds	109,372	-	-	-	-	-	-	-	-	-	-	-	-	-	109,372
Debtenture Proceeds DC	40,262	74,552	86,562	121,030	(7,737)	26,933	(7,260)	53,722	(8,142)	(8,730)	(9,024)	(9,318)	238,036	701,254	1,054,104
Debtenture Proceeds Tax Levy	32	-	-	-	-	-	-	-	-	-	-	-	-	-	32
<b>Total Growth Financing Sources</b>	<b>445,927</b>	<b>113,504</b>	<b>140,824</b>	<b>187,211</b>	<b>162,766</b>	<b>127,382</b>	<b>104,666</b>	<b>164,088</b>	<b>133,033</b>	<b>128,385</b>	<b>106,927</b>	<b>109,248</b>	<b>1,364,530</b>	<b>876,557</b>	<b>2,800,518</b>

### Program Group: Rehabilitation & Replacement

Gross Expenditures	39930 : Bridge & Culvert Rehabilitation	39960 : Various Road Resurfacing	39980 : Various Road Improvements	80108 : Sign Inventory Management Program	80210 : Umphrey Bridge Reconstruction	80220 : LED Replacement Traffic Signals	80221 : LED Streetlight Conversion	83910 : Roads Asset Management	83920 : Traffic Safety Program Improvements	84950 : Drainage System Program	87300 : East Humber River Bridge - Jane Street North of King Road	87310 : King Home Bridge - King Road East of Highway 400
	10,371	130,002	33,006	250	3,297	500	2,063	1,475	100	1,172	500	-
	3,270	15,700	2,760	200	-	1,340	100	100	280	175	-	-
	3,360	16,050	2,850	-	-	1,539	100	100	290	-	-	-
	3,540	15,750	2,950	-	-	1,610	100	100	310	-	-	-
	3,720	16,450	3,050	-	-	1,410	100	100	330	1,050	-	-
	3,900	17,150	3,150	-	-	1,410	100	100	350	-	-	-
	4,170	18,200	3,300	-	-	1,610	100	100	380	-	-	-
	4,440	19,250	3,450	-	-	1,410	100	100	410	-	-	-
	4,800	20,650	3,650	-	-	1,410	100	100	450	-	-	-
	4,980	21,350	3,750	-	-	1,610	100	100	470	-	-	-
	5,160	22,050	3,850	-	-	1,410	100	100	490	-	-	-
	55,371	330,390	68,516	450	3,297	18,297	1,000	1,000	5,432	1,225	2,500	-
	41,340	182,600	32,760	200	-	14,759	1,000	1,000	3,760	1,225	2,500	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	2,250	2,250	2,250	-	-	2,250	2,250	2,250	2,250	2,250	2,250	-
	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000	1,000	-
	14,759	14,759	14,759	-	-	14,759	14,759	14,759	14,759	14,759	14,759	-
	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000	1,000	-
	3,760	3,760	3,760	-	-	3,760	3,760	3,760	3,760	3,760	3,760	-
	1,225	1,225	1,225	-	-	1,225	1,225	1,225	1,225	1,225	1,225	-
	2,500	2,500	2,500	-	-	2,500	2,500	2,500	2,500	2,500	2,500	-

## Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
87320 : Gibney Bridge - McCowan Road North of Queensville Sideroad	-	-	300	1,750	-	-	-	-	-	-	-	-	2,050	-	2,050
99801 : Rapidways Asset Management	-	130	150	150	100	200	-	-	-	-	-	-	600	-	730
99910 : Fleet Replacement	15,250	1,650	2,810	2,730	3,260	1,890	2,950	4,180	2,280	3,630	2,770	4,110	30,610	-	47,510
<b>Total Rehabilitation &amp; Replacement Gross Expenditures</b>	<b>195,161</b>	<b>28,803</b>	<b>27,185</b>	<b>29,169</b>	<b>31,520</b>	<b>27,500</b>	<b>29,360</b>	<b>32,290</b>	<b>31,690</b>	<b>35,040</b>	<b>35,380</b>	<b>37,520</b>	<b>316,654</b>	-	<b>540,618</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	126,952	22,108	18,613	12,308	14,574	16,464	18,487	19,677	20,587	21,987	22,827	23,387	188,911	-	337,971
Development Charges	3,101	811	710	706	726	687	663	732	681	693	759	705	7,062	-	10,974
Other Recoveries	709	-	-	-	-	-	-	-	-	-	-	-	-	-	709
Reserves	60,253	3,961	5,978	8,877	8,433	3,283	2,950	4,180	2,280	3,630	2,770	4,110	46,491	-	110,705
<b>External</b>															
Provincial Funding	2,441	-	-	-	-	-	-	-	-	-	-	-	-	-	2,441
Other Recoveries	578	-	75	75	50	100	-	-	-	-	-	-	300	-	878
<b>Debtenture</b>															
Debtenture Proceeds	1,127	-	-	-	-	-	-	-	-	-	-	-	-	-	1,127
Debtenture Proceeds DC	-	1,923	1,809	7,203	7,737	6,966	7,260	7,701	8,142	8,730	9,024	9,318	73,890	-	75,813
<b>Total Rehabilitation &amp; Replacement Financing Sources</b>	<b>195,161</b>	<b>28,803</b>	<b>27,185</b>	<b>29,169</b>	<b>31,520</b>	<b>27,500</b>	<b>29,360</b>	<b>32,290</b>	<b>31,690</b>	<b>35,040</b>	<b>35,380</b>	<b>37,520</b>	<b>316,654</b>	-	<b>540,618</b>
<b>Total Roads Gross Expenditures</b>	<b>641,088</b>	<b>142,307</b>	<b>168,009</b>	<b>216,380</b>	<b>194,286</b>	<b>154,882</b>	<b>134,026</b>	<b>196,378</b>	<b>164,723</b>	<b>163,425</b>	<b>142,307</b>	<b>146,768</b>	<b>1,681,184</b>	<b>876,557</b>	<b>3,341,136</b>
<b>Funding Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	173,652	34,718	32,185	29,185	29,185	29,185	29,960	35,313	31,883	32,956	30,858	32,656	313,366	86,671	608,407
Development Charges	202,439	18,695	19,565	18,217	126,272	67,879	92,538	81,594	107,338	111,949	86,779	90,139	802,270	4,013	1,027,417
Debt Reduction Reserve	8,053	2,579	6,293	6,308	7,606	11,978	6,727	1,550	1,550	13,400	13,400	170	68,982	40,528	120,142
Other Recoveries	1,474	-	-	-	-	-	-	-	-	-	-	-	-	-	1,474
Reserves	87,929	4,061	6,478	9,377	8,733	3,483	2,950	4,180	2,280	3,630	2,770	4,110	47,991	-	139,981
<b>External</b>															
Federal Funding	-	-	1,100	1,124	1,250	1,200	1,036	837	837	837	837	837	9,895	-	9,895
Provincial Funding	5,571	-	-	-	-	-	-	-	-	-	-	-	-	-	5,571
Other Recoveries	11,177	5,779	14,017	23,936	21,240	7,258	815	11,481	20,835	653	7,663	18,856	126,754	44,091	187,801
<b>Debtenture</b>															

**Roads**  
**10-Year Capital Project Expenditures & Funding by Program Group**

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Debenure Proceeds	110,499	-	-	-	-	-	-	-	-	-	-	-	-	-	110,499
Debenure Proceeds DC	40,262	76,475	88,371	128,233	-	33,899	-	61,423	-	-	-	-	311,926	701,254	1,129,917
Debenure Proceeds Tax Levy	32	-	-	-	-	-	-	-	-	-	-	-	-	-	32
<b>Total Roads Financing Sources</b>	<b>641,088</b>	<b>142,307</b>	<b>168,009</b>	<b>216,380</b>	<b>194,286</b>	<b>154,882</b>	<b>134,026</b>	<b>196,378</b>	<b>164,723</b>	<b>163,425</b>	<b>142,307</b>	<b>146,768</b>	<b>1,681,184</b>	<b>876,557</b>	<b>3,341,136</b>

## Roads

### 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Growth</b>									
36110 : Technology Data	4,765	190	-	-	-	-	4,575	-	-
36120 : Department Project Support	5,555	235	-	-	-	-	5,320	-	-
39910 : Miscellaneous Design & Survey for Future Projects	9,500	950	-	-	-	8,550	-	-	-
39920 : Property Acquisition for Future Capital Projects	5,000	500	-	-	4,500	-	-	-	-
39950 : Intersection Improvement Program	40,874	4,087	-	-	-	36,787	-	-	-
39970 : Miscellaneous Payments to Developers	65,000	271	-	-	-	64,729	-	-	-
39990 : Traffic Control Signal Electronic Improvements	14,310	1,433	-	-	-	12,877	-	-	-
39999 : Viva Network Traffic Engineering and Intelligent Transportation Systems	1,120	112	-	-	-	1,008	-	-	-
80101 : King Road - Yonge Street to Bond Crescent	2,465	999	-	-	568	98	-	-	800
80104 : Keele Street and Lloydtown Aurora Road	3,282	329	-	-	2,953	-	-	-	-
80105 : Pavement Marking Program	6,000	4,200	-	-	-	1,800	-	-	-
80115 : Highway 27 - Highway 7 to Rutherford Road	1,700	170	-	-	1,530	-	-	-	-
80116 : Teston Road - Pine Valley Drive to Weston Road	14,472	1,285	-	-	11,567	-	-	-	1,620
80118 : Capital Requirement for Roads Maintenance Yards	6,435	290	6,145	-	-	-	-	-	-
80120 : 2nd Concession - Doane Road to Queensville Side Road	10	6	-	-	-	4	-	-	-
80121 : Development Transportation Demand Management	700	-	-	700	-	-	-	-	-
80230 : Portable Snow Melting Facilities	450	148	-	-	302	-	-	-	-
80270 : York Durham Line and Durham Road #5	137	14	-	-	-	123	-	-	-
80430 : Regional Streetscaping	14,490	2,098	-	800	-	11,592	-	-	-
80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	390	39	-	-	351	-	-	-	-

# Roads

## 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
80670 : Bayview Avenue - 19th Avenue to Stouffville Road	10,595	1,060	-	-	9,535	-	-	-	-
80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	13,425	1,342	-	-	12,083	-	-	-	-
80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	110	12	-	-	-	98	-	-	-
81010 : King Road and Weston Road	3,525	353	-	-	3,172	-	-	-	-
81020 : King Road and Highway 27	3,068	177	-	-	1,591	-	-	-	1,300
81030 : Leslie Street and 19th Avenue	4,310	432	-	-	3,685	193	-	-	-
81040 : York Region Roads Operations Facility Strategy	600	60	-	-	-	540	-	-	-
81045 : Southwest Central Roads Maintenance Facilities	52,450	-	52,450	-	-	-	-	-	-
81050 : Road Weather Inventory System	360	360	-	-	-	-	-	-	-
81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	32,994	3,299	-	-	29,695	-	-	-	-
81350 : Jane Street - Steeles Avenue to Highway 7	520	52	-	-	396	72	-	-	-
81390 : Bathurst Street - North of Highway 7 to Rutherford Road	11,520	1,153	-	-	10,367	-	-	-	-
81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	4,720	472	-	-	3,924	324	-	-	-
81410 : Leslie Street - Highway 7 to Highway 407	675	68	-	-	540	67	-	-	-
81420 : Bayview Avenue - John Street to Highway 7	1,070	107	-	-	837	126	-	-	-
81810 : Highway 50 - Highway 7 to Rutherford Road	1,045	104	-	-	941	-	-	-	-
81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	11,620	6,972	-	-	4,509	139	-	-	-
81922 : Major Mackenzie Drive - Bathurst Street to Leslie Street	5,750	576	-	-	5,174	-	-	-	-
81932 : Viva Network Expansion Plan	26,855	2,687	-	-	24,168	-	-	-	-
81944 : Major Mackenzie Drive - Weston Road to Highway 400	3,980	398	-	-	3,582	-	-	-	-
81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	1,630	163	-	-	1,170	297	-	-	-
81953 : Woodbine Avenue Highway 7 to Major Mackenzie Drive	830	83	-	-	747	-	-	-	-

## Roads 10-Year Capital Project Financing Sources by Program Group

(in \$'000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	1,340	134	-	-	873	333	-	-	-
81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	16,295	1,400	-	-	12,595	-	-	-	2,300
81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	42,390	1,414	-	-	12,702	15	-	-	28,259
81969 : Elgin Mills Road - Yonge Street to Bathurst Street	14,946	1,468	-	-	13,208	-	-	-	270
81971 : Bathurst Street - Elgin Mills Road to 19th Avenue	2,620	263	-	-	2,060	297	-	-	-
81972 : Stouffville Road - Bayview Avenue to Highway 404	3,135	314	-	-	2,821	-	-	-	-
81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	12,999	1,302	-	-	11,697	-	-	-	-
81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	37,730	1,258	-	-	11,002	318	-	-	25,152
81976 : Mid Block Crossing - Highway 400 at Block 32	15,055	503	-	-	3,982	534	-	-	10,036
81979 : McCowan Road - Bullock Drive to 16th Avenue	10,480	1,049	-	-	9,134	297	-	-	-
81983 : Rutherford Road - Pine Valley Drive to Weston Road	1,920	192	-	-	1,728	-	-	-	-
81985 : Donald Cousens Parkway - Highway 48 to Highway 404	1,000	100	-	-	900	-	-	-	-
81986 : Wellington Street - Leslie Street to Highway 404	660	66	-	-	-	594	-	-	-
81993 : Leslie Street - Major Mackenzie Drive to Elgin Mills Road	350	35	-	-	-	315	-	-	-
81996 : Bayview Avenue - Steeles Avenue to John Street	570	57	-	-	387	126	-	-	-
82680 : Mid Block Crossing - Highway 404 - North of Highway 7	30,749	1,057	-	-	9,515	-	-	-	20,177
82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	14,641	743	-	-	6,680	-	-	-	7,218
82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	19,200	1,920	-	-	17,280	-	-	-	-
82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	1,010	101	-	-	630	279	-	-	-
82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	700	71	-	-	315	314	-	-	-

## Roads

### 10-Year Capital Project Financing Sources by Program Group

(in \$'000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	8,749	876	-	-	7,765	108	-	-	-
82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	10,790	1,079	-	-	9,711	-	-	-	-
83340 : Bathurst Street - Centre Street to Highway 407	950	96	-	-	854	-	-	-	-
83360 : Leslie Street - Highway 7 to 16th Avenue	1,120	112	-	-	900	108	-	-	-
83370 : Leslie Street - 16th Avenue to Major Mackenzie Drive	580	58	-	-	252	270	-	-	-
83380 : Markham Road - Steeles Avenue to Highway 407 Including Grade Separation	1,620	162	-	-	1,107	351	-	-	-
83390 : 16th Avenue - Warden Avenue to Kennedy Road	1,010	101	-	-	630	279	-	-	-
83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	19,144	1,914	-	-	17,113	117	-	-	-
83480 : Transportation Master Plan Update	3,400	340	-	-	3,060	-	-	-	-
83490 : Smart Commute Initiative	2,388	239	-	-	-	2,149	-	-	-
83830 : Accessibility for Ontarians with Disabilities Act Compliance	2,350	2,350	-	-	-	-	-	-	-
83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	1,707	172	-	-	1,040	495	-	-	-
83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	4,987	499	-	-	4,128	360	-	-	-
83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	7,281	728	-	-	6,109	444	-	-	-
83998 : Highway 27 - Major Mackenzie Drive to King Road	355	36	-	-	319	-	-	-	-
84003 : Weston Road - Highway 7 to Rutherford Road	830	83	-	-	747	-	-	-	-
84005 : Stouffville Road - Yonge Street to Bayview Avenue	2,679	269	-	-	2,183	227	-	-	-
84008 : 16th Avenue - McCowan Road to Ninth Line	852	84	-	-	584	184	-	-	-
84043 : Kennedy Road - Major Mackenzie Drive to Donald Cousens Parkway	890	89	-	-	801	-	-	-	-
84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	17,105	1,710	-	-	15,395	-	-	-	-

## Roads 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
84120 : Keele Street - Highway 7 to Rutherford Road	170	17	-	-	-	153	-	-	-
84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	17,605	1,761	-	-	15,844	-	-	-	-
84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	1,250	42	-	-	-	375	-	-	833
84170 : 16th Avenue - Kennedy Road to McCowan Road	274	27	-	-	-	247	-	-	-
84180 : Leslie Street - Wellington Street to St. John's Side Road	12,286	127	-	-	9,638	39	-	-	2,482
84190 : Leslie Street - John's Side Road to Mullock Drive	11,138	977	-	-	8,751	26	-	-	1,384
84200 : Doane Road - Highway 404 to Yonge Street	30,999	2,750	-	-	24,659	90	-	-	3,500
84860 : Bathurst Street and Davis Drive	3,652	366	-	-	3,260	26	-	-	-
84890 : Kennedy Road - 14th Avenue to Highway 407	9,080	908	-	-	7,902	270	-	-	-
84940 : Pedestrian and Cycling Program	5,500	550	-	-	-	4,950	-	-	-
85560 : Rutherford Road - Keele Street to Dufferin Street	36,798	3,681	-	-	33,117	-	-	-	-
85570 : Rutherford Road - Jane Street to Keele Street	23,218	2,305	-	-	20,748	-	-	-	165
85580 : Rutherford Road - Dufferin Street to Bathurst Street	14,758	1,459	-	-	13,044	90	-	-	165
85590 : Carrville Road - Bathurst Street to Yonge Street	6,680	669	-	-	5,912	99	-	-	-
85600 : 16th Avenue - Yonge Street to Bayview Ave	17,963	1,796	-	-	15,906	261	-	-	-
85610 : 16th Avenue - Leslie Street to Highway 404	8,503	850	-	-	7,390	263	-	-	-
85620 : 2nd Concession - Green Lane to Doane Road	22,110	2,211	-	-	19,899	-	-	-	-
85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	49,845	4,586	-	-	41,259	-	-	-	4,000
85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	14,060	1,406	-	-	12,654	-	-	-	-
85670 : Major Mackenzie Drive - Highway 400 to Jane Street	1,135	114	-	-	562	459	-	-	-

## Roads 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
85680 : Major Mackenzie Drive - Jane Street to Keele Street	800	80	-	-	720	-	-	-	-
85710 : Yonge Street - Davis Drive to Green Lane	25,710	2,506	-	-	22,446	108	-	-	650
85790 : Southeast Patrol Area Works Yard	30,550	-	10,387	-	20,031	132	-	-	-
85810 : Arterial Corridor Transportation Studies	2,550	255	-	-	-	2,295	-	-	-
85830 : Retrofit Noise Mitigation	500	50	-	-	-	450	-	-	-
86730 : Highway 404 Interchange at Doane Road	125	13	-	-	-	112	-	-	-
86770 : Major Mackenzie Drive - Bathurst Street to Keele Street	1,760	176	-	-	1,584	-	-	-	-
86880 : Pedestrian Cycling Municipal Partnership Program	5,000	500	-	-	-	4,500	-	-	-
86910 : Dufferin Street and King Vaughan Road	1,840	184	-	-	1,656	-	-	-	-
86920 : Keele Street and King Vaughan Road	530	52	-	-	225	253	-	-	-
93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	251	26	-	-	-	225	-	-	-
95110 : Bayview Avenue - Major Mackenzie Drive to Elgin Mills Road	1,680	168	-	-	1,386	126	-	-	-
96020 : Bathurst Street - Green Lane West to Yonge Street	9,455	946	-	-	8,509	-	-	-	-
96770 : Keele Street - Steeles Avenue to Highway 7	24,213	2,331	-	-	20,982	-	-	-	900
97000 : Bayview Avenue - Highway 7 to 16th Avenue	8,134	813	-	-	7,033	288	-	-	-
97010 : Bloomington Road - Yonge Street to Bayview Avenue	333	33	-	-	252	48	-	-	-
97080 : Bloomington Road - Bayview Avenue to Highway 404	80	9	-	-	-	71	-	-	-
97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	25,351	2,086	-	-	18,549	205	-	-	4,511
97150 : Leslie Street - Bethesda Side Road to Bloomington Road	1,635	981	-	-	654	-	-	-	-
98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	27,877	1,877	-	-	16,803	90	-	-	9,107
98340 : 19th Avenue - Yonge Street to Bayview Avenue	3,650	365	-	-	3,285	-	-	-	-

## Roads 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
98610 : Teston Road - Weston Road to Jane Street	300	30	-	-	270	-	-	-	-
98650 : Major Mackenzie Drive - Donald Cousens Parkway to Ninth Line	1,972	198	-	-	1,774	-	-	-	-
98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	120	12	-	-	-	108	-	-	-
98690 : Bayview Avenue - Stouffville Road to Bloomington Road	1,400	140	-	-	1,080	180	-	-	-
98960 : Kennedy Road - Highway 407 to Highway 7	8,010	721	-	-	5,931	548	-	-	810
99180 : 16th Avenue - Bayview Avenue to Leslie Street	14,205	1,422	-	-	12,443	340	-	-	-
99220 : Leslie Street/Don Mills Road - Steeles Avenue to Highway 407	1,915	192	-	-	1,237	486	-	-	-
99240 : Kennedy Road - 14th Avenue to Denison Street	3,761	377	-	-	2,871	513	-	-	-
99510 : 16th Avenue - Highway 404 to Woodbine Avenue	11,714	1,173	-	-	10,222	319	-	-	-
99530 : Bloomington Road - Yonge Street to Bathurst Street	233	23	-	-	-	210	-	-	-
99540 : Langstaff Road - Dufferin Street to Keele Street	39,319	3,861	-	-	34,291	462	-	-	705
99550 : McCowan Road - Steeles Avenue to 14th Avenue	11,072	1,102	-	-	9,618	297	-	-	55
99780 : McCowan Road - 14th Avenue to Bullock Drive	16,050	1,600	-	-	13,909	486	-	-	55
99803 : Leslie Street and Stouffville Road Jog Elimination	14,611	1,461	-	-	13,026	124	-	-	-
99805 : Langstaff Road - Weston Road to Jane Street	9,264	925	-	-	8,339	-	-	-	-
99806 : Langstaff Road - Jane Street to Keele Street	5,000	500	-	-	4,500	-	-	-	-
99808 : Pine Valley Drive - Highway 407 to Highway 7	5,521	552	-	-	4,619	350	-	-	-
99816 : Teston Road - Keele Street to Dufferin Street	26,864	2,686	-	-	24,178	-	-	-	-
99817 : Jane Street - Major Mackenzie Drive to Teston Road	527	54	-	-	230	243	-	-	-
99818 : Jane Street - Highway 7 to Rutherford Road	1,630	164	-	-	1,466	-	-	-	-

## Roads

### 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
99870 : Various Railway Crossing Improvements	5,550	2,220	-	-	-	3,330	-	-	-
99890 : Intelligent Transportation System	13,065	1,307	-	-	-	11,758	-	-	-
99891 : Traffic Intelligent Transportation System Infrastructure for Rapidways	3,700	370	-	-	-	3,330	-	-	-
99900 : Fleet New Additions	4,795	1,582	-	-	-	3,213	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(604,722)	604,722	-	-	-
<b>Total Growth</b>	<b>1,364,530</b>	<b>124,455</b>	<b>68,982</b>	<b>1,500</b>	<b>238,036</b>	<b>795,208</b>	<b>9,895</b>	<b>-</b>	<b>126,454</b>

### Program Group: Rehabilitation & Replacement

39930 : Bridge & Culvert Rehabilitation	41,340	28,938	-	-	12,402	-	-	-	-
39960 : Various Road Resurfacing	182,600	120,692	-	11,838	50,070	-	-	-	-
39980 : Various Road Improvements	32,760	22,932	-	-	9,828	-	-	-	-
80108 : Sign Inventory Management Program	200	200	-	-	-	-	-	-	-
80220 : LED Replacement Traffic Signals	2,250	1,575	-	-	-	675	-	-	-
80221 : LED Streetlight Conversion	1,000	700	-	-	-	300	-	-	-
83910 : Roads Asset Management	14,759	10,331	-	-	-	4,428	-	-	-
83920 : Traffic Safety Program Improvements	1,000	700	-	-	-	300	-	-	-
84950 : Drainage System Program	3,760	2,632	-	-	-	1,128	-	-	-
87300 : East Humber River Bridge - Jane Street North of King Road	1,225	-	-	858	315	52	-	-	-
87310 : King Home Bridge - King Road East of Highway 400	2,500	-	-	1,750	750	-	-	-	-
87320 : Gibney Bridge - McCowan Road North of Queensville Sideroad	2,050	-	-	1,435	525	90	-	-	-
99801 : Rapidways Asset Management	600	211	-	-	-	89	-	-	300
99910 : Fleet Replacement	30,610	-	-	30,610	-	-	-	-	-
<b>Total Rehabilitation &amp; Replacement</b>	<b>316,654</b>	<b>188,911</b>	<b>68,982</b>	<b>46,491</b>	<b>73,890</b>	<b>7,062</b>	<b>-</b>	<b>-</b>	<b>300</b>

<b>Roads</b>	<b>1,681,184</b>	<b>313,366</b>	<b>68,982</b>	<b>47,991</b>	<b>311,926</b>	<b>802,270</b>	<b>9,895</b>	<b>-</b>	<b>126,754</b>
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## Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Program Group: Growth</b>													
<b>Gross Expenditures</b>													
36110 : Technology Data	490	-	-	-	-	-	-	-	-	-	490	-	490
36120 : Department Project Support	835	-	-	-	-	-	-	-	-	-	835	-	835
39910 : Miscellaneous Design & Survey for Future Projects	1,150	1,150	1,150	1,150	1,150	-	-	-	-	-	5,750	-	5,750
39920 : Property Acquisition for Future Capital Projects	500	-	-	-	-	-	-	-	-	-	500	-	500
39950 : Intersection Improvement Program	4,000	-	-	-	-	-	-	-	-	-	4,000	-	4,000
39970 : Miscellaneous Payments to Developers	4,000	-	-	-	-	-	-	-	-	-	4,000	-	4,000
39990 : Traffic Control Signal Electronic Improvements	1,970	-	-	-	-	-	-	-	-	-	1,970	-	1,970
39999 : Viva Network Traffic Engineering and Intelligent Transportation Systems	560	560	-	-	-	-	-	-	-	-	1,120	-	1,120
80101 : King Road - Yonge Street to Bond Crescent	85	-	-	-	-	-	-	-	-	-	85	-	85
80104 : Keele Street and Lloydtown Aurora Road	2,056	1,226	-	-	-	-	-	-	-	-	3,282	-	3,282
80105 : Pavement Marking Program	1,000	-	-	-	-	-	-	-	-	-	1,000	-	1,000
80116 : Teston Road - Pine Valley Drive to Weston Road	300	960	2,260	2,400	-	-	-	-	-	-	5,920	-	5,920
80118 : Capital Requirement for Roads Maintenance Yards	3,035	3,110	30	260	-	-	-	-	-	-	6,435	-	6,435
80120 : 2nd Concession - Doane Road to Queensville Side Road	10	-	-	-	-	-	-	-	-	-	10	-	10
80121 : Development Transportation Demand Mangement	300	300	100	-	-	-	-	-	-	-	700	-	700
80270 : York Durham Line and Durham Road #5	77	60	-	-	-	-	-	-	-	-	137	-	137
80430 : Regional Streetscaping	1,380	-	-	-	-	-	-	-	-	-	1,380	-	1,380
80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	390	-	-	-	-	-	-	-	-	-	390	-	390
80670 : Bayview Avenue - 19th Avenue to Stouffville Road	2,837	7,758	-	-	-	-	-	-	-	-	10,595	-	10,595
80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	4,602	8,283	540	-	-	-	-	-	-	-	13,425	-	13,425
80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	25	85	-	-	-	-	-	-	-	-	110	-	110
81010 : King Road and Weston Road	600	-	-	-	-	-	-	-	-	-	600	-	600
81030 : Leslie Street and 19th Avenue	10	50	25	10	-	-	-	-	-	-	95	-	95
81045 : Southwest Central Roads Maintenance Facilities	2,850	2,110	4,330	4,330	4,330	-	-	-	-	-	17,950	-	17,950
81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	580	8,690	13,140	7,740	2,844	-	-	-	-	-	32,994	-	32,994
81390 : Bathurst Street - North of Highway 7 to Rutherford Road	1,000	350	300	-	-	-	-	-	-	-	1,650	-	1,650

## Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$'000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
81420 : Bayview Avenue - John Street to Highway 7	70	70	-	-	-	-	-	-	-	-	140	-	140
81810 : Highway 50 - Highway 7 to Rutherford Road	414	631	-	-	-	-	-	-	-	-	1,045	-	1,045
81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	500	1,930	1,315	50	30	10	10	-	-	-	3,845	-	3,845
81932 : Viva Network Expansion Plan	2,250	-	-	-	-	-	-	-	-	-	2,250	-	2,250
81944 : Major Mackenzie Drive - Weston Road to Highway 400	3,310	670	-	-	-	-	-	-	-	-	3,980	-	3,980
81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	80	140	110	-	-	-	-	-	-	-	330	-	330
81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	150	290	220	-	-	-	-	-	-	-	660	-	660
81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	850	550	-	-	-	-	-	-	-	-	1,400	-	1,400
81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	50	750	8,750	8,000	-	-	-	-	-	-	17,550	-	17,550
81969 : Elgin Mills Road - Yonge Street to Bathurst Street	345	690	230	-	1,500	2,775	-	-	-	-	5,540	-	5,540
81971 : Bathurst Street - Elgin Mills Road to 19th Avenue	110	110	110	-	-	-	-	-	-	-	330	-	330
81972 : Stouffville Road - Bayview Avenue to Highway 404	230	-	-	-	-	-	-	-	-	-	230	-	230
81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	500	380	130	-	-	8,512	9,368	-	-	-	18,890	-	18,890
81979 : McCowan Road - Bullock Drive to 16th Avenue	80	140	110	-	-	-	-	-	-	-	330	-	330
81996 : Bayview Avenue - Steeles Avenue to John Street	70	70	-	-	-	-	-	-	-	-	140	-	140
82680 : Mid Block Crossing - Highway 404 North of Highway 7	4,408	16,061	10,280	-	-	-	-	-	-	-	30,749	-	30,749
82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	2,564	7,457	4,620	-	-	-	-	-	-	-	14,641	-	14,641
82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	74	118	118	-	-	-	-	-	-	-	310	-	310
82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	120	120	-	-	-	-	-	-	-	-	240	-	240
82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	600	350	300	-	-	-	-	-	-	-	1,250	-	1,250
83390 : 16th Avenue - Warden Avenue to Kennedy Road	74	118	118	-	-	-	-	-	-	-	310	-	310
83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	550	680	130	-	-	17,784	-	-	-	-	19,144	-	19,144
83480 : Transportation Master Plan Update	300	-	-	-	-	-	-	-	-	-	300	-	300
83490 : Smart Commute Initiative	217	-	-	-	-	-	-	-	-	-	217	-	217

## Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$'000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
83830 : Accessibility for Ontarians with Disabilities Act Compliance	250	-	-	-	-	-	-	-	-	-	250	-	250
83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	115	105	-	-	-	-	-	-	-	-	220	-	220
83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	93	-	-	-	-	-	-	-	-	-	93	-	93
84005 : Stouffville Road - Yonge Street to Bayview Avenue	115	-	-	-	-	-	-	-	-	-	115	-	115
84008 : 16th Avenue - McCowan Road to Ninth Line	204	324	324	-	-	-	-	-	-	-	852	-	852
84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	6,704	-	-	5,043	-	5,358	-	-	-	-	17,105	-	17,105
84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	600	450	400	-	-	-	-	-	-	-	1,450	-	1,450
84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	300	300	-	-	-	-	-	-	-	-	600	-	600
84170 : 16th Avenue - Kennedy Road to McCowan Road	66	104	104	-	-	-	-	-	-	-	274	-	274
84180 : Leslie Street - Wellington Street to St. John's Side Road	1,050	7,711	3,211	269	15	15	15	-	-	-	12,286	-	12,286
84190 : Leslie Street - John's Side Road to Mullock Drive	2,320	6,473	2,315	15	15	-	-	-	-	-	11,138	-	11,138
84200 : Doane Road - Highway 404 to Yonge Street	745	250	250	250	250	8,200	2,000	-	-	-	11,945	-	11,945
84860 : Bathurst Street and Davis Drive	580	-	-	-	-	-	-	-	-	-	580	-	580
84890 : Kennedy Road - 14th Avenue to Highway 407	30	30	30	-	-	-	-	-	-	-	90	-	90
84940 : Pedestrian and Cycling Program	500	-	-	-	-	-	-	-	-	-	500	-	500
85560 : Rutherford Road - Keele Street to Dufferin Street	305	606	3,109	-	-	-	-	-	-	-	4,020	-	4,020
85570 : Rutherford Road - Jane Street to Keele Street	284	1,152	2,270	-	-	-	-	-	-	-	3,706	-	3,706
85580 : Rutherford Road - Dufferin Street to Bathurst Street	100	-	-	-	-	-	-	-	-	-	100	-	100
85590 : Carrville Road - Bathurst Street to Yonge Street	110	-	-	-	-	-	-	-	-	-	110	-	110
85600 : 16th Avenue - Yonge Street to Bayview Ave	108	182	182	50	-	-	-	-	-	-	522	-	522
85610 : 16th Avenue - Leslie Street to Highway 404	53	94	94	-	-	-	-	-	-	-	241	-	241
85620 : 2nd Concession - Green Lane to Doane Road	14,400	7,710	-	-	-	-	-	-	-	-	22,110	-	22,110
85650 : Major Mackenzie Drive -Canadian Pacific Railway to Highway 27	9,480	17,145	17,145	6,075	-	-	-	-	-	-	49,845	-	49,845
85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	6,381	6,909	770	-	-	-	-	-	-	-	14,060	-	14,060
85710 : Yonge Street - Davis Drive to Green Lane	350	-	9,400	2,200	-	-	-	-	-	-	11,950	-	11,950
85790 : Southeast Patrol Area Works Yard	1,200	3,200	6,400	12,200	7,050	-	-	-	-	-	30,050	-	30,050
85810 : Arterial Corridor Transportation Studies	250	-	-	-	-	-	-	-	-	-	250	-	250

## Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$'000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
85830 : Retrofit Noise Mitigation	50	-	-	-	-	-	-	-	-	-	50	-	50
86880 : Pedestrian Cycling Municipal Partnership Program	500	-	-	-	-	-	-	-	-	-	500	-	500
95110 : Bayview Avenue - Major Mackenzie Drive to Elgin Mills Road	70	70	-	-	-	-	-	-	-	-	140	-	140
96020 : Bathurst Street - Green Lane West to Yonge Street	4,930	4,160	365	-	-	-	-	-	-	-	9,455	-	9,455
96770 : Keele Street - Steeles Avenue to Highway 7	4,000	882	-	-	-	-	-	-	-	-	4,882	-	4,882
97000 : Bayview Avenue - Highway 7 to 16th Avenue	120	120	-	-	-	-	-	-	-	-	240	-	240
97010 : Bloomington Road - Yonge Street to Bayview Avenue	280	29	24	-	-	-	-	-	-	-	333	-	333
97080 : Bloomington Road - Bayview Avenue to Highway 404	55	15	10	-	-	-	-	-	-	-	80	-	80
97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	4,893	15,912	4,316	175	25	15	15	-	-	-	25,351	-	25,351
97150 : Leslie Street - Bethesda Side Road to Bloomington Road	1,135	500	-	-	-	-	-	-	-	-	1,635	-	1,635
98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	18,748	9,029	50	50	-	-	-	-	-	-	27,877	-	27,877
98340 : 19th Avenue - Yonge Street to Bayview Avenue	1,167	2,483	-	-	-	-	-	-	-	-	3,650	-	3,650
98610 : Teston Road - Weston Road to Jane Street	300	-	-	-	-	-	-	-	-	-	300	-	300
98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	60	50	10	-	-	-	-	-	-	-	120	-	120
98690 : Bayview Avenue - Stouffville Road to Bloomington Road	700	500	-	-	-	-	-	-	-	-	1,200	-	1,200
98960 : Kennedy Road - Highway 407 to Highway 7	50	90	70	-	-	-	-	-	-	-	210	-	210
99180 : 16th Avenue - Bayview Avenue to Leslie Street	74	127	127	-	-	-	-	-	-	-	328	-	328
99240 : Kennedy Road - 14th Avenue to Denison Street	100	140	120	-	-	-	-	-	-	-	360	-	360
99510 : 16th Avenue - Highway 404 to Woodbine Avenue	47	84	84	-	-	-	-	-	-	-	215	-	215
99530 : Bloomington Road - Yonge Street to Bathurst Street	180	29	24	-	-	-	-	-	-	-	233	-	233
99540 : Langstaff Road - Dufferin Street to Keele Street	171	171	171	86	-	-	-	-	-	-	599	-	599
99550 : McCowan Road - Steeles Avenue to 14th Avenue	80	140	110	-	-	-	-	-	-	-	330	-	330
99780 : McCowan Road - 14th Avenue to Bullock Drive	60	60	60	-	-	-	-	-	-	-	180	-	180
99805 : Langstaff Road - Weston Road to Jane Street	243	243	243	121	-	-	-	-	-	-	850	-	850
99806 : Langstaff Road - Jane Street to Keele Street	850	1,250	1,450	1,450	-	-	-	-	-	-	5,000	-	5,000
99870 : Various Railway Crossing Improvements	500	-	-	-	-	-	-	-	-	-	500	-	500
99890 : Intelligent Transportation System	615	-	-	-	-	-	-	-	-	-	615	-	615

## Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$'000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
99891 : Traffic Intelligent Transportation System Infrastructure for Rapidways	1,000	200	2,500	-	-	-	-	-	-	-	3,700	-	3,700
99900 : Fleet New Additions	595	600	-	-	-	-	-	-	-	-	1,195	-	1,195
<b>Total Growth Gross Expenditures</b>	<b>140,824</b>	<b>155,646</b>	<b>104,154</b>	<b>51,924</b>	<b>17,209</b>	<b>42,669</b>	<b>11,408</b>	-	-	-	<b>523,834</b>	-	<b>523,834</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Current Tax Levy - Reserves	13,572	13,230	7,856	3,267	599	3,706	522	-	-	-	42,752	-	42,752
Development Charges	18,855	4,488	69,427	34,846	9,883	33,288	4,641	-	-	-	175,428	-	175,428
Debt Reduction Reserve	6,293	6,308	6,506	8,478	6,727	-	-	-	-	-	34,312	-	34,312
Reserves	500	300	100	-	-	-	-	-	-	-	900	-	900
<b>External</b>													
Federal Funding	1,100	-	-	-	-	-	-	-	-	-	1,100	-	1,100
Other Recoveries	13,942	22,111	20,265	5,333	-	5,675	6,245	-	-	-	73,571	-	73,571
<b>Debtenture</b>													
Debtenture Proceeds DC	86,562	109,209	-	-	-	-	-	-	-	-	195,771	-	195,771
<b>Total Growth Financing Sources</b>	<b>140,824</b>	<b>155,646</b>	<b>104,154</b>	<b>51,924</b>	<b>17,209</b>	<b>42,669</b>	<b>11,408</b>	-	-	-	<b>523,834</b>	-	<b>523,834</b>
<b>Program Group: Rehabilitation &amp; Replacement</b>													
<b>Gross Expenditures</b>													
39930 : Bridge & Culvert Rehabilitation	3,270	-	-	-	-	-	-	-	-	-	3,270	-	3,270
39960 : Various Road Resurfacing	15,700	16,050	-	-	-	-	-	-	-	-	31,750	-	31,750
39980 : Various Road Improvements	2,760	-	-	-	-	-	-	-	-	-	2,760	-	2,760
80108 : Sign Inventory Management Program	200	-	-	-	-	-	-	-	-	-	200	-	200
80221 : LED Streetlight Conversion	100	-	-	-	-	-	-	-	-	-	100	-	100
83910 : Roads Asset Management	1,340	-	-	-	-	-	-	-	-	-	1,340	-	1,340
83920 : Traffic Safety Program Improvements	100	-	-	-	-	-	-	-	-	-	100	-	100
84950 : Drainage System Program	280	-	-	-	-	-	-	-	-	-	280	-	280
87300 : East Humber River Bridge - Jane Street North of King Road	175	-	-	-	-	-	-	-	-	-	175	-	175
87320 : Gibney Bridge - McCowan Road North of Queenville Sideroad	300	-	-	-	-	-	-	-	-	-	300	-	300
99801 : Rapidways Asset Management	150	150	100	200	-	-	-	-	-	-	600	-	600
99910 : Fleet Replacement	2,810	2,730	-	-	-	-	-	-	-	-	5,540	-	5,540

## Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Total Rehabilitation &amp; Replacement Gross Expenditures</b>	27,185	18,930	100	200	-	-	-	-	-	-	46,415	-	46,415
<b>Financing Sources</b>													
<b>Regional</b>													
Current Tax Levy - Reserves	18,613	6,366	35	70	-	-	-	-	-	-	25,084	-	25,084
Development Charges	710	22	15	30	-	-	-	-	-	-	777	-	777
Reserves	5,978	7,652	-	-	-	-	-	-	-	-	13,630	-	13,630
<b>External</b>													
Other Recoveries	75	75	50	100	-	-	-	-	-	-	300	-	300
<b>Debtenture</b>													
Debtenture Proceeds DC	1,809	4,815	-	-	-	-	-	-	-	-	6,624	-	6,624
<b>Total Rehabilitation &amp; Replacement Financing Sources</b>	27,185	18,930	100	200	-	-	-	-	-	-	46,415	-	46,415
<b>Total Roads Gross Expenditures</b>	168,009	174,576	104,254	52,124	17,209	42,669	11,408	-	-	-	570,249	-	570,249
<b>Funding Sources</b>													
<b>Regional</b>													
Current Tax Levy - Reserves	32,185	19,596	7,891	3,337	599	3,706	522	-	-	-	67,836	-	67,836
Development Charges	19,565	4,510	69,442	34,876	9,883	33,288	4,641	-	-	-	176,205	-	176,205
Debt Reduction Reserve	6,293	6,308	6,506	8,478	6,727	-	-	-	-	-	34,312	-	34,312
Reserves	6,478	7,952	100	-	-	-	-	-	-	-	14,530	-	14,530
<b>External</b>													
Federal Funding	1,100	-	-	-	-	-	-	-	-	-	1,100	-	1,100
Other Recoveries	14,017	22,186	20,315	5,433	-	5,675	6,245	-	-	-	73,871	-	73,871
<b>Debtenture</b>													
Debtenture Proceeds DC	88,371	114,024	-	-	-	-	-	-	-	-	202,395	-	202,395
<b>Total Roads Financing Sources</b>	168,009	174,576	104,254	52,124	17,209	42,669	11,408	-	-	-	570,249	-	570,249

## Roads Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Growth</b>									
36110 : Technology Data	490	90	-	-	-	-	400	-	-
36120 : Department Project Support	835	135	-	-	-	-	700	-	-
39910 : Miscellaneous Design & Survey for Future Projects	5,750	575	-	-	-	5,175	-	-	-
39920 : Property Acquisition for Future Capital Projects	500	50	-	-	450	-	-	-	-
39950 : Intersection Improvement Program	4,000	400	-	-	-	3,600	-	-	-
39970 : Miscellaneous Payments to Developers	4,000	271	-	-	-	3,729	-	-	-
39990 : Traffic Control Signal Electronic Improvements	1,970	197	-	-	-	1,773	-	-	-
39999 : Viva Network Traffic Engineering and Intelligent Transportation Systems	1,120	112	-	-	-	1,008	-	-	-
80101 : King Road - Yonge Street to Bond Crescent	85	51	-	-	-	34	-	-	-
80104 : Keele Street and Lloydtown Aurora Road	3,282	329	-	-	2,953	-	-	-	-
80105 : Pavement Marking Program	1,000	700	-	-	-	300	-	-	-
80116 : Teston Road - Pine Valley Drive to Weston Road	5,920	592	-	-	5,328	-	-	-	-
80118 : Capital Requirement for Roads Maintenance Yards	6,435	290	6,145	-	-	-	-	-	-
80120 : 2nd Concession - Doane Road to Queenville Side Road	10	6	-	-	-	4	-	-	-
80121 : Development Transportation Demand Management	700	-	-	700	-	-	-	-	-
80270 : York Durham Line and Durham Road #5	137	14	-	-	-	123	-	-	-
80430 : Regional Streetscaping	1,380	76	-	200	-	1,104	-	-	-
80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	390	39	-	-	351	-	-	-	-
80670 : Bayview Avenue - 19th Avenue to Stouffville Road	10,595	1,060	-	-	9,535	-	-	-	-
80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	13,425	1,342	-	-	12,083	-	-	-	-

## Roads Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	110	12	-	-	-	98	-	-	-
81010 : King Road and Weston Road	600	60	-	-	540	-	-	-	-
81030 : Leslie Street and 19th Avenue	95	10	-	-	67	18	-	-	-
81045 : Southwest Central Roads Maintenance Facilities	17,950	-	17,950	-	-	-	-	-	-
81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	32,994	3,299	-	-	29,695	-	-	-	-
81390 : Bathurst Street - North of Highway 7 to Rutherford Road	1,650	165	-	-	1,485	-	-	-	-
81420 : Bayview Avenue - John Street to Highway 7	140	14	-	-	-	126	-	-	-
81810 : Highway 50 - Highway 7 to Rutherford Road	1,045	104	-	-	941	-	-	-	-
81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	3,845	2,307	-	-	1,530	8	-	-	-
81932 : Viva Network Expansion Plan	2,250	225	-	-	2,025	-	-	-	-
81944 : Major Mackenzie Drive - Weston Road to Highway 400	3,980	398	-	-	3,582	-	-	-	-
81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	330	33	-	-	-	297	-	-	-
81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	660	66	-	-	261	333	-	-	-
81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	1,400	140	-	-	1,260	-	-	-	-
81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	17,550	586	-	-	5,250	15	-	-	11,699
81969 : Elgin Mills Road - Yonge Street to Bathurst Street	5,540	555	-	-	4,985	-	-	-	-
81971 : Bathurst Street - Elgin Mills Road to 19th Avenue	330	33	-	-	-	297	-	-	-
81972 : Stouffville Road - Bayview Avenue to Highway 404	230	23	-	-	207	-	-	-	-
81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	18,890	630	-	-	5,364	303	-	-	12,593
81979 : McCowan Road - Bullock Drive to 16th Avenue	330	33	-	-	-	297	-	-	-
81996 : Bayview Avenue - Steeles Avenue to John Street	140	14	-	-	-	126	-	-	-

## Roads Capital Spending Authority Project Financing Sources by Program Group

(in \$'000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
82680 : Mid Block Crossing - Highway 404 North of Highway 7	30,749	1,057	-	-	9,515	-	-	-	20,177
82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	14,641	743	-	-	6,680	-	-	-	7,218
82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	310	31	-	-	-	279	-	-	-
82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	240	24	-	-	108	108	-	-	-
82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	1,250	125	-	-	1,125	-	-	-	-
83390 : 16th Avenue - Warden Avenue to Kennedy Road	310	31	-	-	-	279	-	-	-
83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	19,144	1,914	-	-	17,113	117	-	-	-
83480 : Transportation Master Plan Update	300	30	-	-	270	-	-	-	-
83490 : Smart Commute Initiative	217	22	-	-	-	195	-	-	-
83830 : Accessibility for Ontarians with Disabilities Act Compliance	250	250	-	-	-	-	-	-	-
83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	220	23	-	-	-	197	-	-	-
83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	93	9	-	-	-	84	-	-	-
84005 : Stouffville Road - Yonge Street to Bayview Avenue	115	12	-	-	-	103	-	-	-
84008 : 16th Avenue - McCowan Road to Ninth Line	852	84	-	-	584	184	-	-	-
84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	17,105	1,710	-	-	15,395	-	-	-	-
84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	1,450	145	-	-	1,305	-	-	-	-
84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	600	20	-	-	-	180	-	-	400
84170 : 16th Avenue - Kennedy Road to McCowan Road	274	27	-	-	-	247	-	-	-
84180 : Leslie Street - Wellington Street to St. John's Side Road	12,286	127	-	-	9,638	39	-	-	2,482
84190 : Leslie Street - John's Side Road to Mullock Drive	11,138	977	-	-	8,751	26	-	-	1,384

## Roads Capital Spending Authority Project Financing Sources by Program Group

(in \$'000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debiture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
84200 : Doane Road - Highway 404 to Yonge Street	11,945	1,195	-	-	10,750	-	-	-	-
84860 : Bathurst Street and Davis Drive	580	58	-	-	522	-	-	-	-
84890 : Kennedy Road - 14th Avenue to Highway 407	90	9	-	-	-	81	-	-	-
84940 : Pedestrian and Cycling Program	500	50	-	-	-	450	-	-	-
85560 : Rutherford Road - Keele Street to Dufferin Street	4,020	403	-	-	3,617	-	-	-	-
85570 : Rutherford Road - Jane Street to Keele Street	3,706	370	-	-	3,336	-	-	-	-
85580 : Rutherford Road - Dufferin Street to Bathurst Street	100	10	-	-	-	90	-	-	-
85590 : Carnville Road - Bathurst Street to Yonge Street	110	11	-	-	-	99	-	-	-
85600 : 16th Avenue - Yonge Street to Bayview Ave	522	52	-	-	209	261	-	-	-
85610 : 16th Avenue - Leslie Street to Highway 404	241	23	-	-	-	218	-	-	-
85620 : 2nd Concession - Green Lane to Doane Road	22,110	2,211	-	-	19,899	-	-	-	-
85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	49,845	4,586	-	-	41,259	-	-	-	4,000
85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	14,060	1,406	-	-	12,654	-	-	-	-
85710 : Yonge Street - Davis Drive to Green Lane	11,950	1,195	-	-	10,755	-	-	-	-
85790 : Southeast Patrol Area Works Yard	30,050	-	10,217	-	19,701	132	-	-	-
85810 : Arterial Corridor Transportation Studies	250	25	-	-	-	225	-	-	-
85830 : Retrofit Noise Mitigation	50	5	-	-	-	45	-	-	-
86880 : Pedestrian Cycling Municipal Partnership Program	500	50	-	-	-	450	-	-	-
95110 : Bayview Avenue - Major Mackenzie Drive to Elgin Mills Road	140	14	-	-	-	126	-	-	-
96020 : Bathurst Street - Green Lane West to Yonge Street	9,455	946	-	-	8,509	-	-	-	-
96770 : Keele Street - Steeles Avenue to Highway 7	4,882	488	-	-	4,394	-	-	-	-

## Roads Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
97000 : Bayview Avenue - Highway 7 to 16th Avenue	240	24	-	-	108	108	-	-	-
97010 : Bloomington Road - Yonge Street to Bayview Avenue	333	33	-	-	252	48	-	-	-
97080 : Bloomington Road - Bayview Avenue to Highway 404	80	9	-	-	-	71	-	-	-
97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	25,351	2,086	-	-	18,549	205	-	-	4,511
97150 : Leslie Street - Bethesda Side Road to Bloomington Road	1,635	981	-	-	654	-	-	-	-
98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	27,877	1,877	-	-	16,803	90	-	-	9,107
98340 : 19th Avenue - Yonge Street to Bayview Avenue	3,650	365	-	-	3,285	-	-	-	-
98610 : Teston Road - Weston Road to Jane Street	300	30	-	-	270	-	-	-	-
98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	120	12	-	-	-	108	-	-	-
98690 : Bayview Avenue - Strouffville Road to Bloomington Road	1,200	120	-	-	1,080	-	-	-	-
98960 : Kennedy Road - Highway 407 to Highway 7	210	21	-	-	-	189	-	-	-
99180 : 16th Avenue - Bayview Avenue to Leslie Street	328	33	-	-	-	295	-	-	-
99240 : Kennedy Road - 14th Avenue to Denison Street	360	36	-	-	-	324	-	-	-
99510 : 16th Avenue - Highway 404 to Woodbine Avenue	215	21	-	-	-	194	-	-	-
99530 : Bloomington Road - Yonge Street to Bathurst Street	233	23	-	-	-	210	-	-	-
99540 : Langstaff Road - Dufferin Street to Keele Street	599	60	-	-	77	462	-	-	-
99550 : McCowan Road - Steeles Avenue to 14th Avenue	330	33	-	-	-	297	-	-	-
99780 : McCowan Road - 14th Avenue to Bullock Drive	180	18	-	-	-	162	-	-	-
99805 : Langstaff Road - Weston Road to Jane Street	850	84	-	-	766	-	-	-	-
99806 : Langstaff Road - Jane Street to Keele Street	5,000	500	-	-	4,500	-	-	-	-

## Roads Capital Spending Authority Project Financing Sources by Program Group

(in \$'000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debiture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
99870 : Various Railway Crossing Improvements	500	200	-	-	-	300	-	-	-
99890 : Intelligent Transportation System	615	62	-	-	-	553	-	-	-
99891 : Traffic Intelligent Transportation System Infrastructure for Rapidways	3,700	370	-	-	-	3,330	-	-	-
99900 : Fleet New Additions	1,195	250	-	-	-	945	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(144,554)	144,554	-	-	-
<b>Total Growth</b>	<b>523,834</b>	<b>42,752</b>	<b>34,312</b>	<b>900</b>	<b>195,771</b>	<b>175,428</b>	<b>1,100</b>	<b>-</b>	<b>73,571</b>

### Program Group: Rehabilitation & Replacement

39930 : Bridge & Culvert Rehabilitation	3,270	2,289	-	-	981	-	-	-	-
39960 : Various Road Resurfacing	31,750	19,178	-	7,757	4,815	-	-	-	-
39980 : Various Road Improvements	2,760	1,932	-	-	828	-	-	-	-
80108 : Sign Inventory Management Program	200	200	-	-	-	-	-	-	-
80221 : LED Streetlight Conversion	100	70	-	-	-	30	-	-	-
83910 : Roads Asset Management	1,340	938	-	-	-	402	-	-	-
83920 : Traffic Safety Program Improvements	100	70	-	-	-	30	-	-	-
84950 : Drainage System Program	280	196	-	-	-	84	-	-	-
87300 : East Humber River Bridge - Jane Street North of King Road	175	-	-	123	-	52	-	-	-
87320 : Gibney Bridge - McCowan Road North of Queensville Sideroad	300	-	-	210	-	90	-	-	-
99801 : Rapidways Asset Management	600	211	-	-	-	89	-	-	300
99910 : Fleet Replacement	5,540	-	-	5,540	-	-	-	-	-
<b>Total Rehabilitation &amp; Replacement</b>	<b>46,415</b>	<b>25,084</b>	<b>13,630</b>	<b>6,624</b>	<b>777</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300</b>

<b>Roads</b>	<b>570,249</b>	<b>67,836</b>	<b>34,312</b>	<b>14,530</b>	<b>202,395</b>	<b>176,205</b>	<b>1,100</b>	<b>-</b>	<b>73,871</b>
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## York Region Rapid Transit Corporation 10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Gross Expenditures</b>															
90992 : Bus Rapid Transit Facilities and Terminals	132,657	19,361	14,747	35,309	10,699	2,919	2,539	1,129	-	-	-	-	67,342	-	219,360
90996 : Toronto-York Spadina Subway Extension	684,253	217,855	149,842	73,201	35,140	45	-	-	-	-	-	-	258,228	-	1,160,336
90997 : Yonge North Subway Extension	3,874	161	232	43	-	-	-	-	-	-	-	-	275	-	4,310
90999 : Transport Upgrades & Initiatives	1,973	137	284	291	299	162	10	10	-	-	-	-	1,056	-	3,166
<b>Total Gross Expenditures</b>	<b>822,757</b>	<b>237,514</b>	<b>165,105</b>	<b>108,844</b>	<b>46,138</b>	<b>3,126</b>	<b>2,549</b>	<b>1,139</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>326,901</b>	<b>-</b>	<b>1,387,172</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	2,860	-	-	-	-	-	-	-	-	-	-	-	-	-	2,860
Development Charges	115,348	13,045	28,890	41,861	26,727	146	9	9	-	-	-	-	97,642	-	226,035
Debt Reduction Reserve	-	76	-	3,438	-	-	-	-	-	-	-	-	3,438	-	3,514
Reserves	37,498	4,472	(2,247)	2,306	2,625	16	1	1	-	-	-	-	2,702	-	44,672
<b>External</b>															
Federal Funding	274,503	82,799	18,626	13,492	5,191	2,919	2,539	1,129	-	-	-	-	43,896	-	401,198
Provincial Funding	249,253	84,717	97,368	26,723	10,793	45	-	-	-	-	-	-	134,929	-	468,899
Other Recoveries	1,626	2,043	-	10,209	802	-	-	-	-	-	-	-	11,011	-	14,680
<b>Debtenture</b>															
Debtenture Proceeds DC	80,678	50,362	22,468	10,815	-	-	-	-	-	-	-	-	33,283	-	164,323
Debtenture Proceeds Tax Levy	60,991	-	-	-	-	-	-	-	-	-	-	-	-	-	60,991
<b>Total Financing Sources</b>	<b>822,757</b>	<b>237,514</b>	<b>165,105</b>	<b>108,844</b>	<b>46,138</b>	<b>3,126</b>	<b>2,549</b>	<b>1,139</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>326,901</b>	<b>-</b>	<b>1,387,172</b>

## York Region Rapid Transit Corporation 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
90992 : Bus Rapid Transit Facilities and Terminals	67,342	-	-	-	-	8,445	47,886	-	11,011
90996 : Toronto-York Spadina Subway Extension	258,228	-	3,438	2,322	52,084	69,445	130,939	-	-
90997 : Yonge North Subway Extension	275	-	-	275	-	-	-	-	-
90999 : Transport Upgrades & Initiatives	1,056	-	-	105	-	951	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(18,801)	18,801	-	-	-
<b>Total York Region Rapid Transit Corporation</b>	<b>326,901</b>	<b>-</b>	<b>3,438</b>	<b>2,702</b>	<b>33,283</b>	<b>97,642</b>	<b>178,825</b>	<b>-</b>	<b>11,011</b>

## York Region Rapid Transit Corporation Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Gross Expenditures</b>													
90992 : Bus Rapid Transit Facilities and Terminals	14,747	25,101	10,397	2,919	2,539	1,129	-	-	-	-	56,832	-	56,832
90996 : Toronto-York Spadina Subway Extension	149,842	73,201	35,140	45	-	-	-	-	-	-	258,228	-	258,228
90997 : Yonge North Subway Extension	232	43	-	-	-	-	-	-	-	-	275	-	275
90999 : Transport Upgrades & Initiatives	284	291	299	162	10	10	-	-	-	-	1,056	-	1,056
<b>Total Gross Expenditures</b>	<b>165,105</b>	<b>98,636</b>	<b>45,836</b>	<b>3,126</b>	<b>2,549</b>	<b>1,139</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>316,391</b>	<b>-</b>	<b>316,391</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Development Charges	28,890	41,861	26,727	146	9	9	-	-	-	-	97,642	-	97,642
Debt Reduction Reserve	-	3,438	-	-	-	-	-	-	-	-	3,438	-	3,438
Reserves	(2,247)	2,306	2,625	16	1	1	-	-	-	-	2,702	-	2,702
<b>External</b>													
Federal Funding	18,626	13,492	5,191	2,919	2,539	1,129	-	-	-	-	43,896	-	43,896
Provincial Funding	97,368	26,723	10,793	45	-	-	-	-	-	-	134,929	-	134,929
Other Recoveries	-	1	500	-	-	-	-	-	-	-	501	-	501
<b>Debtenture</b>													
Debtenture Proceeds DC	22,468	10,815	-	-	-	-	-	-	-	-	33,283	-	33,283
<b>Total Financing Sources</b>	<b>165,105</b>	<b>98,636</b>	<b>45,836</b>	<b>3,126</b>	<b>2,549</b>	<b>1,139</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>316,391</b>	<b>-</b>	<b>316,391</b>

## York Region Rapid Transit Corporation Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
90992 : Bus Rapid Transit Facilities and Terminals	56,832	-	-	-	-	8,445	47,886	-	501
90996 : Toronto-York Spadina Subway Extension	258,228	-	3,438	2,322	52,084	69,445	130,939	-	-
90997 : Yonge North Subway Extension	275	-	-	275	-	-	-	-	-
90999 : Transport Upgrades & Initiatives	1,056	-	-	105	-	951	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(18,801)	18,801	-	-	-
<b>Total York Region Rapid Transit Corporation</b>	<b>316,391</b>	<b>-</b>	<b>3,438</b>	<b>2,702</b>	<b>33,283</b>	<b>97,642</b>	<b>178,825</b>	<b>-</b>	<b>501</b>

# Water

## 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Program Group: Growth</b>															
<b>Gross Expenditures</b>															
70050 : Leslie St. Watermain	12,630	737	1,218	-	-	-	-	-	-	-	-	-	1,218	-	14,585
70120 : Orchard Heights Pumping Station Upgrade	5,542	436	10	30	-	-	-	-	-	-	-	-	40	-	6,018
71180 : Queensville Elevated Tank No1	10,040	11	9	9	-	-	-	-	-	-	-	-	18	-	10,069
71260 : Decommission Sharon E T	332	216	7	-	-	-	-	-	-	-	-	-	7	-	555
72200 : Georgina Water Supply - Sutton Water Servicing	1,271	165	6,500	5,000	10	10	-	-	-	-	-	-	11,520	-	12,956
72390 : Water for Tomorrow Program	15,836	1,300	1,205	1,560	1,502	1,420	1,369	1,177	1,000	945	945	1,005	12,128	-	29,264
72440 : Aurora Newmarket Water Study	146	6	-	-	-	-	-	-	-	-	-	-	-	-	152
72450 : Aurora Elevated Tank	4,011	6,139	864	362	10	-	-	-	-	-	-	-	1,236	-	11,386
72490 : East Gwillimbury Water Meter Chambers	1,401	588	10	10	-	-	-	-	-	-	-	-	20	-	2,009
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	10,823	815	309	11	3	-	-	-	-	-	-	-	323	-	11,961
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	15,646	4,621	10	10	-	-	-	-	-	-	-	-	20	-	20,287
73140 : Nobleton Elevated Tank and Watermain to Town	5,268	8	-	-	-	-	-	-	-	-	-	-	-	-	5,276
73160 : Nobleton - Additional Water Supply and Watermain	11,183	543	10	9	-	-	-	-	-	-	-	-	19	-	11,745
73170 : King City - Additional Water Supply Watermain	19,337	341	2,191	540	10	-	-	-	-	-	-	-	2,741	-	22,419
73300 : Water Master Plan Update	1,800	750	110	-	79	383	383	79	-	79	383	383	1,879	-	4,429
73580 : Toronto Water Supply - Cost Shared Works	215,319	7,323	2,946	6,290	4,472	3,270	4,096	7,994	7,505	3,437	30,050	30,060	100,120	105,860	428,622
73790 : Peel Water Supply - Cost - Shared Works	519,047	19,582	17,288	16,147	13,116	10,515	3,789	3,422	2,294	-	-	-	66,571	-	605,200
74220 : Decommission Markham Pumping Station	333	7	-	-	-	845	845	-	-	-	-	-	1,690	-	2,030
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	61,307	7,805	3,983	1,000	945	-	-	-	-	-	-	-	5,928	-	75,040

# Water

## 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
75390 : West Vaughan Water Servicing	235	289	159	3,021	-	-	-	-	-	-	5,515	14,864	23,559	26,520	50,603
75400 : East Vaughan Pumping Station	11,943	29,974	6,278	2,571	1,761	-	-	-	-	-	-	-	10,610	-	52,527
75410 : Decommission North Richmond Hill Pumping Station	-	-	-	-	220	920	-	-	-	-	-	-	1,140	-	1,140
75450 : Glenway Reservoir Expansion	5,296	764	10	10	-	-	-	-	-	-	-	-	20	-	6,080
75510 : Second Concession Watermain	7,974	4,969	483	533	22	-	-	-	-	-	-	-	1,038	-	13,981
75520 : Stouffville Zone 2 Elevated Tank and Watermain	21	153	106	250	6,801	1,285	10	10	-	-	-	-	8,462	-	8,636
75530 : North-East Vaughan Water Servicing	249	434	350	1,906	1,379	-	-	-	-	-	-	13,289	16,924	42,406	60,013
75600 : Green Lane Leslie Street Newmarket Central Watermain	-	407	430	-	-	-	-	426	426	1,370	8,783	7,032	18,467	-	18,874
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	4,819	23	6	6	-	-	-	-	-	-	-	-	12	-	4,854
75690 : South Maple Pumping Station Upgrade	-	-	141	595	-	-	-	-	-	-	-	-	736	-	736
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	264	25	48	51	-	-	-	-	-	686	686	686	1,471	20	1,780
75710 : York Peel Feedermain Upgrade	-	-	-	-	200	-	-	-	-	-	-	-	200	-	200
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	246	1,650	625	1,072	-	-	-	-	-	-	-	-	1,697	-	3,593
75800 : Water & Wastewater Vehicle Purchases	167	110	225	125	125	75	-	-	-	-	-	-	550	-	827
75850 : Aurora East BPS Upgrade	-	-	-	-	110	-	-	420	550	2,630	1,310	-	5,020	-	5,020
75860 : South Maple Reservoir Upgrade	3	-	300	2,210	2,910	1,000	-	-	-	-	-	-	6,420	-	6,423
76120 : Pressure District #7 - Elgin Mills Road - Enford Drive to Bayview Avenue	16,191	5	3	-	-	-	-	-	-	-	-	-	3	-	16,199
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandonf, Bloomington, Bayview Watermain	18,685	47	4	4	-	-	-	-	-	-	-	-	8	-	18,740
77420 : Decommission East Woodbridge Pumping Station	-	-	-	-	-	30	270	-	-	-	-	-	300	-	300
78270 : Ballantrae Well Expansion	-	22	236	326	166	187	21	1	-	-	-	-	937	-	959

# Water

## 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
79670 : Water System Capacity Assessment	10,270	31	31	82	82	82	82	82	31	31	82	82	667	-	10,968
<b>Total Growth Gross Expenditures</b>	<b>987,635</b>	<b>90,296</b>	<b>46,105</b>	<b>43,740</b>	<b>33,923</b>	<b>20,022</b>	<b>10,865</b>	<b>13,611</b>	<b>11,806</b>	<b>8,492</b>	<b>47,754</b>	<b>67,401</b>	<b>303,719</b>	<b>174,806</b>	<b>1,556,456</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Development Charges	61,872	3,167	1,802	2,662	33,798	18,643	10,865	13,611	11,806	8,492	47,754	67,401	216,834	25,760	307,633
Other Recoveries	220	-	-	-	-	-	-	-	-	-	-	-	-	-	220
Reserves	-	880	850	1,197	125	75	-	-	-	-	-	-	2,247	-	3,127
User Rates	5,619	-	-	-	-	-	-	-	-	-	-	-	-	-	5,619
<b>External</b>															
Federal Funding	2,401	-	-	-	-	-	-	-	-	-	-	-	-	-	2,401
Provincial Funding	2,399	-	-	-	-	-	-	-	-	-	-	-	-	-	2,399
Other Recoveries	1,675	50	1,000	800	-	-	-	-	-	-	-	-	1,800	-	3,525
<b>Debtenture</b>															
Debtenture Proceeds	782,714	-	-	-	-	-	-	-	-	-	-	-	-	-	782,714
Debtenture Proceeds DC	130,735	85,319	42,453	39,081	-	1,304	-	-	-	-	-	-	82,838	149,046	447,938
Debtenture Proceeds User Rate	-	880	-	-	-	-	-	-	-	-	-	-	-	-	880
<b>Total Growth Financing Sources</b>	<b>987,635</b>	<b>90,296</b>	<b>46,105</b>	<b>43,740</b>	<b>33,923</b>	<b>20,022</b>	<b>10,865</b>	<b>13,611</b>	<b>11,806</b>	<b>8,492</b>	<b>47,754</b>	<b>67,401</b>	<b>303,719</b>	<b>174,806</b>	<b>1,556,456</b>

## Program Group: Rehabilitation & Replacement

<b>Gross Expenditures</b>															
70470 : Elevated Water Tank Condition Assessment	-	500	375	625	550	550	550	550	550	550	550	550	5,400	-	5,900
70480 : Watermain Condition Assessment	-	2,000	1,100	2,000	1,000	1,100	1,000	1,000	1,000	1,000	1,000	1,000	11,200	-	13,200
70500 : Water Valve Chamber Inspection	-	-	390	390	390	390	170	170	170	170	170	170	2,580	-	2,580
70520 : Water Energy Management Efficiency	-	-	235	645	295	295	645	345	295	295	295	645	3,990	-	3,990
70550 : Facility Security Upgrade	-	350	300	300	300	300	300	300	-	-	-	-	1,800	-	2,150
72150 : Water Conservation Authority Joint Initiatives	21,829	5,171	5,255	5,118	5,218	5,318	5,438	5,561	5,685	5,811	5,938	6,067	55,409	-	82,409
73610 : Transmission Operations Optimizer	2,417	61	-	-	-	-	-	-	-	-	-	-	-	-	2,478
75540 : Water Modeling Update	72	-	26	-	21	5	28	-	11	10	31	2	134	-	206

## Water 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
78230 : Water Treatment Facility Metering and Sub Metering	-	51	175	25	25	25	25	25	25	25	25	25	400	-	451
78260 : Solar Systems Water Facilities	-	-	150	50	50	50	50	50	50	-	-	-	450	-	450
78300 : Water Emergencies	-	-	500	500	4,793	4,437	-	-	-	-	-	-	10,230	-	10,230
78330 : Groundwater Treatment Strategy	-	10	100	700	-	-	-	-	-	-	-	-	800	-	810
78500 : Water General	2,750	2	-	-	-	-	-	-	-	-	-	-	-	-	2,752
78510 : Surface Water Treatment	2,361	3,648	35	35	-	50	50	-	-	-	500	3,500	4,170	34,500	44,679
78511 : Ground Water Treatment	3,660	2,226	3,051	5,988	3,153	7,341	6,404	3,325	200	950	4,650	5,650	40,712	28,950	75,548
78512 : Pumping Water	10,047	560	6,421	4,512	342	20	200	600	300	2,400	3,900	800	19,495	-	30,102
78513 : Storage at Grade	-	-	-	-	-	-	-	200	2,000	-	-	200	2,400	-	2,400
78514 : Storage Elevated Tank	8,160	1,975	2,216	2,567	4,000	4,000	4,000	4,000	4,000	4,000	3,800	2,200	34,783	-	44,918
78516 : Storage Reservoir	2,186	2,344	4,755	3,199	10	10	200	350	-	100	650	1,800	11,074	-	15,604
78517 : Meter Chamber Water	90	47	406	10	10	-	250	110	80	200	230	320	1,616	-	1,753
78518 : Control Valve Chamber - Water	-	-	-	-	150	-	-	80	60	-	50	-	340	-	340
78519 : Transmission Main	21,991	630	826	13,200	600	3,780	11,830	15,306	8,501	4,000	14,500	14,400	86,943	-	109,564
78540 : Supervisory Control and Data Acquisition Communication Network Water	738	2,173	3,272	3,357	1,250	137	28	-	-	-	-	-	8,044	-	10,955
78563 : Technology Integration - Water	576	346	400	500	525	525	525	525	525	525	525	525	5,100	-	6,022
78564 : Tech Development Implementation Water	2,362	1,273	1,100	1,100	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	12,000	-	15,635
78581 : Water Asset Management	6,143	855	405	505	708	743	563	705	805	708	743	563	6,448	-	13,446
<b>Total Rehabilitation &amp; Replacement Gross Expenditures</b>	<b>85,382</b>	<b>24,222</b>	<b>31,493</b>	<b>45,326</b>	<b>24,615</b>	<b>30,301</b>	<b>33,481</b>	<b>34,427</b>	<b>25,482</b>	<b>21,969</b>	<b>38,782</b>	<b>39,642</b>	<b>325,518</b>	<b>63,450</b>	<b>498,572</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Reserves	15,832	16,573	31,493	45,326	24,615	30,301	33,481	34,427	25,482	21,969	38,782	39,642	325,518	63,450	421,373
User Rates	47,378	140	-	-	-	-	-	-	-	-	-	-	-	-	47,518
<b>External</b>															
Federal Funding	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10
Other Recoveries	700	-	-	-	-	-	-	-	-	-	-	-	-	-	700
<b>Debtenture</b>															

## Water 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Debtenture Proceeds	15,219	-	-	-	-	-	-	-	-	-	-	-	-	-	15,219
Debtenture Proceeds User Rate	6,243	7,509	-	-	-	-	-	-	-	-	-	-	-	-	13,752
<b>Total Rehabilitation &amp; Replacement Financing Sources</b>	<b>85,382</b>	<b>24,222</b>	<b>31,493</b>	<b>45,326</b>	<b>24,615</b>	<b>30,301</b>	<b>33,481</b>	<b>34,427</b>	<b>25,482</b>	<b>21,969</b>	<b>38,782</b>	<b>39,642</b>	<b>325,518</b>	<b>63,450</b>	<b>498,572</b>
<b>Total Water Gross Expenditures</b>	<b>1,073,017</b>	<b>114,518</b>	<b>77,598</b>	<b>89,066</b>	<b>58,538</b>	<b>50,323</b>	<b>44,346</b>	<b>48,038</b>	<b>37,288</b>	<b>30,461</b>	<b>86,536</b>	<b>107,043</b>	<b>629,237</b>	<b>238,256</b>	<b>2,055,028</b>
<b>Funding Sources</b>															
<b>Regional</b>															
Development Charges	61,872	3,167	1,802	2,662	33,798	18,643	10,865	13,611	11,806	8,492	47,754	67,401	216,834	25,760	307,633
Other Recoveries	220	-	-	-	-	-	-	-	-	-	-	-	-	-	220
Reserves	15,832	17,453	32,343	46,523	24,740	30,376	33,481	34,427	25,482	21,969	38,782	39,642	327,765	63,450	424,500
User Rates	52,997	140	-	-	-	-	-	-	-	-	-	-	-	-	53,137
<b>External</b>															
Federal Funding	2,411	-	-	-	-	-	-	-	-	-	-	-	-	-	2,411
Provincial Funding	2,399	-	-	-	-	-	-	-	-	-	-	-	-	-	2,399
Other Recoveries	2,375	50	1,000	800	-	-	-	-	-	-	-	-	1,800	-	4,225
<b>Debtenture</b>															
Debtenture Proceeds	797,933	-	-	-	-	-	-	-	-	-	-	-	-	-	797,933
Debtenture Proceeds DC	130,735	85,319	42,453	39,081	-	1,304	-	-	-	-	-	-	82,838	149,046	447,938
Debtenture Proceeds User Rate	6,243	8,389	-	-	-	-	-	-	-	-	-	-	-	-	14,632
<b>Total Water Financing Sources</b>	<b>1,073,017</b>	<b>114,518</b>	<b>77,598</b>	<b>89,066</b>	<b>58,538</b>	<b>50,323</b>	<b>44,346</b>	<b>48,038</b>	<b>37,288</b>	<b>30,461</b>	<b>86,536</b>	<b>107,043</b>	<b>629,237</b>	<b>238,256</b>	<b>2,055,028</b>

# Water

## 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Growth</b>									
70050 : Leslie St. Watermain	1,218	-	-	-	1,218	-	-	-	-
70120 : Orchard Heights Pumping Station Upgrade	40	-	-	-	-	40	-	-	-
71180 : Queensville Elevated Tank No1	18	-	-	-	-	18	-	-	-
71260 : Decommission Sharon E T	7	-	-	-	-	7	-	-	-
72200 : Georgina Water Supply - Sutton Water Servicing	11,520	-	-	-	9,720	-	-	-	1,800
72390 : Water for Tomorrow Program	12,128	-	-	-	-	12,128	-	-	-
72450 : Aurora Elevated Tank	1,236	-	-	-	1,226	10	-	-	-
72490 : East Gwillimbury Water Meter Chambers	20	-	-	-	-	20	-	-	-
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	323	-	-	-	309	14	-	-	-
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	20	-	-	-	-	20	-	-	-
73160 : Nobleton - Additional Water Supply and Watermain	19	-	-	-	-	19	-	-	-
73170 : King City - Additional Water Supply Watermain	2,741	-	-	-	2,731	10	-	-	-
73300 : Water Master Plan Update	1,879	-	-	-	-	1,879	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	100,120	-	-	-	100,120	-	-	-	-
73790 : Peel Water Supply - Cost - Shared Works	66,571	-	-	-	66,571	-	-	-	-
74220 : Decommission Markham Pumping Station	1,690	-	-	-	-	1,690	-	-	-
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	5,928	-	-	-	5,928	-	-	-	-
75390 : West Vaughan Water Servicing	23,559	-	-	-	23,559	-	-	-	-
75400 : East Vaughan Pumping Station	10,610	-	-	-	10,610	-	-	-	-
75410 : Decommission North Richmond Hill Pumping Station	1,140	-	-	-	-	1,140	-	-	-
75450 : Glenway Reservoir Expansion	20	-	-	-	-	20	-	-	-
75510 : Second Concession Watermain	1,038	-	-	-	1,016	22	-	-	-

# Water

## 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
75520 : Stouffville Zone 2 Elevated Tank and Watermain	8,462	-	-	-	8,442	20	-	-	-
75530 : North-East Vaughan Water Servicing	16,924	-	-	-	16,924	-	-	-	-
75600 : Green Lane Leslie Street Newmarket Central Watermain	18,467	-	-	-	18,467	-	-	-	-
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	12	-	-	-	-	12	-	-	-
75650 : South Maple Pumping Station Upgrade	736	-	-	-	-	736	-	-	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	1,471	-	-	-	1,471	-	-	-	-
75710 : York Peel Feedermain Upgrade	200	-	-	-	200	-	-	-	-
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	1,697	-	-	1,697	-	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	550	-	-	550	-	-	-	-	-
75850 : Aurora East BPS Upgrade	5,020	-	-	-	5,020	-	-	-	-
75860 : South Maple Reservoir Upgrade	6,420	-	-	-	6,420	-	-	-	-
76120 : Pressure District #7 - Elgin Mills Road - Enford Drive to Bayview Avenue	3	-	-	-	-	3	-	-	-
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandonf, Bloomington, Bayview Watermain	8	-	-	-	-	8	-	-	-
77420 : Decommission East Woodbridge Pumping Station	300	-	-	-	-	300	-	-	-
78270 : Ballantrae Well Expansion	937	-	-	-	-	937	-	-	-
79670 : Water System Capacity Assessment	667	-	-	-	-	667	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(197,114)	197,114	-	-	-
<b>Total Growth</b>	<b>303,719</b>	<b>-</b>	<b>-</b>	<b>2,247</b>	<b>82,838</b>	<b>216,834</b>	<b>-</b>	<b>-</b>	<b>1,800</b>
<b>Program Group: Rehabilitation &amp; Replacement</b>									
70470 : Elevated Water Tank Condition Assessment	5,400	-	-	5,400	-	-	-	-	-
70480 : Watermain Condition Assessment	11,200	-	-	11,200	-	-	-	-	-

# Water

## 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
70500 : Water Valve Chamber Inspection	2,580	-	-	2,580	-	-	-	-	-
70520 : Water Energy Management Efficiency	3,990	-	-	3,990	-	-	-	-	-
70550 : Facility Security Upgrade	1,800	-	-	1,800	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	55,409	-	-	55,409	-	-	-	-	-
75540 : Water Modeling Update	134	-	-	134	-	-	-	-	-
78230 : Water Treatment Facility Metering and Sub Metering	400	-	-	400	-	-	-	-	-
78260 : Solar Systems Water Facilities	450	-	-	450	-	-	-	-	-
78300 : Water Emergencies	10,230	-	-	10,230	-	-	-	-	-
78330 : Groundwater Treatment Strategy	800	-	-	800	-	-	-	-	-
78510 : Surface Water Treatment	4,170	-	-	4,170	-	-	-	-	-
78511 : Ground Water Treatment	40,712	-	-	40,712	-	-	-	-	-
78512 : Pumping Water	19,495	-	-	19,495	-	-	-	-	-
78513 : Storage at Grade	2,400	-	-	2,400	-	-	-	-	-
78514 : Storage Elevated Tank	34,783	-	-	34,783	-	-	-	-	-
78516 : Storage Reservoir	11,074	-	-	11,074	-	-	-	-	-
78517 : Meter Chamber Water	1,616	-	-	1,616	-	-	-	-	-
78518 : Control Valve Chamber - Water	340	-	-	340	-	-	-	-	-
78519 : Transmission Main	86,943	-	-	86,943	-	-	-	-	-
78540 : Supervisory Control and Data Acquisition Communication Network Water	8,044	-	-	8,044	-	-	-	-	-
78563 : Technology Integration - Water	5,100	-	-	5,100	-	-	-	-	-
78564 : Tech Development Implementation Water	12,000	-	-	12,000	-	-	-	-	-
78581 : Water Asset Management	6,448	-	-	6,448	-	-	-	-	-
<b>Total Rehabilitation &amp; Replacement</b>	<b>325,518</b>	<b>-</b>	<b>-</b>	<b>325,518</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Water</b>	<b>629,237</b>	<b>-</b>	<b>-</b>	<b>327,765</b>	<b>82,838</b>	<b>216,834</b>	<b>-</b>	<b>-</b>	<b>1,800</b>

## Water Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$'000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Program Group: Growth</b>													
<b>Gross Expenditures</b>													
70050 : Leslie St. Watermain	1,218	-	-	-	-	-	-	-	-	-	1,218	-	1,218
70120 : Orchard Heights Pumping Station Upgrade	10	30	-	-	-	-	-	-	-	-	40	-	40
71180 : Queensville Elevated Tank No1	9	9	-	-	-	-	-	-	-	-	18	-	18
71260 : Decommission Sharon E T	7	-	-	-	-	-	-	-	-	-	7	-	7
72200 : Georgina Water Supply - Sutton Water Servicing	6,500	5,000	10	10	-	-	-	-	-	-	11,520	-	11,520
72390 : Water for Tomorrow Program	1,205	-	-	-	-	-	-	-	-	-	1,205	-	1,205
72450 : Aurora Elevated Tank	864	362	10	-	-	-	-	-	-	-	1,236	-	1,236
72490 : East Gwillimbury Water Meter Chambers	10	10	-	-	-	-	-	-	-	-	20	-	20
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	309	11	3	-	-	-	-	-	-	-	323	-	323
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	10	10	-	-	-	-	-	-	-	-	20	-	20
73160 : Nobleton - Additional Water Supply and Watermain	10	9	-	-	-	-	-	-	-	-	19	-	19
73170 : King City - Additional Water Supply Watermain	2,191	540	10	-	-	-	-	-	-	-	2,741	-	2,741
73300 : Water Master Plan Update	110	-	-	-	-	-	-	-	-	-	110	-	110
73580 : Toronto Water Supply - Cost Shared Works	2,946	6,290	4,191	3,166	2,624	1,420	1,266	-	-	-	21,903	-	21,903
73790 : Peel Water Supply - Cost - Shared Works	17,288	16,147	13,116	10,515	3,789	3,422	2,294	-	-	-	66,571	-	66,571
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	3,983	1,000	945	-	-	-	-	-	-	-	5,928	-	5,928
75390 : West Vaughan Water Servicing	159	3,021	-	-	-	-	-	-	315	530	4,025	1,310	5,335
75400 : East Vaughan Pumping Station	6,278	2,571	1,761	-	-	-	-	-	-	-	10,610	-	10,610
75450 : Glenway Reservoir Expansion	10	10	-	-	-	-	-	-	-	-	20	-	20
75510 : Second Concession Watermain	483	533	22	-	-	-	-	-	-	-	1,038	-	1,038
75520 : Stouffville Zone 2 Elevated Tank and Watermain	106	250	1,255	85	10	10	-	-	-	-	1,716	-	1,716
75530 : North-East Vaughan Water Servicing	350	719	192	-	-	-	-	-	-	-	1,261	-	1,261
75600 : Green Lane Leslie Street Newmarket Central Watermain	430	-	-	-	-	426	426	119	495	401	2,297	-	2,297
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	6	6	-	-	-	-	-	-	-	-	12	-	12
75690 : South Maple Pumping Station Upgrade	141	595	-	-	-	-	-	-	-	-	736	-	736
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	48	51	-	-	-	-	-	-	61	61	221	20	241

## Water Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$'000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	625	1,072	-	-	-	-	-	-	-	-	1,697	-	1,697
75800 : Water & Wastewater Vehicle Purchases	225	-	-	-	-	-	-	-	-	-	225	-	225
75860 : South Maple Reservoir Upgrade	300	210	210	-	-	-	-	-	-	-	720	-	720
76120 : Pressure District #7 - Elgin Mills Road - Enford Drive to Bayview Avenue	3	-	-	-	-	-	-	-	-	-	3	-	3
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vondorf, Bloomington, Bayview Watermain	4	4	-	-	-	-	-	-	-	-	8	-	8
78270 : Ballantrae Well Expansion	236	326	166	187	21	1	-	-	-	-	937	-	937
79670 : Water System Capacity Assessment	31	-	-	-	-	-	-	-	-	-	31	-	31
<b>Total Growth Gross Expenditures</b>	<b>46,105</b>	<b>38,786</b>	<b>21,891</b>	<b>13,963</b>	<b>6,444</b>	<b>5,279</b>	<b>3,986</b>	<b>119</b>	<b>871</b>	<b>992</b>	<b>138,436</b>	<b>1,330</b>	<b>139,766</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Development Charges	1,802	1,020	21,891	13,963	6,444	5,279	3,986	119	871	992	56,367	780	57,147
Reserves	850	1,072	-	-	-	-	-	-	-	-	1,922	-	1,922
<b>External</b>													
Other Recoveries	1,000	800	-	-	-	-	-	-	-	-	1,800	-	1,800
<b>Debtenture</b>													
Debtenture Proceeds DC	42,453	35,894	-	-	-	-	-	-	-	-	78,347	550	78,897
<b>Total Growth Financing Sources</b>	<b>46,105</b>	<b>38,786</b>	<b>21,891</b>	<b>13,963</b>	<b>6,444</b>	<b>5,279</b>	<b>3,986</b>	<b>119</b>	<b>871</b>	<b>992</b>	<b>138,436</b>	<b>1,330</b>	<b>139,766</b>
<b>Program Group: Rehabilitation &amp; Replacement</b>													
<b>Gross Expenditures</b>													
70470 : Elevated Water Tank Condition Assessment	375	625	-	-	-	-	-	-	-	-	1,000	-	1,000
70480 : Watermain Condition Assessment	1,100	2,000	1,000	-	-	-	-	-	-	-	4,100	-	4,100
70500 : Water Valve Chamber Inspection	390	-	-	-	-	-	-	-	-	-	390	-	390
70520 : Water Energy Management Efficiency	235	-	-	-	-	-	-	-	-	-	235	-	235
70550 : Facility Security Upgrade	300	-	-	-	-	-	-	-	-	-	300	-	300
72150 : Water Conservation Authority Joint Initiatives	5,255	-	-	-	-	-	-	-	-	-	5,255	-	5,255
75540 : Water Modeling Update	26	-	-	-	-	-	-	-	-	-	26	-	26
78230 : Water Treatment Facility Metering and Sub Metering	175	-	-	-	-	-	-	-	-	-	175	-	175
78260 : Solar Systems Water Facilities	150	-	-	-	-	-	-	-	-	-	150	-	150
78300 : Water Emergencies	500	500	4,793	4,437	-	-	-	-	-	-	10,230	-	10,230

## Water Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
78330 : Groundwater Treatment Strategy	100	700	-	-	-	-	-	-	-	-	800	-	800
78510 : Surface Water Treatment	35	35	-	-	-	-	-	-	-	-	70	-	70
78511 : Ground Water Treatment	3,051	5,488	653	635	596	324	200	250	250	250	11,697	2,900	14,597
78512 : Pumping Water	6,421	4,512	342	20	-	-	-	-	-	-	11,295	-	11,295
78514 : Storage Elevated Tank	2,216	2,567	4,000	4,000	4,000	-	-	-	-	-	16,783	-	16,783
78516 : Storage Reservoir	4,755	3,199	10	10	-	-	-	-	-	-	7,974	-	7,974
78517 : Meter Chamber Water	406	10	10	-	-	-	-	-	-	-	426	-	426
78519 : Transmission Main	826	12,700	100	3,280	830	6	1	-	-	-	17,743	-	17,743
78540 : Supervisory Control and Data Acquisition Communication Network Water	3,272	3,357	1,250	137	28	-	-	-	-	-	8,044	-	8,044
78563 : Technology Integration - Water	400	-	-	-	-	-	-	-	-	-	400	-	400
78564 : Tech Development Implementation Water	1,100	-	-	-	-	-	-	-	-	-	1,100	-	1,100
78581 : Water Asset Management	405	-	-	-	-	-	-	-	-	-	405	-	405
<b>Total Rehabilitation &amp; Replacement Gross Expenditures</b>	<b>31,493</b>	<b>35,693</b>	<b>12,158</b>	<b>12,519</b>	<b>5,454</b>	<b>330</b>	<b>201</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>98,598</b>	<b>2,900</b>	<b>101,498</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Reserves	31,493	35,693	12,158	12,519	5,454	330	201	250	250	250	98,598	2,900	101,498
<b>Total Rehabilitation &amp; Replacement Financing Sources</b>	<b>31,493</b>	<b>35,693</b>	<b>12,158</b>	<b>12,519</b>	<b>5,454</b>	<b>330</b>	<b>201</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>98,598</b>	<b>2,900</b>	<b>101,498</b>
<b>Total Water Gross Expenditures</b>	<b>77,598</b>	<b>74,479</b>	<b>34,049</b>	<b>26,482</b>	<b>11,898</b>	<b>5,609</b>	<b>4,187</b>	<b>369</b>	<b>1,121</b>	<b>1,242</b>	<b>237,034</b>	<b>4,230</b>	<b>241,264</b>
<b>Funding Sources</b>													
<b>Regional</b>													
Development Charges	1,802	1,020	21,891	13,963	6,444	5,279	3,986	119	871	992	56,367	780	57,147
Reserves	32,343	36,765	12,158	12,519	5,454	330	201	250	250	250	100,520	2,900	103,420
<b>External</b>													
Other Recoveries	1,000	800	-	-	-	-	-	-	-	-	1,800	-	1,800
<b>Debtenture</b>													
Debtenture Proceeds DC	42,453	35,894	-	-	-	-	-	-	-	-	78,347	550	78,897
<b>Total Water Financing Sources</b>	<b>77,598</b>	<b>74,479</b>	<b>34,049</b>	<b>26,482</b>	<b>11,898</b>	<b>5,609</b>	<b>4,187</b>	<b>369</b>	<b>1,121</b>	<b>1,242</b>	<b>237,034</b>	<b>4,230</b>	<b>241,264</b>

# Water

## Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Growth</b>									
70050 : Leslie St. Watermain	1,218	-	-	-	1,218	-	-	-	-
70120 : Orchard Heights Pumping Station Upgrade	40	-	-	-	-	40	-	-	-
71180 : Queensville Elevated Tank No1	18	-	-	-	-	18	-	-	-
71260 : Decommission Sharon E T	7	-	-	-	-	7	-	-	-
72200 : Georgina Water Supply - Sutton Water Servicing	11,520	-	-	-	9,720	-	-	-	1,800
72390 : Water for Tomorrow Program	1,205	-	-	-	-	1,205	-	-	-
72450 : Aurora Elevated Tank	1,236	-	-	-	1,226	10	-	-	-
72490 : East Gwillimbury Water Meter Chambers	20	-	-	-	-	20	-	-	-
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	323	-	-	-	309	14	-	-	-
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	20	-	-	-	-	20	-	-	-
73160 : Nobleton - Additional Water Supply and Watermain	19	-	-	-	-	19	-	-	-
73170 : King City - Additional Water Supply Watermain	2,741	-	-	-	2,731	10	-	-	-
73300 : Water Master Plan Update	110	-	-	-	-	110	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	21,903	-	-	-	21,903	-	-	-	-
73790 : Peel Water Supply - Cost - Shared Works	66,571	-	-	-	66,571	-	-	-	-
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	5,928	-	-	-	5,928	-	-	-	-
75390 : West Vaughan Water Servicing	5,335	-	-	-	5,335	-	-	-	-
75400 : East Vaughan Pumping Station	10,610	-	-	-	10,610	-	-	-	-
75450 : Glenway Reservoir Expansion	20	-	-	-	-	20	-	-	-
75510 : Second Concession Watermain	1,038	-	-	-	1,016	22	-	-	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	1,716	-	-	-	1,696	20	-	-	-
75530 : North-East Vaughan Water Servicing	1,261	-	-	-	1,261	-	-	-	-

## Water Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
75600 : Green Lane Leslie Street Newmarket Central Watermain	2,297	-	-	-	2,297	-	-	-	-
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	12	-	-	-	-	12	-	-	-
75690 : South Maple Pumping Station Upgrade	736	-	-	-	-	736	-	-	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	241	-	-	-	241	-	-	-	-
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	1,697	-	-	1,697	-	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	225	-	-	225	-	-	-	-	-
75860 : South Maple Reservoir Upgrade	720	-	-	-	720	-	-	-	-
76120 : Pressure District #7 - Elgin Mills Road - Enford Drive to Bayview Avenue	3	-	-	-	-	3	-	-	-
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandorf, Bloomington, Bayview Watermain	8	-	-	-	-	8	-	-	-
78270 : Ballantrae Well Expansion	937	-	-	-	-	937	-	-	-
79670 : Water System Capacity Assessment	31	-	-	-	-	31	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(53,885)	53,885	-	-	-
<b>Total Growth</b>	<b>139,766</b>	<b>-</b>	<b>-</b>	<b>1,922</b>	<b>78,897</b>	<b>57,147</b>	<b>-</b>	<b>-</b>	<b>1,800</b>
<b>Program Group: Rehabilitation &amp; Replacement</b>									
70470 : Elevated Water Tank Condition Assessment	1,000	-	-	1,000	-	-	-	-	-
70480 : Watermain Condition Assessment	4,100	-	-	4,100	-	-	-	-	-
70500 : Water Valve Chamber Inspection	390	-	-	390	-	-	-	-	-
70520 : Water Energy Management Efficiency	235	-	-	235	-	-	-	-	-
70550 : Facility Security Upgrade	300	-	-	300	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	5,255	-	-	5,255	-	-	-	-	-
75540 : Water Modeling Update	26	-	-	26	-	-	-	-	-

## Water

### Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
78230 : Water Treatment Facility Metering and Sub Metering	175	-	-	175	-	-	-	-	-
78260 : Solar Systems Water Facilities	150	-	-	150	-	-	-	-	-
78300 : Water Emergencies	10,230	-	-	10,230	-	-	-	-	-
78330 : Groundwater Treatment Strategy	800	-	-	800	-	-	-	-	-
78510 : Surface Water Treatment	70	-	-	70	-	-	-	-	-
78511 : Ground Water Treatment	14,597	-	-	14,597	-	-	-	-	-
78512 : Pumping Water	11,295	-	-	11,295	-	-	-	-	-
78514 : Storage Elevated Tank	16,783	-	-	16,783	-	-	-	-	-
78516 : Storage Reservoir	7,974	-	-	7,974	-	-	-	-	-
78517 : Meter Chamber Water	426	-	-	426	-	-	-	-	-
78519 : Transmission Main	17,743	-	-	17,743	-	-	-	-	-
78540 : Supervisory Control and Data Acquisition Communication Network Water	8,044	-	-	8,044	-	-	-	-	-
78563 : Technology Integration - Water	400	-	-	400	-	-	-	-	-
78564 : Tech Development Implementation Water	1,100	-	-	1,100	-	-	-	-	-
78581 : Water Asset Management	405	-	-	405	-	-	-	-	-
<b>Total Rehabilitation &amp; Replacement</b>	<b>101,498</b>	<b>-</b>	<b>-</b>	<b>101,498</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Water</b>	<b>241,264</b>	<b>-</b>	<b>-</b>	<b>103,420</b>	<b>78,897</b>	<b>57,147</b>	<b>-</b>	<b>-</b>	<b>1,800</b>

## Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Program Group: Growth</b>															
<b>Gross Expenditures</b>															
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	-	-	-	-	-	-	-	-	-	-	500	500	1,000	2,500	3,500
70460 : Weidrick Sewer Overflow Gate	-	-	-	-	-	-	500	-	-	-	-	-	500	-	500
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	60,190	43,345	7,265	1,225	2,022	-	-	-	-	-	-	-	10,512	-	114,047
71230 : Holland Landing Lagoons Decom	14	-	-	-	-	-	-	-	-	-	100	1,000	1,100	-	1,114
72240 : Keswick Water Resource Recovery Facility Expansion	97,655	290	15	20	5,000	-	-	-	-	-	-	-	5,035	-	102,980
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	2,862	328	1,199	3,000	3,975	3,825	2,245	-	-	-	6,300	6,300	26,844	157,400	187,434
72410 : Temporary Flow Control System on York Durham Sewage System (YDSS)	2,618	236	-	-	-	-	-	-	-	-	-	-	-	-	2,854
72530 : Duffin Creek Stage 1 & 2 Upgrades	80,180	47,362	46,560	39,859	17,725	10,042	-	-	-	-	-	-	114,186	-	241,728
72580 : Inflow & Infiltration Reduction Implementation	-	7,618	10	48	-	-	-	-	-	-	-	-	58	-	7,676
73640 : Inflow & Infiltration Reduction	18,649	1,280	2,350	2,329	2,128	2,028	2,028	2,028	2,028	2,028	2,028	2,028	21,003	-	40,932
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	625,293	1,134	20	-	-	-	-	-	-	-	-	-	20	-	626,447
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	98,987	576	508	2	2	-	-	-	-	-	-	-	512	-	100,075
74040 : York Durham Sewage System (YDSS) - Southeast Collector	519,010	50,003	4,699	4,883	190	150	-	-	-	-	-	-	9,922	-	578,935
74270 : Upper York Sewage Servicing	30,131	9,836	15,600	19,040	51,615	44,240	57,728	87,455	103,413	73,103	59,015	20,000	531,209	10,000	581,176
75300 : West Vaughan Sewage Servicing	3,949	7,361	9,501	2,640	-	-	-	7,400	7,925	7,925	13,750	35,275	84,416	177,040	272,766
75310 : Northeast Vaughan Wastewater Servicing	329	614	366	2,620	3,735	-	-	-	-	-	-	28,971	35,692	71,724	108,359

## Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
75320 : Primary Trunk Sewer Study	42	-	-	-	-	1,120	1,140	8,260	8,260	3,080	4,120	4,620	30,600	19,000	49,642
75330 : Green Lane Sewer Diversion	7,153	2,898	22	22	-	-	-	-	-	-	-	-	44	-	10,095
75340 : East Queensville Pumping Station (PS) and Forcemain	-	-	-	-	-	640	800	2,100	6,920	5,540	-	-	16,000	-	16,000
75350 : Sharon Trunk Sewer	13,505	3,855	22	390	-	-	-	-	-	-	-	-	412	-	17,772
75640 : Wastewater System Capacity Studies	102	62	54	54	54	54	54	54	54	54	54	54	540	-	704
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	853	66	320	342	128	-	-	-	-	-	12,680	12,680	26,150	20	27,089
75760 : North Don Relief Sewer	17,570	32	22	-	-	-	-	-	-	-	-	-	22	-	17,624
75780 : Duffin Creek Lab Expansion	-	-	-	-	1,000	4,000	-	-	-	-	-	-	5,000	-	5,000
75810 : Humber Pumping Station Electrical Upgrade	324	1,890	700	120	-	-	-	-	-	-	-	-	820	-	3,034
79100 : York Durham Sewage System Wastewater Master Plan Update	2,339	757	110	-	79	383	383	79	-	79	383	383	1,879	-	4,975
79570 : Sutton Water Resource Recovery Facility Expansion	8,964	-	-	-	-	-	-	-	-	1,000	1,000	-	2,000	-	10,964
79740 : Peel System Cost Shared Works	55,719	3,795	1,893	8,543	10,000	6,261	7,029	-	-	-	-	-	33,726	-	93,240
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	22,239	5,154	2,137	1,114	36	-	-	-	-	-	-	-	3,287	-	30,680
<b>Total Growth Gross Expenditures</b>	<b>1,668,677</b>	<b>188,492</b>	<b>93,373</b>	<b>86,251</b>	<b>97,689</b>	<b>72,103</b>	<b>71,107</b>	<b>105,916</b>	<b>122,480</b>	<b>89,369</b>	<b>106,850</b>	<b>117,351</b>	<b>962,489</b>	<b>437,684</b>	<b>3,257,342</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Development Charges	48,770	819	218	126	85,937	46,288	70,313	8,946	118,350	87,829	105,608	115,159	638,774	20	688,383
Other Recoveries	67,151	47,200	7,287	1,615	2,022	-	-	-	-	-	100	1,000	12,024	-	126,375
Reserves	3,205	-	15,274	13,076	5,815	3,294	-	-	-	-	-	-	37,459	-	40,664
User Rates	7,060	-	-	-	-	-	-	-	-	-	-	-	-	-	7,060
<b>External</b>															
Federal Funding	30,707	-	-	-	-	-	-	-	-	-	-	-	-	-	30,707
Provincial Funding	29,767	-	-	-	-	-	-	-	-	-	-	-	-	-	29,767
Other Recoveries	130,817	9,588	9,348	8,244	3,915	2,933	794	4,130	4,130	1,540	1,142	1,192	37,368	18,140	195,913

## Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Debiture</b>															
Debiture Proceeds	1,136,216	-	-	-	-	-	-	-	-	-	-	-	-	-	1,136,216
Debiture Proceeds DC	214,660	115,270	61,246	63,190	-	19,588	-	92,840	-	-	-	-	236,864	419,524	986,318
Debiture Proceeds User Rate	324	15,615	-	-	-	-	-	-	-	-	-	-	-	-	15,939
<b>Total Growth Financing Sources</b>	<b>1,668,677</b>	<b>188,492</b>	<b>93,373</b>	<b>86,251</b>	<b>97,689</b>	<b>72,103</b>	<b>71,107</b>	<b>105,916</b>	<b>122,480</b>	<b>89,369</b>	<b>106,850</b>	<b>117,351</b>	<b>962,489</b>	<b>437,684</b>	<b>3,257,342</b>
<b>Program Group: Rehabilitation &amp; Replacement</b>															
<b>Gross Expenditures</b>															
70490 : CCTV Sewer Inspection	-	800	400	300	546	550	550	550	550	550	550	550	5,096	-	5,896
70500 : Valve Chamber Inspection	-	-	60	60	60	60	26	26	26	26	26	26	396	-	396
70520 : Energy Management Efficiency	-	-	235	200	200	200	200	200	200	200	200	200	2,035	-	2,035
70550 : Facility Security Upgrade	-	350	300	300	300	300	300	300	-	-	-	-	1,800	-	2,150
72590 : Mt Albert WPCP Corrosion Rehab	-	16	177	656	235	5	-	-	-	-	-	-	1,073	-	1,089
75380 : Wastewater Model Calibration	289	100	-	100	100	-	100	100	-	-	100	-	600	-	989
75570 : Existing Odour Control Facility Modification	17,672	670	20	12	-	-	-	-	-	-	-	-	32	-	18,374
75820 : Duffin Creek Incinerators	5	643	3,473	11,280	12,310	26,260	33,310	33,310	26,310	8,810	5,760	5,510	166,333	4,260	171,241
75830 : Southeast Collector Rehabilitation Primary Plan	-	948	-	-	-	-	-	-	-	-	-	-	-	-	948
75840 : Existing Southeast Collector Rehabilitation	-	898	2,000	9,500	11,650	6,095	15,000	25,000	20,305	18,900	13,050	-	121,500	-	122,398
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	2,928	200	200	200	200	200	200	200	200	200	200	200	2,000	-	5,128
78400 : Wastewater Emergencies	-	-	500	500	4,793	4,432	-	-	-	-	-	-	10,225	-	10,225
78410 : Sutton Water Resource Recovery Facility Upgrades	-	10	130	1,380	380	10	-	-	-	-	-	-	1,900	-	1,910
78420 : Aurora PS West FM Cleaning	-	37	900	50	30	-	-	-	-	-	-	-	980	-	1,017
78440 : oakridge Area OCF Mitigate Odour	-	117	95	1,755	-	-	-	-	-	-	-	-	1,850	-	1,967
78460 : Solar Systems Wastewater Facilities	-	-	50	50	100	50	50	-	-	-	-	-	300	-	300
78470 : Wastewater Facility Metering and Submetering	-	-	25	25	25	25	25	25	25	25	25	25	250	-	250

## Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
78520 : Wastewater General	17,156	690	1,209	338	370	399	235	-	-	-	-	-	2,551	-	20,397
78531 : Pumping Wastewater	24,610	11,633	920	1,458	1,500	-	-	100	1,000	150	1,100	1,850	8,078	56,900	101,221
78533 : Wastewater Treatment	3,800	2,426	3,368	1,167	23	-	-	-	200	1,100	800	-	6,658	-	12,884
78534 : Meter Chamber Wastewater	432	503	320	1,367	1,512	-	-	10,040	10,000	10,000	-	90	33,329	-	34,264
78536 : Trunk Sewer	9,089	7,392	5,335	13,345	13,536	16,790	34,500	34,500	19,690	26,625	25,850	38,870	229,041	-	245,522
78537 : Trunk Force main	286	-	300	400	500	300	-	-	-	-	-	-	1,500	-	1,786
78550 : Supervisory Control and Data Acquisition Communication Network Wastewater	828	2,277	3,373	3,257	1,251	137	28	-	-	-	-	-	8,046	-	11,151
78573 : Wastewater Technology Integration	562	346	480	510	525	525	525	525	525	525	525	525	5,190	-	6,098
78574 : Tech Development Implementation WasteWater	2,282	1,273	1,120	1,190	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	12,110	-	15,665
78582 : Wastewater Asset Management	3,030	1,005	830	840	728	788	583	830	840	728	788	583	7,538	-	11,573
78584 : Duffin Creek Water Pollution Control Plant Assets	796	255	275	430	270	505	595	555	525	375	425	350	4,305	-	5,356
79470 : Wastewater Conservation Authority Joint Initiative	12,661	2,011	2,008	2,016	2,033	2,050	2,050	2,050	2,050	2,050	2,050	2,050	20,407	-	35,079
79850 : York Durham Sewage System Duffin Creek Minor Capital	41,980	2,788	799	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,799	-	54,567
<b>Total Rehabilitation &amp; Replacement Gross Expenditures</b>	<b>138,406</b>	<b>37,388</b>	<b>28,902</b>	<b>53,686</b>	<b>55,402</b>	<b>61,906</b>	<b>90,502</b>	<b>110,536</b>	<b>84,671</b>	<b>72,589</b>	<b>53,674</b>	<b>53,054</b>	<b>664,922</b>	<b>61,160</b>	<b>901,876</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Development Charges	94	-	-	-	-	-	-	-	-	-	-	-	-	-	94
Other Recoveries	127	-	-	-	-	-	-	-	-	-	-	-	-	-	127
Reserves	48,540	21,083	27,992	50,731	52,177	55,026	81,775	101,809	77,778	70,281	52,165	51,610	621,344	60,044	751,011
User Rates	46,615	18	-	-	-	-	-	-	-	-	-	-	-	-	46,633
<b>External</b>															
Federal Funding	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10
Other Recoveries	572	169	910	2,955	3,225	6,880	8,727	8,727	6,893	2,308	1,509	1,444	43,578	1,116	45,435
<b>Debtenture</b>															
Debtenture Proceeds	15,303	-	-	-	-	-	-	-	-	-	-	-	-	-	15,303
Debtenture Proceeds User Rate	27,145	16,118	-	-	-	-	-	-	-	-	-	-	-	-	43,263
<b>Total Rehabilitation &amp; Replacement Financing Sources</b>	<b>138,406</b>	<b>37,388</b>	<b>28,902</b>	<b>53,686</b>	<b>55,402</b>	<b>61,906</b>	<b>90,502</b>	<b>110,536</b>	<b>84,671</b>	<b>72,589</b>	<b>53,674</b>	<b>53,054</b>	<b>664,922</b>	<b>61,160</b>	<b>901,876</b>

## Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Total Wastewater Gross Expenditures</b>	1,807,083	225,880	122,275	139,937	153,091	134,009	161,609	216,452	207,151	161,958	160,524	170,405	1,627,411	498,844	4,159,218
<b>Funding Sources</b>															
<b>Regional</b>															
Development Charges	48,864	819	218	126	85,937	46,288	70,313	8,946	118,350	87,829	105,608	115,159	638,774	20	688,477
Other Recoveries	67,278	47,200	7,287	1,615	2,022	-	-	-	-	-	100	1,000	12,024	-	126,502
Reserves	51,745	21,083	43,266	63,807	57,992	58,320	81,775	101,809	77,778	70,281	52,165	51,610	658,803	60,044	791,675
User Rates	53,675	18	-	-	-	-	-	-	-	-	-	-	-	-	53,693
<b>External</b>															
Federal Funding	30,717	-	-	-	-	-	-	-	-	-	-	-	-	-	30,717
Provincial Funding	29,767	-	-	-	-	-	-	-	-	-	-	-	-	-	29,767
Other Recoveries	131,389	9,757	10,258	11,199	7,140	9,813	9,521	12,857	11,023	3,848	2,651	2,636	80,946	19,256	241,348
<b>Debtenture</b>															
Debtenture Proceeds	1,151,519	-	-	-	-	-	-	-	-	-	-	-	-	-	1,151,519
Debtenture Proceeds DC	214,660	115,270	61,246	63,190	-	19,588	-	92,840	-	-	-	-	236,864	419,524	986,318
Debtenture Proceeds User Rate	27,469	31,733	-	-	-	-	-	-	-	-	-	-	-	-	59,202
<b>Total Wastewater Financing Sources</b>	1,807,083	225,880	122,275	139,937	153,091	134,009	161,609	216,452	207,151	161,958	160,524	170,405	1,627,411	498,844	4,159,218

# Wastewater

## 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Growth</b>									
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	1,000	-	-	-	800	-	-	-	200
70460 : Weldrick Sewer Overflow Gate	500	-	-	-	500	-	-	-	-
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	10,512	-	-	-	-	-	-	-	10,512
71230 : Holland Landing Lagoons Decom	1,100	-	-	-	-	-	-	-	1,100
72240 : Keswick Water Resource Recovery Facility Expansion	5,035	-	-	-	5,035	-	-	-	-
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	26,844	-	-	-	24,319	-	-	-	2,525
72530 : Duffin Creek Stage 1 & 2 Upgrades	114,186	-	-	37,459	53,890	-	-	-	22,837
72580 : Inflow & Infiltration Reduction Implementation	58	-	-	-	-	58	-	-	-
73640 : Inflow & Infiltration Reduction	21,003	-	-	-	21,003	-	-	-	-
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	20	-	-	-	18	-	-	-	2
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	512	-	-	-	508	4	-	-	-
74040 : York Durham Sewage System (YDSS) - Southeast Collector	9,922	-	-	-	9,922	-	-	-	-
74270 : Upper York Sewage Servicing	531,209	-	-	-	531,209	-	-	-	-
75300 : West Vaughan Sewage Servicing	84,416	-	-	-	84,416	-	-	-	-
75310 : Northeast Vaughan Wastewater Servicing	35,692	-	-	-	35,692	-	-	-	-
75320 : Primary Trunk Sewer Study	30,600	-	-	-	18,796	-	-	-	11,804
75330 : Green Lane Sewer Diversion	44	-	-	-	-	44	-	-	-
75340 : East Queensville Pumping Station (PS) and Forcemain	16,000	-	-	-	16,000	-	-	-	-
75350 : Sharon Trunk Sewer	412	-	-	-	-	-	-	-	412
75640 : Wastewater System Capacity Studies	540	-	-	-	-	540	-	-	-

## Wastewater

### 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debiture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	26,150	-	-	-	26,150	-	-	-	-
75760 : North Don Relief Sewer	22	-	-	-	-	22	-	-	-
75780 : Duffin Creek Lab Expansion	5,000	-	-	-	5,000	-	-	-	-
75810 : Humber Pumping Station Electrical Upgrade	820	-	-	-	820	-	-	-	-
79100 : York Durham Sewage System Wastewater Master Plan Update	1,879	-	-	-	-	1,879	-	-	-
79570 : Sutton Water Resource Recovery Facility Expansion	2,000	-	-	-	2,000	-	-	-	-
79740 : Peel System Cost Shared Works	33,726	-	-	-	33,726	-	-	-	-
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	3,287	-	-	-	3,287	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(636,227)	636,227	-	-	-
<b>Total Growth</b>	<b>962,489</b>	<b>-</b>	<b>-</b>	<b>37,459</b>	<b>236,864</b>	<b>638,774</b>	<b>-</b>	<b>-</b>	<b>49,392</b>

### Program Group: Rehabilitation & Replacement

70490 : CCTV Sewer Inspection	5,096	-	-	5,096	-	-	-	-	-
70500 : Valve Chamber Inspection	396	-	-	396	-	-	-	-	-
70520 : Energy Management Efficiency	2,035	-	-	2,035	-	-	-	-	-
70550 : Facility Security Upgrade	1,800	-	-	1,800	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	1,073	-	-	1,073	-	-	-	-	-
75380 : Wastewater Model Calibration	600	-	-	600	-	-	-	-	-
75570 : Existing Odour Control Facility Modification	32	-	-	32	-	-	-	-	-
75820 : Duffin Creek Incinerators	166,333	-	-	122,755	-	-	-	-	43,578
75840 : Existing Southeast Collector Rehabilitation	121,500	-	-	121,500	-	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	2,000	-	-	2,000	-	-	-	-	-
78400 : Wastewater Emergencies	10,225	-	-	10,225	-	-	-	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	1,900	-	-	1,900	-	-	-	-	-

# Wastewater

## 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debiture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
78420 : Aurora PS West FM Cleaning	980	-	-	980	-	-	-	-	-
78440 : oakridge Area OCF Mitigate Odour	1,850	-	-	1,850	-	-	-	-	-
78460 : Solar Systems Wastewater Facilities	300	-	-	300	-	-	-	-	-
78470 : Wastewater Facility Metering and Submetering	250	-	-	250	-	-	-	-	-
78520 : Wastewater General	2,551	-	-	2,551	-	-	-	-	-
78531 : Pumping Wastewater	8,078	-	-	8,078	-	-	-	-	-
78533 : Wastewater Treatment	6,658	-	-	6,658	-	-	-	-	-
78534 : Meter Chamber Wastewater	33,329	-	-	33,329	-	-	-	-	-
78536 : Trunk Sewer	229,041	-	-	229,041	-	-	-	-	-
78537 : Trunk Force main	1,500	-	-	1,500	-	-	-	-	-
78550 : Supervisory Control and Data Acquisition Communication Network Wastewater	8,046	-	-	8,046	-	-	-	-	-
78573 : Wastewater Technology Integration	5,190	-	-	5,190	-	-	-	-	-
78574 : Tech Development Implementation Waste/Water	12,110	-	-	12,110	-	-	-	-	-
78582 : Wastewater Asset Management	7,538	-	-	7,538	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	4,305	-	-	4,305	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	20,407	-	-	20,407	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	9,799	-	-	9,799	-	-	-	-	-
<b>Total Rehabilitation &amp; Replacement</b>	<b>664,922</b>	<b>-</b>	<b>-</b>	<b>621,344</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>43,578</b>
<b>Wastewater</b>	<b>1,627,411</b>	<b>-</b>	<b>-</b>	<b>658,803</b>	<b>236,864</b>	<b>638,774</b>	<b>-</b>	<b>-</b>	<b>92,970</b>

## Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Program Group: Growth</b>													
<b>Gross Expenditures</b>													
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	7,265	1,225	2,022	-	-	-	-	-	-	-	10,512	-	10,512
72240 : Keswick Water Resource Recovery Facility Expansion	15	20	5,000	-	-	-	-	-	-	-	5,035	-	5,035
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	1,199	3,000	3,975	3,825	2,245	-	-	-	-	-	14,244	-	14,244
72530 : Duffin Creek Stage 1 & 2 Upgrades	46,560	39,859	17,725	10,042	-	-	-	-	-	-	114,186	-	114,186
72580 : Inflow & Infiltration Reduction Implementation	10	48	-	-	-	-	-	-	-	-	58	-	58
73640 : Inflow & Infiltration Reduction	2,350	2,329	2,128	-	-	-	-	-	-	-	6,807	-	6,807
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	20	-	-	-	-	-	-	-	-	-	20	-	20
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	508	2	2	-	-	-	-	-	-	-	512	-	512
74040 : York Durham Sewage System (YDSS) - Southeast Collector	4,699	4,883	190	150	-	-	-	-	-	-	9,922	-	9,922
74270 : Upper York Sewage Servicing	15,600	4,040	6,615	4,240	4,495	8,413	8,413	7,413	4,000	2,000	65,229	1,000	66,229
75300 : West Vaughan Sewage Servicing	9,501	2,640	-	-	-	400	425	425	750	1,775	15,916	8,716	24,632
75310 : Northeast Vaughan Wastewater Servicing	366	427	-	-	-	-	-	-	-	-	793	-	793
75330 : Green Lane Sewer Diversion	22	22	-	-	-	-	-	-	-	-	44	-	44
75350 : Sharon Trunk Sewer	22	390	-	-	-	-	-	-	-	-	412	-	412
75640 : Wastewater System Capacity Studies	54	-	-	-	-	-	-	-	-	-	54	-	54
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	320	342	128	-	-	-	-	-	180	180	1,150	20	1,170
75760 : North Don Relief Sewer	22	-	-	-	-	-	-	-	-	-	22	-	22
75810 : Humber Pumping Station Electrical Upgrade	700	120	-	-	-	-	-	-	-	-	820	-	820
79100 : York Durham Sewage System Wastewater Master Plan Update	110	-	-	-	-	-	-	-	-	-	110	-	110
79740 : Peel System Cost Shared Works	1,893	8,543	10,000	6,261	7,029	-	-	-	-	-	33,726	-	33,726
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	2,137	1,114	36	-	-	-	-	-	-	-	3,287	-	3,287
<b>Total Growth Gross Expenditures</b>	<b>93,373</b>	<b>69,004</b>	<b>47,821</b>	<b>24,518</b>	<b>13,769</b>	<b>8,813</b>	<b>8,838</b>	<b>7,838</b>	<b>4,930</b>	<b>3,955</b>	<b>282,859</b>	<b>9,736</b>	<b>292,595</b>
<b>Financing Sources</b>													
<b>Regional</b>													

## Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
Development Charges	218	72	36,069	18,851	13,545	8,813	8,838	7,838	4,930	3,955	103,129	20	103,149
Other Recoveries	7,287	1,615	2,022	-	-	-	-	-	-	-	10,924	-	10,924
Reserves	15,274	13,076	5,815	3,294	-	-	-	-	-	-	37,459	-	37,459
<b>External</b>													
Other Recoveries	9,348	8,244	3,915	2,373	224	-	-	-	-	-	24,104	-	24,104
<b>Debtenture</b>													
Debtenture Proceeds DC	61,246	45,997	-	-	-	-	-	-	-	-	107,243	9,716	116,959
<b>Total Growth Financing Sources</b>	<b>93,373</b>	<b>69,004</b>	<b>47,821</b>	<b>24,518</b>	<b>13,769</b>	<b>8,813</b>	<b>8,838</b>	<b>7,838</b>	<b>4,930</b>	<b>3,955</b>	<b>282,859</b>	<b>9,736</b>	<b>292,595</b>
<b>Program Group: Rehabilitation &amp; Replacement</b>													
<b>Gross Expenditures</b>													
70490 : CCTV Sewer Inspection	400	300	-	-	-	-	-	-	-	-	700	-	700
70500 : Valve Chamber Inspection	60	-	-	-	-	-	-	-	-	-	60	-	60
70520 : Energy Management Efficiency	235	-	-	-	-	-	-	-	-	-	235	-	235
70550 : Facility Security Upgrade	300	-	-	-	-	-	-	-	-	-	300	-	300
72590 : Mt Albert WPCP Corrosion Rehab	177	656	235	5	-	-	-	-	-	-	1,073	-	1,073
75570 : Existing Odour Control Facility Modification	20	12	-	-	-	-	-	-	-	-	32	-	32
75820 : Duffin Creek Incinerators	3,473	11,280	12,310	26,260	33,310	33,310	26,310	8,810	5,760	5,510	166,333	4,260	170,593
75840 : Existing Southeast Collector Rehabilitation	2,000	9,500	11,650	6,095	15,000	25,000	20,305	18,900	13,050	-	121,500	-	121,500
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	200	200	200	200	200	-	-	-	-	-	1,000	-	1,000
78400 : Wastewater Emergencies	500	500	4,793	4,432	-	-	-	-	-	-	10,225	-	10,225
78410 : Sutton Water Resource Recovery Facility Upgrades	130	1,380	380	10	-	-	-	-	-	-	1,900	-	1,900
78420 : Aurora PS West FM Cleaning	900	50	30	-	-	-	-	-	-	-	980	-	980
78440 : oakridge Area OCF Mitigate Odour	95	1,755	-	-	-	-	-	-	-	-	1,850	-	1,850
78460 : Solar Systems Wastewater Facilities	50	-	-	-	-	-	-	-	-	-	50	-	50
78470 : Waterwater Facility Metering and Submetering	25	-	-	-	-	-	-	-	-	-	25	-	25
78520 : Wastewater General	1,209	338	370	399	235	-	-	-	-	-	2,551	-	2,551
78531 : Pumping Wastewater	920	958	-	-	-	-	-	-	-	-	1,878	-	1,878
78533 : Wastewater Treatment	3,368	917	23	-	-	-	-	-	-	-	4,308	-	4,308
78534 : Meter Chamber Wastewater	320	367	512	-	-	-	-	-	-	-	1,199	-	1,199
78536 : Trunk Sewer	5,335	13,295	13,376	6,500	15,250	15,250	8,415	-	-	-	77,421	-	77,421

## Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
78537 : Trunk Force main	300	300	-	-	-	-	-	-	-	-	600	-	600
78550 : Supervisory Control and Data Acquisition Communication Network Wastewater	3,373	3,257	1,251	137	28	-	-	-	-	-	8,046	-	8,046
78573 : Wastewater Technology Integration	480	-	-	-	-	-	-	-	-	-	480	-	480
78574 : Tech Development Implementation WasteWater	1,120	-	-	-	-	-	-	-	-	-	1,120	-	1,120
78582 : Wastewater Asset Management	830	-	-	-	-	-	-	-	-	-	830	-	830
78584 : Duffin Creek Water Pollution Control Plant Assets	275	-	-	-	-	-	-	-	-	-	275	-	275
79470 : Wastewater Conservation Authority Joint Initiative	2,008	-	-	-	-	-	-	-	-	-	2,008	-	2,008
79850 : York Durham Sewage System Duffin Creek Minor Capital	799	-	-	-	-	-	-	-	-	-	799	-	799
<b>Total Rehabilitation &amp; Replacement Gross Expenditures</b>	<b>28,902</b>	<b>45,065</b>	<b>45,130</b>	<b>44,038</b>	<b>64,023</b>	<b>73,560</b>	<b>55,030</b>	<b>27,710</b>	<b>18,810</b>	<b>5,510</b>	<b>407,778</b>	<b>4,260</b>	<b>412,038</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Reserves	27,992	42,110	41,905	37,158	55,296	64,833	48,137	25,402	17,301	4,066	364,200	3,144	367,344
<b>External</b>													
Other Recoveries	910	2,955	3,225	6,880	8,727	8,727	6,893	2,308	1,509	1,444	43,578	1,116	44,694
<b>Total Rehabilitation &amp; Replacement Financing Sources</b>	<b>28,902</b>	<b>45,065</b>	<b>45,130</b>	<b>44,038</b>	<b>64,023</b>	<b>73,560</b>	<b>55,030</b>	<b>27,710</b>	<b>18,810</b>	<b>5,510</b>	<b>407,778</b>	<b>4,260</b>	<b>412,038</b>
<b>Total Wastewater Gross Expenditures</b>	<b>122,275</b>	<b>114,069</b>	<b>92,951</b>	<b>68,556</b>	<b>77,792</b>	<b>82,373</b>	<b>63,868</b>	<b>35,548</b>	<b>23,740</b>	<b>9,465</b>	<b>690,637</b>	<b>13,996</b>	<b>704,633</b>
<b>Funding Sources</b>													
<b>Regional</b>													
Development Charges	218	72	36,069	18,851	13,545	8,813	8,838	7,838	4,930	3,955	103,129	20	103,149
Other Recoveries	7,287	1,615	2,022	-	-	-	-	-	-	-	10,924	-	10,924
Reserves	43,266	55,186	47,720	40,452	55,296	64,833	48,137	25,402	17,301	4,066	401,659	3,144	404,803
<b>External</b>													
Other Recoveries	10,258	11,199	7,140	9,253	8,951	8,727	6,893	2,308	1,509	1,444	67,682	1,116	68,798
<b>Debtenture</b>													
Debtenture Proceeds DC	61,246	45,997	-	-	-	-	-	-	-	-	107,243	9,716	116,959
<b>Total Wastewater Financing Sources</b>	<b>122,275</b>	<b>114,069</b>	<b>92,951</b>	<b>68,556</b>	<b>77,792</b>	<b>82,373</b>	<b>63,868</b>	<b>35,548</b>	<b>23,740</b>	<b>9,465</b>	<b>690,637</b>	<b>13,996</b>	<b>704,633</b>

## Wastewater Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Growth</b>									
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	10,512	-	-	-	-	-	-	-	10,512
72240 : Keswick Water Resource Recovery Facility Expansion	5,035	-	-	-	5,035	-	-	-	-
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	14,244	-	-	-	12,979	-	-	-	1,265
72530 : Duffin Creek Stage 1 & 2 Upgrades	114,186	-	-	37,459	53,890	-	-	-	22,837
72580 : Inflow & Infiltration Reduction Implementation	58	-	-	-	-	58	-	-	-
73640 : Inflow & Infiltration Reduction	6,807	-	-	-	6,807	-	-	-	-
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	20	-	-	-	18	-	-	-	2
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	512	-	-	-	508	4	-	-	-
74040 : York Durham Sewage System (YDSS) - Southeast Collector	9,922	-	-	-	9,922	-	-	-	-
74270 : Upper York Sewage Servicing	66,229	-	-	-	66,229	-	-	-	-
75300 : West Vaughan Sewage Servicing	24,632	-	-	-	24,632	-	-	-	-
75310 : Northeast Vaughan Wastewater Servicing	793	-	-	-	793	-	-	-	-
75330 : Green Lane Sewer Diversion	44	-	-	-	-	44	-	-	-
75350 : Sharon Trunk Sewer	412	-	-	-	-	-	-	-	412
75640 : Wastewater System Capacity Studies	54	-	-	-	-	54	-	-	-
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	1,170	-	-	-	1,150	20	-	-	-
75760 : North Don Relief Sewer	22	-	-	-	-	22	-	-	-
75810 : Humber Pumping Station Electrical Upgrade	820	-	-	-	820	-	-	-	-
79100 : York Durham Sewage System Wastewater Master Plan Update	110	-	-	-	-	110	-	-	-

## Wastewater Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debiture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
79740 : Peel System Cost Shared Works	33,726	-	-	-	33,726	-	-	-	-
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	3,287	-	-	-	3,287	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(102,837)	102,837	-	-	-
<b>Total Growth</b>	<b>292,595</b>	<b>-</b>	<b>-</b>	<b>37,459</b>	<b>116,959</b>	<b>103,149</b>	<b>-</b>	<b>-</b>	<b>35,028</b>
<b>Program Group: Rehabilitation &amp; Replacement</b>									
70490 : CCTV Sewer Inspection	700	-	-	700	-	-	-	-	-
70500 : Valve Chamber Inspection	60	-	-	60	-	-	-	-	-
70520 : Energy Management Efficiency	235	-	-	235	-	-	-	-	-
70550 : Facility Security Upgrade	300	-	-	300	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	1,073	-	-	1,073	-	-	-	-	-
75570 : Existing Odour Control Facility Modification	32	-	-	32	-	-	-	-	-
75820 : Duffin Creek Incinerators	170,593	-	-	125,899	-	-	-	-	44,694
75840 : Existing Southeast Collector Rehabilitation	121,500	-	-	121,500	-	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	1,000	-	-	1,000	-	-	-	-	-
78400 : Wastewater Emergencies	10,225	-	-	10,225	-	-	-	-	-
78410 : Suttton Water Resource Recovery Facility Upgrades	1,900	-	-	1,900	-	-	-	-	-
78420 : Aurora PS West FM Cleaning	980	-	-	980	-	-	-	-	-
78440 : oakridge Area OCF Mitigate Odour	1,850	-	-	1,850	-	-	-	-	-
78460 : Solar Systems Wastewater Facilities	50	-	-	50	-	-	-	-	-
78470 : Wastewater Facility Metering and Submetering	25	-	-	25	-	-	-	-	-
78520 : Wastewater General	2,551	-	-	2,551	-	-	-	-	-
78531 : Pumping Wastewater	1,878	-	-	1,878	-	-	-	-	-
78533 : Wastewater Treatment	4,308	-	-	4,308	-	-	-	-	-
78534 : Meter Chamber Wastewater	1,199	-	-	1,199	-	-	-	-	-

## Wastewater Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
78536 : Trunk Sewer	77,421	-	-	77,421	-	-	-	-	-
78537 : Trunk Force main	600	-	-	600	-	-	-	-	-
78550 : Supervisory Control and Data Acquisition Communication Network Wastewater	8,046	-	-	8,046	-	-	-	-	-
78573 : Wastewater Technology Integration	480	-	-	480	-	-	-	-	-
78574 : Tech Development Implementation WasteWater	1,120	-	-	1,120	-	-	-	-	-
78582 : Wastewater Asset Management	830	-	-	830	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	275	-	-	275	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	2,008	-	-	2,008	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	799	-	-	799	-	-	-	-	-
<b>Total Rehabilitation &amp; Replacement</b>	<b>412,038</b>	<b>-</b>	<b>-</b>	<b>367,344</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>44,694</b>
<b>Wastewater</b>	<b>704,633</b>	<b>-</b>	<b>-</b>	<b>404,803</b>	<b>116,959</b>	<b>103,149</b>	<b>-</b>	<b>-</b>	<b>79,722</b>

## Waste Management 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Program Group: Rehabilitation &amp; Replacement</b>															
<b>Gross Expenditures</b>															
70195 : Solid Waste Master Plan	1,433	-	-	350	150	-	-	-	250	250	-	-	1,000	-	2,433
71275 : Facility Upgrade - Waste Management Facility	-	1,050	-	-	-	-	-	-	-	-	-	-	-	-	1,050
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	-	-	200	1,343	-	-	3,680	195	100	100	100	7,225	12,943	-	12,943
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	4,840	200	3,100	-	-	-	-	-	-	-	-	-	3,100	-	8,140
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	303	48	-	1,000	1,264	-	637	544	50	476	257	330	4,558	-	4,909
78583 : Solid Waste Asset Management	340	50	25	75	25	25	65	25	75	25	25	65	430	-	820
79885 : New Waste Management Initiatives	1,836	60	100	200	200	200	200	200	200	200	200	200	1,900	-	3,796
79935 : Household Hazardous Waste Depot - Vaughan	1,620	129	1,780	1	-	-	-	-	-	-	-	-	1,781	-	3,530
<b>Total Rehabilitation &amp; Replacement Gross Expenditures</b>	<b>10,372</b>	<b>1,537</b>	<b>5,205</b>	<b>2,969</b>	<b>1,639</b>	<b>225</b>	<b>4,582</b>	<b>964</b>	<b>675</b>	<b>1,051</b>	<b>582</b>	<b>7,820</b>	<b>25,712</b>	<b>-</b>	<b>37,621</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Development Charges	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserves	10,221	1,537	5,205	2,969	1,639	225	4,582	964	675	1,051	582	7,820	25,712	-	37,470
<b>External</b>															
Other Recoveries	144	-	-	-	-	-	-	-	-	-	-	-	-	-	144
<b>Total Rehabilitation &amp; Replacement Financing Sources</b>	<b>10,372</b>	<b>1,537</b>	<b>5,205</b>	<b>2,969</b>	<b>1,639</b>	<b>225</b>	<b>4,582</b>	<b>964</b>	<b>675</b>	<b>1,051</b>	<b>582</b>	<b>7,820</b>	<b>25,712</b>	<b>-</b>	<b>37,621</b>
<b>Program Group: Growth</b>															
<b>Gross Expenditures</b>															
71285 : Community Environmental Centre - Georgina Transfer Station #3	391	200	2,982	1,692	-	-	-	-	-	-	-	-	4,674	-	5,265
71325 : Energy From Waste Facility	67,256	3,978	155	2,000	2,000	-	-	-	-	-	-	-	4,155	-	75,389
71335 : Source Separated Organics Facility	1,095	20	120	220	220	100	-	-	-	-	-	-	660	-	1,775

## Waste Management 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	103	124	1,468	1	-	-	-	-	-	-	-	-	1,469	-	1,696
<b>Total Growth Gross Expenditures</b>	<b>68,845</b>	<b>4,322</b>	<b>4,725</b>	<b>3,913</b>	<b>2,220</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,958</b>	<b>-</b>	<b>84,125</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	31,691	-	-	-	-	-	-	-	-	-	-	-	-	-	31,691
Debt Reduction Reserve	12,727	3,978	-	-	-	-	-	-	-	-	-	-	-	-	16,705
Reserves	8,159	324	4,725	3,913	2,220	100	-	-	-	-	-	-	10,958	-	19,441
<b>External</b>															
Federal Funding	15,000	20	-	-	-	-	-	-	-	-	-	-	-	-	15,020
<b>Debtenture</b>															
Debtenture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268
<b>Total Growth Financing Sources</b>	<b>68,845</b>	<b>4,322</b>	<b>4,725</b>	<b>3,913</b>	<b>2,220</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,958</b>	<b>-</b>	<b>84,125</b>
<b>Total Waste Management Gross Expenditures</b>	<b>79,217</b>	<b>5,859</b>	<b>9,930</b>	<b>6,882</b>	<b>3,859</b>	<b>325</b>	<b>4,582</b>	<b>964</b>	<b>675</b>	<b>1,051</b>	<b>582</b>	<b>7,820</b>	<b>36,670</b>	<b>-</b>	<b>121,746</b>
<b>Funding Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	31,691	-	-	-	-	-	-	-	-	-	-	-	-	-	31,691
Development Charges	7	-	-	-	-	-	-	-	-	-	-	-	-	-	7
Debt Reduction Reserve	12,727	3,978	-	-	-	-	-	-	-	-	-	-	-	-	16,705
Reserves	18,380	1,861	9,930	6,882	3,859	325	4,582	964	675	1,051	582	7,820	36,670	-	56,911
<b>External</b>															
Federal Funding	15,000	20	-	-	-	-	-	-	-	-	-	-	-	-	15,020
Other Recoveries	144	-	-	-	-	-	-	-	-	-	-	-	-	-	144
<b>Debtenture</b>															
Debtenture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268
<b>Total Waste Management Financing Sources</b>	<b>79,217</b>	<b>5,859</b>	<b>9,930</b>	<b>6,882</b>	<b>3,859</b>	<b>325</b>	<b>4,582</b>	<b>964</b>	<b>675</b>	<b>1,051</b>	<b>582</b>	<b>7,820</b>	<b>36,670</b>	<b>-</b>	<b>121,746</b>

## Waste Management 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Rehabilitation &amp; Replacement</b>									
70195 : Solid Waste Master Plan	1,000	-	-	1,000	-	-	-	-	-
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	12,943	-	-	12,943	-	-	-	-	-
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	3,100	-	-	3,100	-	-	-	-	-
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	4,558	-	-	4,558	-	-	-	-	-
78583 : Solid Waste Asset Management	430	-	-	430	-	-	-	-	-
79885 : New Waste Management Initiatives	1,900	-	-	1,900	-	-	-	-	-
79935 : Household Hazardous Waste Depot - Vaughan	1,781	-	-	1,781	-	-	-	-	-
<b>Total Rehabilitation &amp; Replacement</b>	<b>25,712</b>	<b>-</b>	<b>-</b>	<b>25,712</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Program Group: Growth</b>									
71285 : Community Environmental Centre - Georgina Transfer Station #3	4,674	-	-	4,674	-	-	-	-	-
71325 : Energy From Waste Facility	4,155	-	-	4,155	-	-	-	-	-
71335 : Source Separated Organics Facility	660	-	-	660	-	-	-	-	-
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	1,469	-	-	1,469	-	-	-	-	-
<b>Total Growth</b>	<b>10,958</b>	<b>-</b>	<b>-</b>	<b>10,958</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Waste Management</b>	<b>36,670</b>	<b>-</b>	<b>-</b>	<b>36,670</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Waste Management Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$'000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Program Group: Rehabilitation &amp; Replacement</b>													
<b>Gross Expenditures</b>													
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	200	-	-	-	-	-	-	-	-	-	200	-	200
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	3,100	-	-	-	-	-	-	-	-	-	3,100	-	3,100
78583 : Solid Waste Asset Management	25	-	-	-	-	-	-	-	-	-	25	-	25
79885 : New Waste Management Initiatives	100	-	-	-	-	-	-	-	-	-	100	-	100
79935 : Household Hazardous Waste Depot - Vaughan	1,780	1	-	-	-	-	-	-	-	-	1,781	-	1,781
<b>Total Rehabilitation &amp; Replacement Gross Expenditures</b>	<b>5,205</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,206</b>	<b>-</b>	<b>5,206</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Reserves	5,205	1	-	-	-	-	-	-	-	-	5,206	-	5,206
<b>Total Rehabilitation &amp; Replacement Financing Sources</b>	<b>5,205</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,206</b>	<b>-</b>	<b>5,206</b>
<b>Program Group: Growth</b>													
<b>Gross Expenditures</b>													
71285 : Community Environmental Centre - Georgina Transfer Station #3	2,982	1,692	-	-	-	-	-	-	-	-	4,674	-	4,674
71325 : Energy From Waste Facility	155	2,000	2,000	-	-	-	-	-	-	-	4,155	-	4,155
71335 : Source Separated Organics Facility	120	220	220	100	-	-	-	-	-	-	660	-	660
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	1,468	1	-	-	-	-	-	-	-	-	1,469	-	1,469
<b>Total Growth Gross Expenditures</b>	<b>4,725</b>	<b>3,913</b>	<b>2,220</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,958</b>	<b>-</b>	<b>10,958</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Reserves	4,725	3,913	2,220	100	-	-	-	-	-	-	10,958	-	10,958
<b>Total Growth Financing Sources</b>	<b>4,725</b>	<b>3,913</b>	<b>2,220</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,958</b>	<b>-</b>	<b>10,958</b>
<b>Total Waste Management Gross Expenditures</b>	<b>9,930</b>	<b>3,914</b>	<b>2,220</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,164</b>	<b>-</b>	<b>16,164</b>
<b>Funding Sources</b>													
<b>Regional</b>													
Reserves	9,930	3,914	2,220	100	-	-	-	-	-	-	16,164	-	16,164
<b>Total Waste Management Financing Sources</b>	<b>9,930</b>	<b>3,914</b>	<b>2,220</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,164</b>	<b>-</b>	<b>16,164</b>

## Waste Management Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Rehabilitation &amp; Replacement</b>									
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	200	-	-	200	-	-	-	-	-
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	3,100	-	-	3,100	-	-	-	-	-
78583 : Solid Waste Asset Management	25	-	-	25	-	-	-	-	-
79885 : New Waste Management Initiatives	100	-	-	100	-	-	-	-	-
79935 : Household Hazardous Waste Depot - Vaughan	1,781	-	-	1,781	-	-	-	-	-
<b>Total Rehabilitation &amp; Replacement</b>	<b>5,206</b>	<b>-</b>	<b>-</b>	<b>5,206</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Program Group: Growth</b>									
71285 : Community Environmental Centre - Georgina Transfer Station #3	4,674	-	-	4,674	-	-	-	-	-
71325 : Energy From Waste Facility	4,155	-	-	4,155	-	-	-	-	-
71335 : Source Separated Organics Facility	660	-	-	660	-	-	-	-	-
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	1,469	-	-	1,469	-	-	-	-	-
<b>Total Growth</b>	<b>10,958</b>	<b>-</b>	<b>-</b>	<b>10,958</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Waste Management</b>	<b>16,164</b>	<b>-</b>	<b>-</b>	<b>16,164</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Natural Heritage & Forestry 10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Gross Expenditures</b>															
72600 : Tree Planting on Region Rights of Way	5,045	850	900	900	900	1,000	1,000	1,000	1,100	1,100	1,100	1,200	10,200	-	16,095
72620 : Regional Forest Property Upgrade	1,236	220	270	220	220	270	250	250	300	250	250	300	2,580	-	4,036
72630 : Y R Forest Stewardship Education	2,818	386	-	-	-	-	-	-	-	-	-	-	-	-	3,204
72640 : Peggy's Wood Nature Reserve	-	-	-	-	-	125	125	-	-	-	-	-	250	-	250
72650 : Urban Forest Studies	90	60	60	-	-	-	70	70	70	70	70	70	410	-	560
72670 : Emerald Ash Borer Street Tree Replacement	724	791	588	496	303	234	50	22	-	-	-	-	1,693	-	3,208
72690 : Trail Linkage	-	-	-	-	-	100	250	250	-	-	-	-	600	-	600
72700 : Holiday Tract Bridge	-	-	-	-	-	-	-	30	70	-	-	-	100	-	100
99900 : Fleet New Addition	-	-	42	42	42	87	300	-	-	-	-	-	513	-	513
<b>Total Gross Expenditures</b>	<b>9,913</b>	<b>2,307</b>	<b>1,860</b>	<b>1,658</b>	<b>1,465</b>	<b>1,816</b>	<b>1,975</b>	<b>1,592</b>	<b>1,500</b>	<b>1,490</b>	<b>1,420</b>	<b>1,570</b>	<b>16,346</b>	<b>-</b>	<b>28,566</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	4,978	1,241	1,140	938	745	1,016	1,175	792	620	610	540	610	8,186	-	14,405
Development Charges	1,419	680	720	720	720	800	800	800	880	880	880	960	8,160	-	10,259
Other Recoveries	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Reserves	3,323	386	-	-	-	-	-	-	-	-	-	-	-	-	3,709
<b>External</b>															
Other Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	192
<b>Total Financing Sources</b>	<b>9,913</b>	<b>2,307</b>	<b>1,860</b>	<b>1,658</b>	<b>1,465</b>	<b>1,816</b>	<b>1,975</b>	<b>1,592</b>	<b>1,500</b>	<b>1,490</b>	<b>1,420</b>	<b>1,570</b>	<b>16,346</b>	<b>-</b>	<b>28,566</b>

## Natural Heritage & Forestry 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
72600 : Tree Planting on Region Rights of Way	10,200	2,040	-	-	-	8,160	-	-	-
72620 : Regional Forest Property Upgrade	2,580	2,580	-	-	-	-	-	-	-
72640 : Peggy's Wood Nature Reserve	250	250	-	-	-	-	-	-	-
72650 : Urban Forest Studies	410	410	-	-	-	-	-	-	-
72670 : Emerald Ash Borer Street Tree Replacement	1,693	1,693	-	-	-	-	-	-	-
72690 : Trail Linkage	600	600	-	-	-	-	-	-	-
72700 : Holiday Tract Bridge	100	100	-	-	-	-	-	-	-
99900 : Fleet New Addition	513	513	-	-	-	-	-	-	-
<b>Total Natural Heritage &amp; Forestry</b>	<b>16,346</b>	<b>8,186</b>	-	-	-	<b>8,160</b>	-	-	-

## Natural Heritage & Forestry Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Gross Expenditures</b>													
72600 : Tree Planting on Region Rights of Way	900	-	-	-	-	-	-	-	-	-	900	-	900
72620 : Regional Forest Property Upgrade	270	-	-	-	-	-	-	-	-	-	270	-	270
72650 : Urban Forest Studies	60	-	-	-	-	-	-	-	-	-	60	-	60
72670 : Emerald Ash Borer Street Tree Replacement	588	-	-	-	-	-	-	-	-	-	588	-	588
99900 : Fleet New Addition	42	-	-	-	-	-	-	-	-	-	42	-	42
<b>Total Gross Expenditures</b>	<b>1,860</b>	-	-	-	-	-	-	-	-	-	<b>1,860</b>	-	<b>1,860</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Current Tax Levy - Reserves	1,140	-	-	-	-	-	-	-	-	-	1,140	-	1,140
Development Charges	720	-	-	-	-	-	-	-	-	-	720	-	720
<b>Total Financing Sources</b>	<b>1,860</b>	-	-	-	-	-	-	-	-	-	<b>1,860</b>	-	<b>1,860</b>

## Natural Heritage & Forestry Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
72600 : Tree Planting on Region Rights of Way	900	180	-	-	-	720	-	-	-
72620 : Regional Forest Property Upgrade	270	270	-	-	-	-	-	-	-
72650 : Urban Forest Studies	60	60	-	-	-	-	-	-	-
72670 : Emerald Ash Borer Street Tree Replacement	588	588	-	-	-	-	-	-	-
99900 : Fleet New Addition	42	42	-	-	-	-	-	-	-
<b>Total Natural Heritage &amp; Forestry</b>	<b>1,860</b>	<b>1,140</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>720</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Energy Management 10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Gross Expenditures</b>															
14702 : Energy Retrofit - Various Existing Buildings	-	187	1,341	4,540	530	1,010	635	760	735	1,210	810	810	12,381	-	12,568
14731 : Green Energy Act Planning	55	36	-	-	-	-	-	-	-	-	-	-	-	-	91
14750 : Building Energy Studies	140	178	-	-	-	-	-	-	-	-	-	-	-	-	318
14790 : Interval Meters	46	108	-	-	-	-	-	-	-	-	-	-	-	-	154
14791 : Aurora Demand Response	30	50	-	-	-	-	-	-	-	-	-	-	-	-	80
<b>Total Gross Expenditures</b>	<b>271</b>	<b>559</b>	<b>1,341</b>	<b>4,540</b>	<b>530</b>	<b>1,010</b>	<b>635</b>	<b>760</b>	<b>735</b>	<b>1,210</b>	<b>810</b>	<b>810</b>	<b>12,381</b>	<b>-</b>	<b>13,211</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Reserves	271	559	1,341	4,540	530	1,010	635	760	735	1,210	810	810	12,381	-	13,211
<b>Total Financing Sources</b>	<b>271</b>	<b>559</b>	<b>1,341</b>	<b>4,540</b>	<b>530</b>	<b>1,010</b>	<b>635</b>	<b>760</b>	<b>735</b>	<b>1,210</b>	<b>810</b>	<b>810</b>	<b>12,381</b>	<b>-</b>	<b>13,211</b>

**Energy Management**  
**10-Year Capital Project Financing Sources**

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
14702 : Energy Retrofit - Various Existing Buildings	12,381	-	-	12,381	-	-	-	-	-
<b>Total Energy Management</b>	<b>12,381</b>	<b>-</b>	<b>-</b>	<b>12,381</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Energy Management  
Capital Spending Authority Project Expenditures & Funding**

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Gross Expenditures</b>													
14702 : Energy Retrofit - Various Existing Buildings	1,341	3,400	-	-	-	-	-	-	-	-	4,741	-	4,741
<b>Total Gross Expenditures</b>	<b>1,341</b>	<b>3,400</b>	-	-	-	-	-	-	-	-	<b>4,741</b>	-	<b>4,741</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Reserves	1,341	3,400	-	-	-	-	-	-	-	-	4,741	-	4,741
<b>Total Financing Sources</b>	<b>1,341</b>	<b>3,400</b>	-	-	-	-	-	-	-	-	<b>4,741</b>	-	<b>4,741</b>

**Energy Management  
Capital Spending Authority Project Financing Sources**

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
14702 : Energy Retrofit - Various Existing Buildings	4,741	-	-	4,741	-	-	-	-	-
<b>Total Energy Management</b>	<b>4,741</b>	<b>-</b>	<b>-</b>	<b>4,741</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Intentional Blank

## Housing Services 10-Year Capital Project Expenditures & Funding

(In \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Gross Expenditures</b>															
67510 : Pre-Development Costs	494	80	80	80	80	80	80	80	80	80	80	80	800	-	1,374
67875 : Regeneration/Expansion program	-	-	-	-	-	-	-	-	17,500	17,500	-	-	35,000	-	35,000
67876 : Unionville Redevelopment	-	-	10,000	2,500	32,500	30,000	-	-	-	-	-	-	75,000	-	75,000
67916 : Woodbridge Redevelopment	809	1,700	3,836	18,094	21,267	1,488	-	-	-	-	-	-	44,685	-	47,194
67918 : Belinda's Place - Emergency Housing	7,136	2,790	-	-	-	-	-	-	-	-	-	-	-	-	9,926
67921 : Lakeside Residences Keswick	19,474	200	-	-	-	-	-	-	-	-	-	-	-	-	19,674
67922 : Richmond Hill Housing and Community Hub	35,116	23,136	1,500	-	-	-	-	-	-	-	-	-	1,500	-	59,752
67924 : Shelter Replacement	-	-	-	-	-	-	-	-	7,500	7,500	-	-	15,000	-	15,000
67925 : Shelter Improvement	-	-	400	400	400	-	-	-	-	-	-	-	1,200	-	1,200
<b>Total Gross Expenditures</b>	<b>63,029</b>	<b>27,906</b>	<b>15,816</b>	<b>21,074</b>	<b>54,247</b>	<b>31,568</b>	<b>80</b>	<b>80</b>	<b>25,080</b>	<b>25,080</b>	<b>80</b>	<b>80</b>	<b>173,185</b>	<b>-</b>	<b>264,120</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Development Charges	1,179	-	-	-	-	18,048	-	-	1,275	1,275	-	-	20,598	-	21,777
Other Recoveries	17	-	-	-	-	-	-	-	-	-	-	-	-	-	17
Reserves	47,013	13,577	(507)	19,330	44,728	(10,159)	80	80	11,055	11,055	80	80	75,822	-	136,412
<b>External</b>															
Federal Funding	-	-	-	-	-	-	-	-	5,000	5,000	-	-	10,000	-	10,000
Provincial Funding	13,820	13,329	10,124	1,744	9,519	4,804	-	-	5,000	5,000	-	-	36,191	-	63,340
Other Recoveries	1,000	1,000	-	-	-	-	-	-	-	-	-	-	-	-	2,000
<b>Debtenture</b>															
Housing York Inc.	-	-	-	-	-	18,875	-	-	2,750	2,750	-	-	24,375	-	24,375
Debtenture Proceeds DC	-	-	6,199	-	-	-	-	-	-	-	-	-	6,199	-	6,199
<b>Total Financing Sources</b>	<b>63,029</b>	<b>27,906</b>	<b>15,816</b>	<b>21,074</b>	<b>54,247</b>	<b>31,568</b>	<b>80</b>	<b>80</b>	<b>25,080</b>	<b>25,080</b>	<b>80</b>	<b>80</b>	<b>173,185</b>	<b>-</b>	<b>264,120</b>

## Housing Services 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
67510 : Pre-Development Costs	800	-	-	800	-	-	-	-	-
67875 : Regeneration/Expansion program	35,000	-	-	6,950	8,050	-	20,000	-	-
67876 : Unionville Redevelopment	75,000	-	-	50,453	24,547	-	-	-	-
67916 : Woodbridge Redevelopment	44,685	-	-	16,242	12,376	-	16,067	-	-
67922 : Richmond Hill Housing and Community Hub	1,500	-	-	(14,823)	6,199	-	10,124	-	-
67924 : Shelter Replacement	15,000	-	-	15,000	-	-	-	-	-
67925 : Shelter Improvement	1,200	-	-	1,200	-	-	-	-	-
DEVCC : Development Charge Debt Avoidance	-	-	-	-	(20,598)	20,598	-	-	-
<b>Total Housing Services</b>	<b>173,185</b>	<b>-</b>	<b>-</b>	<b>75,822</b>	<b>30,574</b>	<b>20,598</b>	<b>46,191</b>	<b>-</b>	<b>-</b>

## Housing Services Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Gross Expenditures</b>													
67510 : Pre-Development Costs	80	-	-	-	-	-	-	-	-	-	80	-	80
67876 : Unionville Redevelopment	10,000	2,500	32,500	30,000	-	-	-	-	-	-	75,000	-	75,000
67916 : Woodbridge Redevelopment	3,836	18,094	21,267	1,488	-	-	-	-	-	-	44,685	-	44,685
67922 : Richmond Hill Housing and Community Hub	1,500	-	-	-	-	-	-	-	-	-	1,500	-	1,500
67925 : Shelter Improvement	400	-	-	-	-	-	-	-	-	-	400	-	400
<b>Total Gross Expenditures</b>	<b>15,816</b>	<b>20,594</b>	<b>53,767</b>	<b>31,488</b>	-	-	-	-	-	-	<b>121,665</b>	-	<b>121,665</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Development Charges	-	-	-	18,048	-	-	-	-	-	-	18,048	-	18,048
Reserves	(507)	18,850	44,248	(10,239)	-	-	-	-	-	-	52,352	-	52,352
<b>External</b>													
Provincial Funding	10,124	1,744	9,519	4,804	-	-	-	-	-	-	26,191	-	26,191
<b>Debtenture</b>													
Housing York Inc.	-	-	-	18,875	-	-	-	-	-	-	18,875	-	18,875
Debtenture Proceeds DC	6,199	-	-	-	-	-	-	-	-	-	6,199	-	6,199
<b>Total Financing Sources</b>	<b>15,816</b>	<b>20,594</b>	<b>53,767</b>	<b>31,488</b>	-	-	-	-	-	-	<b>121,665</b>	-	<b>121,665</b>

## Housing Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
67510 : Pre-Development Costs	80	-	-	80	-	-	-	-	-
67876 : Unionville Redevelopment	75,000	-	-	50,453	24,547	-	-	-	-
67916 : Woodbridge Redevelopment	44,685	-	-	16,242	12,376	-	16,067	-	-
67922 : Richmond Hill Housing and Community Hub	1,500	-	-	(14,823)	6,199	-	10,124	-	-
67925 : Shelter Improvement	400	-	-	400	-	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(18,048)	18,048	-	-	-
<b>Total Housing Services</b>	<b>121,665</b>	<b>-</b>	<b>-</b>	<b>52,352</b>	<b>25,074</b>	<b>18,048</b>	<b>26,191</b>	<b>-</b>	<b>-</b>

## Paramedic Services 10-Year Capital Project Expenditures & Funding

(In \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Gross Expenditures</b>															
54301 : Vehicles - New	1,142	418	522	-	522	-	522	-	522	-	522	-	2,610	-	4,170
54420 : Holland Landing Paramedic Response Station #13	17	102	1,940	848	-	-	-	-	-	-	-	-	2,788	-	2,907
54510 : Maple Paramedic Response Station #32	141	-	752	1,944	-	-	-	-	-	-	-	-	2,696	-	2,837
54520 : Vehicles - Replacement	20,482	2,063	2,445	2,550	2,590	2,695	2,865	2,865	2,445	3,285	2,445	2,785	26,970	-	49,515
54540 : Paramedics Defibrillators Replacement	1,759	-	-	-	-	2,100	-	-	-	-	-	2,100	4,200	-	5,959
54580 : South Woodbridge Paramedic Response Station #31	3	295	1,811	41	-	-	-	-	-	-	-	-	1,852	-	2,150
54600 : Medical Equipment Replacement	1,719	380	450	445	1,090	2,490	285	505	850	715	2,310	420	9,560	-	11,659
54601 : Richmond Hill South East Paramedic Response Station #27	-	-	-	-	-	2,222	741	-	-	-	-	-	2,963	-	2,963
54602 : Regional Radio Network	176	200	-	-	-	-	-	-	-	-	-	-	-	-	376
54638 : Land Acquisition - Growth	1,159	-	1,750	-	1,250	-	-	-	-	-	-	-	3,000	-	4,159
54639 : Land Acquisition - Rep	-	1,125	2,000	1,500	-	-	-	-	-	-	-	-	3,500	-	4,625
54640 : Newmarket Northwest Paramedic Response Station #16	26	109	3,460	528	-	-	-	-	-	-	-	-	3,988	-	4,123
54645 : Newmarket Southeast Paramedic Response Station #19	801	71	2,847	529	-	-	-	-	-	-	-	-	3,376	-	4,248
54650 : South Markham Paramedic Response Station #25	25	60	1,653	1,100	-	-	-	-	-	-	-	-	2,753	-	2,838
54665 : Oak Ridges Paramedic Response Station #29	-	-	250	1,215	404	-	-	-	-	-	-	-	1,869	-	1,869
54670 : Ballantrae Paramedic Response Station #20	-	-	-	-	-	1,869	-	-	-	-	-	-	1,869	-	1,869
54675 : Thornhill Paramedic Response Station #36	-	-	500	1,926	537	-	-	-	-	-	-	-	2,963	-	2,963
54695 : In-Vehicle Computer Aided Dispatch	109	200	-	-	-	-	-	-	-	-	-	-	-	-	309
54696 : Rehabilitation Refresh of Paramedic Response Stations	51	60	100	100	100	300	100	100	100	100	167	400	1,567	-	1,678
54697 : Paramedic Response Station rebuilds - Rehab Future Replacement	-	-	-	-	-	-	-	-	-	-	-	2,484	2,484	-	2,484
54698 : Paramedic Response Station Rebuilds - Growth Future	-	-	-	-	-	-	-	-	-	1,711	1,711	1,711	5,133	-	5,133
<b>Total Gross Expenditures</b>	<b>27,610</b>	<b>5,083</b>	<b>20,480</b>	<b>12,726</b>	<b>6,493</b>	<b>11,676</b>	<b>4,513</b>	<b>3,470</b>	<b>3,917</b>	<b>5,811</b>	<b>7,155</b>	<b>9,900</b>	<b>86,141</b>	<b>-</b>	<b>118,834</b>

## Paramedic Services 10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Financing Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	18,279	-	-	-	-	-	-	-	-	-	-	-	-	-	18,279
Development Charges	1,950	376	470	-	1,884	1,598	470	-	470	1,463	1,963	2,716	11,034	-	13,360
Debt Reduction Reserve	206	1,692	10,904	6,395	777	2,493	741	-	-	248	285	1,779	23,622	-	25,520
Reserves	7,175	2,945	3,047	3,095	3,832	7,585	3,302	3,470	3,447	4,100	4,907	5,405	42,190	-	52,310
<b>Debtenture</b>															
Debtenture Proceeds DC	-	70	6,059	3,236	-	-	-	-	-	-	-	-	9,295	-	9,365
<b>Total Financing Sources</b>	<b>27,610</b>	<b>5,083</b>	<b>20,480</b>	<b>12,726</b>	<b>6,493</b>	<b>11,676</b>	<b>4,513</b>	<b>3,470</b>	<b>3,917</b>	<b>5,811</b>	<b>7,155</b>	<b>9,900</b>	<b>86,141</b>	<b>-</b>	<b>118,834</b>

## Paramedic Services 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
54301 : Vehicles - New	2,610	-	-	260	-	2,350	-	-	-
54420 : Holland Landing Paramedic Response Station #13	2,788	-	1,533	-	1,255	-	-	-	-
54510 : Maple Paramedic Response Station #32	2,696	-	1,483	-	1,213	-	-	-	-
54520 : Vehicles - Replacement	26,970	-	-	26,970	-	-	-	-	-
54540 : Paramedics Defibrillators Replacement	4,200	-	-	4,200	-	-	-	-	-
54580 : South Woodbridge Paramedic Response Station #31	1,852	-	127	-	1,725	-	-	-	-
54600 : Medical Equipment Replacement	9,560	-	-	9,560	-	-	-	-	-
54601 : Richmond Hill South East Paramedic Response Station #27	2,963	-	2,963	-	-	-	-	-	-
54638 : Land Acquisition - Growth	3,000	-	435	-	2,565	-	-	-	-
54639 : Land Acquisition - Rep	3,500	-	3,500	-	-	-	-	-	-
54640 : Newmarket Northwest Paramedic Response Station #16	3,988	-	3,988	-	-	-	-	-	-
54645 : Newmarket Southeast Paramedic Response Station #19	3,376	-	3,376	-	-	-	-	-	-
54650 : South Markham Paramedic Response Station #25	2,753	-	400	-	2,353	-	-	-	-
54665 : Oak Ridges Paramedic Response Station #29	1,869	-	271	-	1,598	-	-	-	-
54670 : Ballantrae Paramedic Response Station #20	1,869	-	271	-	1,598	-	-	-	-
54675 : Thornhill Paramedic Response Station #36	2,963	-	2,963	-	-	-	-	-	-
54696 : Rehabilitation Refresh of Paramedic Response Stations	1,567	-	202	1,200	165	-	-	-	-
54697 : Paramedic Response Station rebuilds - Rehab Future Replacement	2,484	-	1,366	-	1,118	-	-	-	-
54698 : Paramedic Response Station Rebuilds - Growth Future	5,133	-	744	-	4,389	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(8,684)	8,684	-	-	-
<b>Total Paramedic Services</b>	<b>86,141</b>	<b>-</b>	<b>23,622</b>	<b>42,190</b>	<b>9,295</b>	<b>11,034</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Paramedic Services Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Gross Expenditures</b>													
54301 : Vehicles - New	522	-	-	-	-	-	-	-	-	-	522	-	522
54420 : Holland Landing Paramedic Response Station #13	1,940	848	-	-	-	-	-	-	-	-	2,788	-	2,788
54510 : Maple Paramedic Response Station #32	752	1,944	-	-	-	-	-	-	-	-	2,696	-	2,696
54520 : Vehicles - Replacement	2,445	-	-	-	-	-	-	-	-	-	2,445	-	2,445
54580 : South Woodbridge Paramedic Response Station #31	1,811	41	-	-	-	-	-	-	-	-	1,852	-	1,852
54600 : Medical Equipment Replacement	450	-	-	-	-	-	-	-	-	-	450	-	450
54638 : Land Acquisition - Growth	1,750	-	-	-	-	-	-	-	-	-	1,750	-	1,750
54639 : Land Acquisition - Rep	2,000	-	-	-	-	-	-	-	-	-	2,000	-	2,000
54640 : Newmarket Northwest Paramedic Response Station #16	3,460	528	-	-	-	-	-	-	-	-	3,988	-	3,988
54645 : Newmarket Southeast Paramedic Response Station #19	2,847	529	-	-	-	-	-	-	-	-	3,376	-	3,376
54650 : South Markham Paramedic Response Station #25	1,653	1,100	-	-	-	-	-	-	-	-	2,753	-	2,753
54665 : Oak Ridges Paramedic Response Station #29	250	1,215	404	-	-	-	-	-	-	-	1,869	-	1,869
54675 : Thornhill Paramedic Response Station #36	500	1,926	537	-	-	-	-	-	-	-	2,963	-	2,963
54696 : Rehabilitation Refresh of Paramedic Response Stations	100	-	-	-	-	-	-	-	-	-	100	-	100
<b>Total Gross Expenditures</b>	<b>20,480</b>	<b>8,131</b>	<b>941</b>	-	-	-	-	-	-	-	<b>29,552</b>	-	<b>29,552</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Development Charges	470	-	345	-	-	-	-	-	-	-	815	-	815
Debt Reduction Reserve	10,904	4,895	596	-	-	-	-	-	-	-	16,395	-	16,395
Reserves	3,047	-	-	-	-	-	-	-	-	-	3,047	-	3,047
<b>Debtenture</b>													
Debtenture Proceeds DC	6,059	3,236	-	-	-	-	-	-	-	-	9,295	-	9,295
<b>Total Financing Sources</b>	<b>20,480</b>	<b>8,131</b>	<b>941</b>	-	-	-	-	-	-	-	<b>29,552</b>	-	<b>29,552</b>

## Paramedic Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
54301 : Vehicles - New	522	-	-	52	-	470	-	-	-
54420 : Holland Landing Paramedic Response Station #13	2,788	-	1,533	-	1,255	-	-	-	-
54510 : Maple Paramedic Response Station #32	2,696	-	1,483	-	1,213	-	-	-	-
54520 : Vehicles - Replacement	2,445	-	-	2,445	-	-	-	-	-
54580 : South Woodbridge Paramedic Response Station #31	1,852	-	127	-	1,725	-	-	-	-
54600 : Medical Equipment Replacement	450	-	-	450	-	-	-	-	-
54638 : Land Acquisition - Growth	1,750	-	254	-	1,496	-	-	-	-
54639 : Land Acquisition - Rep	2,000	-	2,000	-	-	-	-	-	-
54640 : Newmarket Northwest Paramedic Response Station #16	3,988	-	3,988	-	-	-	-	-	-
54645 : Newmarket Southeast Paramedic Response Station #19	3,376	-	3,376	-	-	-	-	-	-
54650 : South Markham Paramedic Response Station #25	2,753	-	400	-	2,353	-	-	-	-
54665 : Oak Ridges Paramedic Response Station #29	1,869	-	271	-	1,598	-	-	-	-
54675 : Thornhill Paramedic Response Station #36	2,963	-	2,963	-	-	-	-	-	-
54696 : Rehabilitation Refresh of Paramedic Response Stations	100	-	-	100	-	-	-	-	-
DEVCC : Development Charge Debt Avoidance	-	-	-	-	(345)	345	-	-	-
<b>Total Paramedic Services</b>	<b>29,552</b>	<b>-</b>	<b>16,395</b>	<b>3,047</b>	<b>9,295</b>	<b>815</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Seniors Services 10-Year Capital Project Expenditures & Funding

(In \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Gross Expenditures</b>															
55244 : Operational Equipment	1,265	165	-	-	-	-	-	-	-	-	-	-	-	-	1,430
55245 : Resident Beds	1,106	203	203	203	203	203	203	203	203	203	203	203	2,030	-	3,339
55282 : Balconies Conversion - Maple Health Centre	-	-	100	1,000	-	-	-	-	-	-	-	-	1,100	-	1,100
55286 : Scheduling Software	-	-	563	313	-	-	-	-	-	-	-	-	876	-	876
55291 : Resident Tub Rooms	-	-	250	400	-	-	-	-	-	-	-	-	650	-	650
55295 : Fire Separation	-	-	150	-	-	-	-	-	-	-	-	-	150	-	150
55299 : Seniors Services Future Projects	-	-	-	240	420	1,100	800	200	440	550	-	-	3,750	-	3,750
59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	980	1,400	1,000	-	-	-	-	-	-	-	-	-	1,000	-	3,380
59415 : Long-Term Care & Adult Day Centres - Modernization	34	100	-	-	-	500	650	500	-	-	-	-	1,650	-	1,784
59420 : Kitchen Upgrades (Newmarket Health Centre Maple Health Centre)	1,252	150	-	150	-	-	-	150	-	-	-	-	450	-	1,852
59430 : Conversion of Former Smoking Rooms (Newmarket)	16	95	-	-	-	-	-	-	-	-	-	-	-	-	111
59445 : Nurse Call System	-	100	400	-	-	-	-	-	-	-	500	-	900	-	1,000
59450 : Adult Day Centre Expansion	99	-	-	-	100	-	2,000	-	-	100	-	-	2,200	-	2,299
59455 : Technology Upgrade	-	100	-	65	-	225	-	-	225	-	-	-	740	-	840
<b>Total Gross Expenditures</b>	<b>4,752</b>	<b>2,313</b>	<b>2,666</b>	<b>2,371</b>	<b>723</b>	<b>2,028</b>	<b>3,653</b>	<b>1,053</b>	<b>868</b>	<b>853</b>	<b>703</b>	<b>578</b>	<b>15,496</b>	<b>-</b>	<b>22,561</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Debt Reduction Reserve	44	445	1,063	2,168	520	1,825	3,450	850	665	650	-	375	11,566	-	12,055
Reserves	4,609	1,868	1,603	203	203	203	203	203	203	203	703	203	3,930	-	10,407
<b>External</b>															
Provincial Funding	99	-	-	-	-	-	-	-	-	-	-	-	-	-	99
<b>Total Financing Sources</b>	<b>4,752</b>	<b>2,313</b>	<b>2,666</b>	<b>2,371</b>	<b>723</b>	<b>2,028</b>	<b>3,653</b>	<b>1,053</b>	<b>868</b>	<b>853</b>	<b>703</b>	<b>578</b>	<b>15,496</b>	<b>-</b>	<b>22,561</b>

## Seniors Services 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debiture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
55245 : Resident Beds	2,030	-	-	2,030	-	-	-	-	-
55282 : Balconies Conversion - Maple Health Centre	1,100	-	1,100	-	-	-	-	-	-
55286 : Scheduling Software	876	-	876	-	-	-	-	-	-
55291 : Resident Tub Rooms	650	-	650	-	-	-	-	-	-
55295 : Fire Separation	150	-	150	-	-	-	-	-	-
55299 : Seniors Services Future Projects	3,750	-	3,750	-	-	-	-	-	-
59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	1,000	-	-	1,000	-	-	-	-	-
59415 : Long-Term Care & Adult Day Centres - Modernization	1,650	-	1,650	-	-	-	-	-	-
59420 : Kitchen Upgrades (Newmarket Health Centre Maple Health Centre)	450	-	450	-	-	-	-	-	-
59445 : Nurse Call System	900	-	-	900	-	-	-	-	-
59450 : Adult Day Centre Expansion	2,200	-	2,200	-	-	-	-	-	-
59455 : Technology Upgrade	740	-	740	-	-	-	-	-	-
<b>Total Seniors Services</b>	<b>15,496</b>	<b>-</b>	<b>11,566</b>	<b>3,930</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Seniors Services Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Gross Expenditures</b>													
55245 : Resident Beds	203	-	-	-	-	-	-	-	-	-	203	-	203
55282 : Balconies Conversion - Maple Health Centre	100	1,000	-	-	-	-	-	-	-	-	1,100	-	1,100
55286 : Scheduling Software	563	313	-	-	-	-	-	-	-	-	876	-	876
55291 : Resident Tub Rooms	250	-	-	-	-	-	-	-	-	-	250	-	250
55295 : Fire Separation	150	-	-	-	-	-	-	-	-	-	150	-	150
59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	1,000	-	-	-	-	-	-	-	-	-	1,000	-	1,000
59445 : Nurse Call System	400	-	-	-	-	-	-	-	-	-	400	-	400
<b>Total Gross Expenditures</b>	<b>2,666</b>	<b>1,313</b>	-	-	-	-	-	-	-	-	<b>3,979</b>	-	<b>3,979</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Debt Reduction Reserve	1,063	1,313	-	-	-	-	-	-	-	-	2,376	-	2,376
Reserves	1,603	-	-	-	-	-	-	-	-	-	1,603	-	1,603
<b>Total Financing Sources</b>	<b>2,666</b>	<b>1,313</b>	-	-	-	-	-	-	-	-	<b>3,979</b>	-	<b>3,979</b>

## Seniors Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
55245 : Resident Beds	203	-	-	203	-	-	-	-	-
55282 : Balconies Conversion - Maple Health Centre	1,100	-	1,100	-	-	-	-	-	-
55286 : Scheduling Software	876	-	876	-	-	-	-	-	-
55291 : Resident Tub Rooms	250	-	250	-	-	-	-	-	-
55295 : Fire Separation	150	-	150	-	-	-	-	-	-
59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	1,000	-	-	1,000	-	-	-	-	-
59445 : Nurse Call System	400	-	-	400	-	-	-	-	-
<b>Total Seniors Services</b>	<b>3,979</b>	<b>-</b>	<b>2,376</b>	<b>1,603</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Intentional Blank

## Property Services 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Program Group: Business Initiatives</b>															
<b>Gross Expenditures</b>															
14733 : Accommodation Master Plan Implementation	8,324	818	10,622	2,323	-	1,995	-	-	-	-	-	-	14,940	-	24,082
14740 : Ontario Disability Act Implementation	321	100	50	50	50	50	50	50	50	50	50	50	500	-	921
14751 : Energy Initiatives	980	620	-	-	-	-	-	-	-	-	-	-	-	-	1,600
14755 : Security & Life Safety Projects	1,035	235	325	425	350	250	250	250	250	250	325	325	3,000	-	4,270
14775 : Property Services Branch General Capital	1,027	300	300	300	300	300	300	300	300	300	300	300	3,000	-	4,327
14780 : Annex Pre-Construction	8,579	2,369	1,653	1,403	1,045	685	146	-	-	-	-	-	4,932	-	15,880
14781 : Annex Construction	-	-	6,347	71,740	81,535	41,043	-	-	-	-	-	-	200,665	-	200,665
14810 : Property Services Branch - Archibus Upgrade	679	150	300	340	150	150	150	150	150	150	150	150	1,840	-	2,669
14811 : Technology Software Initiatives	-	-	485	339	69	69	-	-	-	-	-	500	1,462	-	1,462
14830 : Vehicles Purchases	-	-	40	40	-	-	-	-	-	-	-	-	80	-	80
14835 : Audio-Visual Equipment & Events	1,074	315	150	150	150	150	150	150	150	150	150	150	1,500	-	2,889
14855 : Corporate Space Intensification Initiatives	6,043	3,710	10,023	790	2,632	2,635	2,460	750	750	750	750	4,875	26,415	-	36,168
14856 : Corporate Furniture Management - Existing Furniture Program	104	50	50	50	50	50	50	50	50	50	50	50	500	-	654
14857 : Corporate Capital	161	555	50	313	300	-	-	-	-	-	-	-	663	-	1,379
14858 : CHS Capital Projects	1,222	749	564	140	-	-	-	-	-	-	-	-	704	-	2,675
14860 : Workplace Violence (Bill 168) Risk Assessment	207	85	-	-	-	-	-	-	-	-	-	-	-	-	292
14882 : Corporate Signage	25	50	10	10	50	50	50	50	50	50	50	50	420	-	495
14901 : Project Management	4,093	2,780	3,184	3,582	3,427	3,848	3,925	4,004	4,031	4,166	4,249	4,334	38,750	-	45,623
<b>Total Business Initiatives Gross Expenditures</b>	<b>33,874</b>	<b>12,886</b>	<b>34,153</b>	<b>81,995</b>	<b>90,108</b>	<b>51,275</b>	<b>7,531</b>	<b>5,754</b>	<b>5,781</b>	<b>5,916</b>	<b>6,074</b>	<b>10,784</b>	<b>299,371</b>	<b>-</b>	<b>346,131</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	3,367	-	-	-	-	2,904	2,660	950	950	950	950	5,575	14,939	-	18,306
Debt Reduction Reserve	5,329	4,556	19,524	75,401	82,580	43,723	146	-	-	-	-	-	221,374	-	231,259

## Property Services 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Reserves	23,133	8,330	14,629	6,594	7,528	4,648	4,725	4,804	4,831	4,966	5,124	5,209	63,058	-	94,521
<b>External</b>															
Other Recoveries	45	-	-	-	-	-	-	-	-	-	-	-	-	-	45
<b>Debtenture</b>															
Debtenture Proceeds	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000
<b>Total Business Initiatives Financing Sources</b>	<b>33,874</b>	<b>12,886</b>	<b>34,153</b>	<b>81,995</b>	<b>90,108</b>	<b>51,275</b>	<b>7,531</b>	<b>5,754</b>	<b>5,781</b>	<b>5,916</b>	<b>6,074</b>	<b>10,784</b>	<b>299,371</b>	<b>-</b>	<b>346,131</b>
<b>Program Group: Rehabilitation &amp; Repair</b>															
<b>Gross Expenditures</b>															
14703 : Corporate Services - Facilities Rehabilitation & Repair	2,803	360	4,247	1,710	893	3,270	1,980	1,698	1,174	6,193	3,562	774	25,501	-	28,664
14704 : Corporate Services – All Facilities Rehabilitation & Repair Emergency	473	100	100	100	350	100	100	100	100	400	100	100	1,550	-	2,123
14706 : Roads Facilities - Rehabilitation & Repair	750	305	425	289	11	59	145	20	259	90	124	136	1,558	-	2,613
14707 : Solid Waste Facilities - Rehabilitation & Repair	102	115	34	5	121	5	115	133	5	59	50	62	589	-	806
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	1,974	500	345	681	1,110	1,408	1,474	442	582	1,140	802	1,358	9,342	-	11,816
14709 : York Region Transit Facilities - Rehabilitation & Repair	736	240	55	28	130	242	290	148	1,383	275	281	50	2,882	-	3,858
14711 : Employment & Financial Support Facilities -Rehabilitation & Repair	134	20	110	10	-	-	-	-	-	-	-	-	120	-	274
14712 : Family & Child Services Facilities - Rehabilitation & Repair	388	22	15	10	-	20	6	-	-	-	81	424	556	-	966
14713 : Long-Term Care Facilities - Rehabilitation & Repair	5,003	780	475	702	292	177	90	140	1,870	875	2,230	348	7,199	-	12,982
14714 : Public Health Facilities - Rehabilitation & Repair	359	-	18	-	-	-	-	-	-	-	-	-	18	-	377
14716 : Paramedic Services Facilities - Rehabilitation & Repair	326	125	189	58	150	116	214	123	352	85	22	139	1,448	-	1,899
<b>Total Rehabilitation &amp; Repair Gross Expenditures</b>	<b>13,048</b>	<b>2,567</b>	<b>6,013</b>	<b>3,593</b>	<b>3,057</b>	<b>5,397</b>	<b>4,414</b>	<b>2,804</b>	<b>5,725</b>	<b>9,117</b>	<b>7,252</b>	<b>3,391</b>	<b>50,763</b>	<b>-</b>	<b>66,378</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Reserves	13,048	2,567	6,013	3,593	3,057	5,397	4,414	2,804	5,725	9,117	7,252	3,391	50,763	-	66,378

## Property Services 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Total Rehabilitation &amp; Repair Financing Sources</b>	13,048	2,567	6,013	3,593	3,057	5,397	4,414	2,804	5,725	9,117	7,252	3,391	50,763	-	66,378
<b>Total Property Services Gross Expenditures</b>	46,922	15,453	40,166	85,588	93,165	56,672	11,945	8,558	11,506	15,033	13,326	14,175	350,134	-	412,509
<b>Funding Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	3,367	-	-	-	-	2,904	2,660	950	950	950	950	5,575	14,939	-	18,306
Debt Reduction Reserve	5,329	4,556	19,524	75,401	82,580	43,723	146	-	-	-	-	-	221,374	-	231,259
Reserves	36,181	10,897	20,642	10,187	10,585	10,045	9,139	7,608	10,556	14,083	12,376	8,600	113,821	-	160,899
<b>External</b>															
Other Recoveries	45	-	-	-	-	-	-	-	-	-	-	-	-	-	45
<b>Debtenture</b>															
Debtenture Proceeds	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000
<b>Total Property Services Financing Sources</b>	46,922	15,453	40,166	85,588	93,165	56,672	11,945	8,558	11,506	15,033	13,326	14,175	350,134	-	412,509

## Property Services 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Business Initiatives</b>									
14733 : Accommodation Master Plan Implementation	14,940	-	14,075	865	-	-	-	-	-
14740 : Ontario Disability Act Implementation	500	-	-	500	-	-	-	-	-
14755 : Security & Life Safety Projects	3,000	-	-	3,000	-	-	-	-	-
14775 : Property Services Branch General Capital	3,000	-	-	3,000	-	-	-	-	-
14780 : Annex Pre-Construction	4,932	-	4,932	-	-	-	-	-	-
14781 : Annex Construction	200,665	-	200,665	-	-	-	-	-	-
14810 : Property Services Branch - Archibus Upgrade	1,840	1,050	-	790	-	-	-	-	-
14811 : Technology Software Initiatives	1,462	569	-	893	-	-	-	-	-
14830 : Vehicles Purchases	80	-	-	80	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	1,500	-	-	1,500	-	-	-	-	-
14855 : Corporate Space Intensification Initiatives	26,415	12,970	1,388	12,057	-	-	-	-	-
14856 : Corporate Furniture Management - Existing Furniture Program	500	-	-	500	-	-	-	-	-
14857 : Corporate Capital	663	-	-	663	-	-	-	-	-
14858 : CHS Capital Projects	704	-	314	390	-	-	-	-	-
14882 : Corporate Signage	420	350	-	70	-	-	-	-	-
14901 : Project Management	38,750	-	-	38,750	-	-	-	-	-
<b>Total Business Initiatives</b>	<b>299,371</b>	<b>14,939</b>	<b>221,374</b>	<b>63,058</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Program Group: Rehabilitation &amp; Repair</b>									
14703 : Corporate Services - Facilities Rehabilitation & Repair	25,501	-	-	25,501	-	-	-	-	-
14704 : Corporate Services – All Facilities Rehabilitation & Repair Emergency	1,550	-	-	1,550	-	-	-	-	-
14706 : Roads Facilities - Rehabilitation & Repair	1,558	-	-	1,558	-	-	-	-	-
14707 : Solid Waste Facilities - Rehabilitation & Repair	589	-	-	589	-	-	-	-	-

## Property Services 10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	9,342	-	-	9,342	-	-	-	-	-
14709 : York Region Transit Facilities - Rehabilitation & Repair	2,882	-	-	2,882	-	-	-	-	-
14711 : Employment & Financial Support Facilities -Rehabilitation & Repair	120	-	-	120	-	-	-	-	-
14712 : Family & Child Services Facilities - Rehabilitation & Repair	556	-	-	556	-	-	-	-	-
14713 : Long-Term Care Facilities - Rehabilitation & Repair	7,199	-	-	7,199	-	-	-	-	-
14714 : Public Health Facilities - Rehabilitation & Repair	18	-	-	18	-	-	-	-	-
14716 : Paramedic Services Facilities - Rehabilitation & Repair	1,448	-	-	1,448	-	-	-	-	-
<b>Total Rehabilitation &amp; Repair</b>	<b>50,763</b>	<b>-</b>	<b>-</b>	<b>50,763</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Services</b>	<b>350,134</b>	<b>14,939</b>	<b>221,374</b>	<b>113,821</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Property Services Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$'000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Program Group: Business Initiatives</b>													
<b>Gross Expenditures</b>													
14733 : Accommodation Master Plan Implementation	10,622	-	-	-	-	-	-	-	-	-	10,622	-	10,622
14740 : Ontario Disability Act Implementation	50	-	-	-	-	-	-	-	-	-	50	-	50
14755 : Security & Life Safety Projects	325	-	-	-	-	-	-	-	-	-	325	-	325
14775 : Property Services Branch General Capital	300	-	-	-	-	-	-	-	-	-	300	-	300
14780 : Annex Pre-Construction	1,653	1,403	1,045	685	146	-	-	-	-	-	4,932	-	4,932
14781 : Annex Construction	6,347	71,740	81,535	41,043	-	-	-	-	-	-	200,665	-	200,665
14810 : Property Services Branch - Archibus Upgrade	300	-	-	-	-	-	-	-	-	-	300	-	300
14811 : Technology Software Initiatives	485	-	-	-	-	-	-	-	-	-	485	-	485
14830 : Vehicles Purchases	40	-	-	-	-	-	-	-	-	-	40	-	40
14835 : Audio-Visual Equipment & Events	150	-	-	-	-	-	-	-	-	-	150	-	150
14855 : Corporate Space Intensification Initiatives	10,023	-	-	-	-	-	-	-	-	-	10,023	-	10,023
14856 : Corporate Furniture Management - Existing Furniture Program	50	-	-	-	-	-	-	-	-	-	50	-	50
14857 : Corporate Capital	50	-	-	-	-	-	-	-	-	-	50	-	50
14858 : CHS Capital Projects	564	-	-	-	-	-	-	-	-	-	564	-	564
14882 : Corporate Signage	10	-	-	-	-	-	-	-	-	-	10	-	10
14901 : Project Management	3,184	-	-	-	-	-	-	-	-	-	3,184	-	3,184
<b>Total Business Initiatives Gross Expenditures</b>	<b>34,153</b>	<b>73,143</b>	<b>82,580</b>	<b>41,728</b>	<b>146</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>231,750</b>	<b>-</b>	<b>231,750</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Debt Reduction Reserve	19,524	73,143	82,580	41,728	146	-	-	-	-	-	217,121	-	217,121
Reserves	14,629	-	-	-	-	-	-	-	-	-	14,629	-	14,629
<b>Total Business Initiatives Financing Sources</b>	<b>34,153</b>	<b>73,143</b>	<b>82,580</b>	<b>41,728</b>	<b>146</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>231,750</b>	<b>-</b>	<b>231,750</b>
<b>Program Group: Rehabilitation &amp; Repair</b>													
<b>Gross Expenditures</b>													
14703 : Corporate Services - Facilities Rehabilitation & Repair	4,247	-	-	-	-	-	-	-	-	-	4,247	-	4,247
14704 : Corporate Services - All Facilities Rehabilitation & Repair-Emergency	100	-	-	-	-	-	-	-	-	-	100	-	100
14706 : Roads Facilities - Rehabilitation & Repair	425	-	-	-	-	-	-	-	-	-	425	-	425

**Property Services  
Capital Spending Authority Project Expenditures & Funding by Program Group**

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
14707 : Solid Waste Facilities - Rehabilitation & Repair	34	-	-	-	-	-	-	-	-	-	34	-	34
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	345	-	-	-	-	-	-	-	-	-	345	-	345
14709 : York Region Transit Facilities - Rehabilitation & Repair	55	-	-	-	-	-	-	-	-	-	55	-	55
14711 : Employment & Financial Support Facilities - Rehabilitation & Repair	110	-	-	-	-	-	-	-	-	-	110	-	110
14712 : Family & Child Services Facilities - Rehabilitation & Repair	15	-	-	-	-	-	-	-	-	-	15	-	15
14713 : Long-Term Care Facilities - Rehabilitation & Repair	475	-	-	-	-	-	-	-	-	-	475	-	475
14714 : Public Health Facilities - Rehabilitation & Repair	18	-	-	-	-	-	-	-	-	-	18	-	18
14716 : Paramedic Services Facilities - Rehabilitation & Repair	189	-	-	-	-	-	-	-	-	-	189	-	189
<b>Total Rehabilitation &amp; Repair Gross Expenditures</b>	<b>6,013</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,013</b>	<b>-</b>	<b>6,013</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Reserves	6,013	-	-	-	-	-	-	-	-	-	6,013	-	6,013
<b>Total Rehabilitation &amp; Repair Financing Sources</b>	<b>6,013</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,013</b>	<b>-</b>	<b>6,013</b>
<b>Total Property Services Gross Expenditures</b>	<b>40,166</b>	<b>73,143</b>	<b>82,580</b>	<b>41,728</b>	<b>146</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>237,763</b>	<b>-</b>	<b>237,763</b>
<b>Funding Sources</b>													
<b>Regional</b>													
Debt Reduction Reserve	19,524	73,143	82,580	41,728	146	-	-	-	-	-	217,121	-	217,121
Reserves	20,642	-	-	-	-	-	-	-	-	-	20,642	-	20,642
<b>Total Property Services Financing Sources</b>	<b>40,166</b>	<b>73,143</b>	<b>82,580</b>	<b>41,728</b>	<b>146</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>237,763</b>	<b>-</b>	<b>237,763</b>

## Property Services Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
<b>Program Group: Business Initiatives</b>									
14733 : Accommodation Master Plan Implementation	10,622	-	9,822	800	-	-	-	-	-
14740 : Ontario Disability Act Implementation	50	-	-	50	-	-	-	-	-
14755 : Security & Life Safety Projects	325	-	-	325	-	-	-	-	-
14775 : Property Services Branch General Capital	300	-	-	300	-	-	-	-	-
14780 : Annex Pre-Construction	4,932	-	4,932	-	-	-	-	-	-
14781 : Annex Construction	200,665	-	200,665	-	-	-	-	-	-
14810 : Property Services Branch - Archibus Upgrade	300	-	-	300	-	-	-	-	-
14811 : Technology Software Initiatives	485	-	-	485	-	-	-	-	-
14830 : Vehicles Purchases	40	-	-	40	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	150	-	-	150	-	-	-	-	-
14855 : Corporate Space Intensification Initiatives	10,023	-	1,388	8,635	-	-	-	-	-
14856 : Corporate Furniture Management - Existing Furniture Program	50	-	-	50	-	-	-	-	-
14857 : Corporate Capital	50	-	-	50	-	-	-	-	-
14858 : CHS Capital Projects	564	-	314	250	-	-	-	-	-
14882 : Corporate Signage	10	-	-	10	-	-	-	-	-
14901 : Project Management	3,184	-	-	3,184	-	-	-	-	-
<b>Total Business Initiatives</b>	<b>231,750</b>	<b>-</b>	<b>217,121</b>	<b>14,629</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Program Group: Rehabilitation &amp; Repair</b>									
14703 : Corporate Services - Facilities Rehabilitation & Repair	4,247	-	-	4,247	-	-	-	-	-
14704 : Corporate Services – All Facilities Rehabilitation & Repair Emergency	100	-	-	100	-	-	-	-	-
14706 : Roads Facilities - Rehabilitation & Repair	425	-	-	425	-	-	-	-	-
14707 : Solid Waste Facilities - Rehabilitation & Repair	34	-	-	34	-	-	-	-	-

**Property Services**  
**Capital Spending Authority Project Financing Sources by Program Group**

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	345	-	-	345	-	-	-	-	-
14709 : York Region Transit Facilities - Rehabilitation & Repair	55	-	-	55	-	-	-	-	-
14711 : Employment & Financial Support Facilities -Rehabilitation & Repair	110	-	-	110	-	-	-	-	-
14712 : Family & Child Services Facilities - Rehabilitation & Repair	15	-	-	15	-	-	-	-	-
14713 : Long-Term Care Facilities - Rehabilitation & Repair	475	-	-	475	-	-	-	-	-
14714 : Public Health Facilities - Rehabilitation & Repair	18	-	-	18	-	-	-	-	-
14716 : Paramedic Services Facilities - Rehabilitation & Repair	189	-	-	189	-	-	-	-	-
<b>Total Rehabilitation &amp; Repair</b>	<b>6,013</b>	<b>-</b>	<b>-</b>	<b>6,013</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Services</b>	<b>237,763</b>	<b>-</b>	<b>217,121</b>	<b>20,642</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Planning and Economic Development 10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Gross Expenditures</b>															
80119 : Development Tracking System	-	1,000	1,197	263	-	-	-	-	-	-	-	-	1,460	-	2,460
<b>Total Gross Expenditures</b>	-	1,000	1,197	263	-	-	-	-	-	-	-	-	1,460	-	2,460
<b>Financing Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	-	100	120	26	-	-	-	-	-	-	-	-	146	-	246
<b>Debtenture</b>															
Debtenture Proceeds DC	-	900	1,077	237	-	-	-	-	-	-	-	-	1,314	-	2,214
<b>Total Financing Sources</b>	-	1,000	1,197	263	-	-	-	-	-	-	-	-	1,460	-	2,460

## Planning and Economic Development 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
80119 : Development Tracking System	1,460	146	-	-	1,314	-	-	-	-
<b>Total Planning and Economic Development</b>	<b>1,460</b>	<b>146</b>	<b>-</b>	<b>-</b>	<b>1,314</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Planning and Economic Development  
Capital Spending Authority Project Expenditures & Funding**

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Gross Expenditures</b>													
80119 : Development Tracking System	1,197	263	-	-	-	-	-	-	-	-	1,460	-	1,460
<b>Total Gross Expenditures</b>	<b>1,197</b>	<b>263</b>	-	-	-	-	-	-	-	-	<b>1,460</b>	-	<b>1,460</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Current Tax Levy - Reserves	120	26	-	-	-	-	-	-	-	-	146	-	146
<b>Debtenture</b>													
Debtenture Proceeds DC	1,077	237	-	-	-	-	-	-	-	-	1,314	-	1,314
<b>Total Financing Sources</b>	<b>1,197</b>	<b>263</b>	-	-	-	-	-	-	-	-	<b>1,460</b>	-	<b>1,460</b>

**Planning and Economic Development  
Capital Spending Authority Project Financing Sources**

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
80119 : Development Tracking System	1,460	146	-	-	1,314	-	-	-	-
<b>Total Planning and Economic Development</b>	<b>1,460</b>	<b>146</b>		<b>-</b>	<b>1,314</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Information Technology 10-Year Capital Project Expenditures & Funding

(In \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Gross Expenditures</b>															
16755 : Corporate & Departmental Systems	3,447	4,029	10,231	5,757	5,787	8,786	6,011	5,759	5,769	5,780	6,815	5,967	66,662	44,348	118,486
16892 : Regional Fiber Network	5,524	4,392	1,885	793	425	50	-	-	-	-	-	-	3,153	-	13,069
16895 : IT Equipment - Printers & PCs	29,060	5,604	6,050	5,128	5,142	5,157	6,980	5,621	5,638	5,655	6,088	7,647	59,106	33,938	127,708
16896 : IT Equipment - Data Centre	13,880	5,820	3,817	3,663	3,168	4,197	6,917	4,720	3,651	3,955	4,429	7,078	45,595	38,136	103,431
<b>Total Gross Expenditures</b>	<b>51,911</b>	<b>19,845</b>	<b>21,983</b>	<b>15,341</b>	<b>14,522</b>	<b>18,190</b>	<b>19,908</b>	<b>16,100</b>	<b>15,058</b>	<b>15,390</b>	<b>17,332</b>	<b>20,692</b>	<b>174,516</b>	<b>116,422</b>	<b>362,694</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Other Recoveries	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Reserves	51,778	19,845	21,983	15,341	14,522	18,190	19,908	16,100	15,058	15,390	17,332	20,692	174,516	116,422	362,561
<b>External</b>															
Other Recoveries	132	-	-	-	-	-	-	-	-	-	-	-	-	-	132
<b>Total Financing Sources</b>	<b>51,911</b>	<b>19,845</b>	<b>21,983</b>	<b>15,341</b>	<b>14,522</b>	<b>18,190</b>	<b>19,908</b>	<b>16,100</b>	<b>15,058</b>	<b>15,390</b>	<b>17,332</b>	<b>20,692</b>	<b>174,516</b>	<b>116,422</b>	<b>362,694</b>

## Information Technology 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
16755 : Corporate & Departmental Systems	66,662	-	-	66,662	-	-	-	-	-
16892 : Regional Fiber Network	3,153	-	-	3,153	-	-	-	-	-
16895 : IT Equipment - Printers & PCs	59,106	-	-	59,106	-	-	-	-	-
16896 : IT Equipment - Data Centre	45,595	-	-	45,595	-	-	-	-	-
<b>Total Information Technology</b>	<b>174,516</b>	<b>-</b>	<b>-</b>	<b>174,516</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Information Technology Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Gross Expenditures</b>													
16755 : Corporate & Departmental Systems	10,231	5,757	5,787	8,786	6,011	5,759	-	-	-	-	42,331	-	42,331
16892 : Regional Fiber Network	1,885	793	425	50	-	-	-	-	-	-	3,153	-	3,153
16895 : IT Equipment - Printers & PCs	6,050	5,128	5,142	5,157	6,980	5,621	-	-	-	-	34,078	-	34,078
16896 : IT Equipment - Data Centre	3,817	3,663	3,168	4,197	6,917	4,720	-	-	-	-	26,482	-	26,482
<b>Total Gross Expenditures</b>	<b>21,983</b>	<b>15,341</b>	<b>14,522</b>	<b>18,190</b>	<b>19,908</b>	<b>16,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>106,044</b>	<b>-</b>	<b>106,044</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Reserves	21,983	15,341	14,522	18,190	19,908	16,100	-	-	-	-	106,044	-	106,044
<b>Total Financing Sources</b>	<b>21,983</b>	<b>15,341</b>	<b>14,522</b>	<b>18,190</b>	<b>19,908</b>	<b>16,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>106,044</b>	<b>-</b>	<b>106,044</b>

## Information Technology Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
16755 : Corporate & Departmental Systems	42,331	-	-	42,331	-	-	-	-	-
16892 : Regional Fiber Network	3,153	-	-	3,153	-	-	-	-	-
16895 : IT Equipment - Printers & PCs	34,078	-	-	34,078	-	-	-	-	-
16896 : IT Equipment - Data Centre	26,482	-	-	26,482	-	-	-	-	-
<b>Total Information Technology</b>	<b>106,044</b>	<b>-</b>	<b>-</b>	<b>106,044</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Intentional Blank

# York Regional Police 10-Year Capital Project Expenditures & Funding

(In \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
<b>Gross Expenditures</b>															
27100 : #1 District Multi-Functional Facility	-	-	-	1,600	20,600	3,550	-	-	-	-	-	-	25,750	-	25,750
27730 : Marine Patrol Boat	-	-	-	-	250	-	-	-	-	-	-	-	250	-	250
27910 : Robotics and Support Services Equipment	-	252	-	250	-	-	-	-	400	-	-	-	650	-	902
28160 : Telephone System Replacement	-	-	-	-	-	-	-	700	-	-	-	-	700	-	700
29010 : Vehicles - Replacement & Additional	3,755	4,107	4,040	4,120	4,200	4,290	4,370	4,460	4,550	4,640	4,730	4,830	44,230	-	52,092
29011 : Business Intelligence	-	250	1,350	-	-	-	-	-	-	-	-	-	1,350	-	1,600
29017 : Specialized Equipment - Growth Staff	713	620	665	665	665	665	665	665	665	665	665	665	6,650	-	7,983
29022 : Information Technology Hardware	1,381	1,443	1,475	1,750	1,530	1,570	1,600	2,030	1,660	1,690	1,730	2,010	17,045	-	19,869
29023 : Specialized Equipment - Investigative Services	-	135	1,321	-	-	-	-	-	1,321	-	-	-	2,642	-	2,777
29026 : In-Car Video Equipment	2,168	131	131	131	700	700	700	131	131	131	131	700	3,586	-	5,885
29028 : Portable and Mobile Radio Replacements	-	-	-	-	-	-	-	2,352	2,352	-	-	-	4,704	-	4,704
29030 : IT Infrastructure and Retention	3,262	676	918	1,157	678	1,083	636	717	1,167	640	1,039	1,100	9,135	-	13,073
29031 : #3 District - Marine Headquarters	182	92	1,800	1,855	4,145	-	-	-	-	-	-	-	7,800	-	8,074
29032 : Data Governance Retention Management	-	450	550	-	-	-	-	-	-	-	-	-	550	-	1,000
29033 : Renovations to Existing Facilities	-	410	327	250	250	250	250	250	250	250	250	250	2,577	-	2,987
29035 : Closed Circuit System	166	-	-	-	-	716	-	-	-	-	-	-	716	-	882
29039 : Employee Scheduling	357	-	-	-	-	-	-	-	-	-	450	-	450	-	807
29040 : Training Facility	1,062	8,814	17,500	2,908	-	-	-	-	-	-	-	-	20,408	-	30,284
29042 : Radio System	21,569	4,222	425	-	-	-	-	-	-	-	-	-	425	-	26,216
29043 : Renovations #4 District	253	-	150	1,350	-	-	-	-	-	-	-	-	1,500	-	1,753
29044 : Police Talent Management	-	-	-	-	-	-	-	-	-	-	150	-	150	-	150
29045 : Land Bank Acquisition	2,225	-	-	-	-	3,000	-	-	-	3,000	-	-	6,000	-	8,225
29046 : Sub-Station Outlook	-	-	1,300	-	-	-	5,000	-	-	-	5,000	-	11,300	-	11,300
29047 : Forensic Lab Equipment	152	-	-	142	-	1,900	1,763	-	-	-	-	-	3,805	-	3,957
29048 : YRP Net Rewrite	-	-	150	-	-	-	-	150	-	-	-	-	300	-	300

## York Regional Police 10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/14	Year End Forecast	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
29049 : Disaster Recovery Plan	-	-	308	-	-	-	-	308	-	-	-	-	616	-	616
29050 : Air Support	-	-	689	100	3,300	-	-	-	425	437	340	-	5,291	-	5,291
<b>Total Gross Expenditures</b>	<b>37,245</b>	<b>21,602</b>	<b>33,099</b>	<b>16,278</b>	<b>36,318</b>	<b>17,724</b>	<b>14,984</b>	<b>11,763</b>	<b>12,921</b>	<b>11,453</b>	<b>14,485</b>	<b>9,555</b>	<b>178,580</b>	<b>-</b>	<b>237,427</b>
<b>Financing Sources</b>															
<b>Regional</b>															
Current Tax Levy - Reserves	465	-	-	-	-	-	-	-	-	-	-	-	-	-	465
Development Charges	1,750	631	676	913	18,648	5,927	5,296	3,284	3,290	3,643	5,448	823	47,948	-	50,329
Debt Reduction Reserve	17,350	5,461	7,340	2,821	10,434	4,731	2,963	700	2,146	737	1,440	700	34,012	-	56,823
Other Recoveries	3,946	1,088	-	-	700	-	-	-	-	-	-	-	700	-	5,734
Reserves	12,487	6,203	6,515	7,160	6,536	7,066	6,725	7,779	7,485	7,073	7,597	8,032	71,988	-	90,658
<b>Debtenture</b>															
Debtenture Proceeds	320	-	-	-	-	-	-	-	-	-	-	-	-	-	320
Debtenture Proceeds DC	919	8,219	18,568	5,384	-	-	-	-	-	-	-	-	23,952	-	33,090
Debtenture Proceeds Tax Levy	8	-	-	-	-	-	-	-	-	-	-	-	-	-	8
<b>Total Financing Sources</b>	<b>37,245</b>	<b>21,602</b>	<b>33,099</b>	<b>16,278</b>	<b>36,318</b>	<b>17,724</b>	<b>14,984</b>	<b>11,763</b>	<b>12,921</b>	<b>11,453</b>	<b>14,485</b>	<b>9,555</b>	<b>178,580</b>	<b>-</b>	<b>237,427</b>

## York Regional Police 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debiture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
27100 : #1 District Multi - Functional Facility	25,750	-	8,088	-	17,662	-	-	-	-
27730 : Marine Patrol Boat	250	-	250	-	-	-	-	-	-
27910 : Robotics and Support Services Equipment	650	-	650	-	-	-	-	-	-
28160 : Telephone System Replacement	700	-	700	-	-	-	-	-	-
29010 : Vehicles - Replacement & Additional	44,230	-	-	41,918	-	2,312	-	-	-
29011 : Business Intelligence	1,350	-	1,350	-	-	-	-	-	-
29017 : Specialized Equipment - Growth Staff	6,650	-	-	1,200	-	5,450	-	-	-
29022 : Information Technology Hardware	17,045	-	-	17,045	-	-	-	-	-
29023 : Specialized Equipment - Investigative Services	2,642	-	2,642	-	-	-	-	-	-
29026 : In-Car Video Equipment	3,586	-	2,800	-	-	786	-	-	-
29028 : Portable and Mobile Radio Replacements	4,704	-	-	-	4,704	-	-	-	-
29030 : IT Infrastructure and Retention	9,135	-	823	8,312	-	-	-	-	-
29031 : #3 District - Marine Headquarters	7,800	-	779	-	7,021	-	-	-	-
29032 : Data Governance Retention Management	550	-	550	-	-	-	-	-	-
29033 : Renovations to Existing Facilities	2,577	-	-	2,577	-	-	-	-	-
29035 : Closed Circuit System	716	-	716	-	-	-	-	-	-
29039 : Employee Scheduling	450	-	450	-	-	-	-	-	-
29040 : Training Facility	20,408	-	2,041	-	18,367	-	-	-	-
29042 : Radio System	425	-	397	-	28	-	-	-	-
29043 : Renovations #4 District	1,500	-	1,500	-	-	-	-	-	-
29044 : Police Talent Management	150	-	150	-	-	-	-	-	-
29045 : Land Bank Acquisition	6,000	-	600	-	5,400	-	-	-	-
29046 : Sub-Station Outlook	11,300	-	1,130	-	10,170	-	-	-	-
29047 : Forensic Lab Equipment	3,805	-	3,805	-	-	-	-	-	-
29048 : YRP Net Rewrite	300	-	-	300	-	-	-	-	-
29049 : Disaster Recovery Plan	616	-	-	616	-	-	-	-	-

**York Regional Police**  
**10-Year Capital Project Financing Sources**

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
29050 : Air Support	5,291	-	4,591	-	-	-	-	-	700
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(39,400)	39,400	-	-	-
<b>Total York Regional Police</b>	<b>178,580</b>	<b>-</b>	<b>34,012</b>	<b>71,968</b>	<b>23,952</b>	<b>47,948</b>	<b>-</b>	<b>-</b>	<b>700</b>

## York Regional Police Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	1 - 10 Year Total	Balance to Complete	2016 CSA
<b>Gross Expenditures</b>													
29010 : Vehicles - Replacement & Additional	4,040	-	-	-	-	-	-	-	-	-	4,040	-	4,040
29011 : Business Intelligence	1,350	-	-	-	-	-	-	-	-	-	1,350	-	1,350
29017 : Specialized Equipment - Growth Staff	665	-	-	-	-	-	-	-	-	-	665	-	665
29022 : Information Technology Hardware	1,475	-	-	-	-	-	-	-	-	-	1,475	-	1,475
29023 : Specialized Equipment - Investigative Services	1,321	-	-	-	-	-	-	-	-	-	1,321	-	1,321
29026 : In-Car Video Equipment	131	-	-	-	-	-	-	-	-	-	131	-	131
29030 : IT Infrastructure and Retention	918	-	-	-	-	-	-	-	-	-	918	-	918
29031 : #3 District - Marine Headquarters	1,800	1,855	4,145	-	-	-	-	-	-	-	7,800	-	7,800
29032 : Data Governance Retention Management	550	-	-	-	-	-	-	-	-	-	550	-	550
29033 : Renovations to Existing Facilities	327	-	-	-	-	-	-	-	-	-	327	-	327
29040 : Training Facility	17,500	2,908	-	-	-	-	-	-	-	-	20,408	-	20,408
29042 : Radio System	425	-	-	-	-	-	-	-	-	-	425	-	425
29043 : Renovations #4 District	150	1,350	-	-	-	-	-	-	-	-	1,500	-	1,500
29046 : Sub-Station Outlook	1,300	-	-	-	-	-	-	-	-	-	1,300	-	1,300
29048 : YRP Net Rewrite	150	-	-	-	-	-	-	-	-	-	150	-	150
29049 : Disaster Recovery Plan	308	-	-	-	-	-	-	-	-	-	308	-	308
29050 : Air Support	689	-	-	-	-	-	-	-	-	-	689	-	689
<b>Total Gross Expenditures</b>	<b>33,099</b>	<b>6,113</b>	<b>4,145</b>	-	-	-	-	-	-	-	<b>43,357</b>	-	<b>43,357</b>
<b>Financing Sources</b>													
<b>Regional</b>													
Development Charges	676	-	3,731	-	-	-	-	-	-	-	4,407	-	4,407
Debt Reduction Reserve	7,340	1,826	414	-	-	-	-	-	-	-	9,580	-	9,580
Reserves	6,515	-	-	-	-	-	-	-	-	-	6,515	-	6,515
<b>Debtenture</b>													
Debtenture Proceeds DC	18,568	4,287	-	-	-	-	-	-	-	-	22,855	-	22,855
<b>Total Financing Sources</b>	<b>33,099</b>	<b>6,113</b>	<b>4,145</b>	-	-	-	-	-	-	-	<b>43,357</b>	-	<b>43,357</b>

## York Regional Police Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debiture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
29010 : Vehicles - Replacement & Additional	4,040	-	-	4,040	-	-	-	-	-
29011 : Business Intelligence	1,350	-	1,350	-	-	-	-	-	-
29017 : Specialized Equipment - Growth Staff	665	-	-	120	-	545	-	-	-
29022 : Information Technology Hardware	1,475	-	-	1,475	-	-	-	-	-
29023 : Specialized Equipment - Investigative Services	1,321	-	1,321	-	-	-	-	-	-
29026 : In-Car Video Equipment	131	-	-	-	-	131	-	-	-
29030 : IT Infrastructure and Retention	918	-	823	95	-	-	-	-	-
29031 : #3 District - Marine Headquarters	7,800	-	779	-	7,021	-	-	-	-
29032 : Data Governance Retention Management	550	-	550	-	-	-	-	-	-
29033 : Renovations to Existing Facilities	327	-	-	327	-	-	-	-	-
29040 : Training Facility	20,408	-	2,041	-	18,367	-	-	-	-
29042 : Radio System	425	-	397	-	28	-	-	-	-
29043 : Renovations #4 District	1,500	-	1,500	-	-	-	-	-	-
29046 : Sub-Station Outlook	1,300	-	130	-	1,170	-	-	-	-
29048 : YRP Net Rewrite	150	-	-	150	-	-	-	-	-
29049 : Disaster Recovery Plan	308	-	-	308	-	-	-	-	-
29050 : Air Support	689	-	689	-	-	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(3,731)	3,731	-	-	-
<b>Total York Regional Police</b>	<b>43,357</b>	<b>-</b>	<b>9,580</b>	<b>6,515</b>	<b>22,855</b>	<b>4,407</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Debt Management Plan

## Determination of Annual Repayment Limit

### Step 1: Calculate 25% of Own Source Revenue

Own source revenue includes:

- Property tax revenue
- Water and wastewater revenues
- Transit fares
- Fees provided for police services, public housing rents, and fees from services provided to other municipalities.

Own source revenue does not include development charges, grants and subsidies from other levels of government, other deferred revenues (e.g., gas tax revenues), and contributions from reserves.

The table below provides the 2016-2025 forecast based on information and assumptions contained in the 2016 Operating Budget.

### Annual Repayment Limit calculation — 25% of own source revenues

Annual Repayment Limit Determination	Budget Year FIR Year <sup>1</sup>	2016 2014	2017 2015	2018 2016	2019 2017	2020 2018	2021 2019	2022 2020	2023 2021	2024 2022	2025 2023
<b>Net Revenues (in \$ Millions)</b>											
Property Taxes/PIL's <sup>2</sup>		912	937	981	1,025	1,067	1,108	1,150	1,193	1,239	1,286
User Rates - Sewage/Water/Solid Waste <sup>3</sup>		239	267	296	321	349	376	409	429	445	462
Transportation User Fees		68	69	72	76	79	81	83	86	88	91
Other User Fees <sup>4</sup>		40	33	36	37	37	38	38	39	39	39
Provincial Fines		13	12	13	15	15	15	15	15	15	15
Other Revenue <sup>5</sup>		144	71	79	74	76	77	82	97	119	132
<b>Total Net Revenues<sup>6</sup></b>		<b>1,416</b>	<b>1,389</b>	<b>1,477</b>	<b>1,548</b>	<b>1,623</b>	<b>1,695</b>	<b>1,777</b>	<b>1,859</b>	<b>1,945</b>	<b>2,025</b>
<b>25% of Net Revenues</b>		<b>354</b>	<b>347</b>	<b>369</b>	<b>387</b>	<b>406</b>	<b>424</b>	<b>444</b>	<b>465</b>	<b>486</b>	<b>506</b>

#### Notes:

<sup>1</sup> Own Source Revenues from two years prior to the current year are included in current year Annual Repayment Limit calculations as represented by Financial Information Return (FIR) Year. Financial Information Return Year 2014 is based on actual results. Financial Information Return Year 2015 is based on the year-end forecast. Financial Information Return Years 2016-2018 are based on the 2016 Operating Budget and departmental estimates for outlook years.

<sup>2</sup> Property Taxes for Financial Information Return Year 2016 assume 1.76% assessment growth plus 1.09% net tax levy growth for a total of 2.85%. Property Taxes assume to increase 2.69% for Financial Information Return Year 2017 and 2.35% for Financial Information Return Year 2018. Financial Information Return 2019-2023 Years assume an annual average increase of 3.80%.

<sup>3</sup> Water and wastewater rates are approved for increase of 9.0% annually for Financial Information Return Years 2016-2020 and increase 2.9% for Financial Information Return Year 2021. Financial Information Return Years 2022-2023 assume rates will continue to increase 2.9% annually.

<sup>4</sup> Other User Fees include revenues generated by: Police Services, Public Health, Paramedic Services, Community and Health Services, Social Housing, and Planning. Financial Information Return Years 2016-2018 are based on the 2016 Operating Budget and grow at an average annual rate of 1.94%. Financial Information Return Years 2019-2023 assume an annual average increase of 1.00%.

<sup>5</sup> Other Revenue includes: Investment Income, Sales of Publications, recoveries and etc. Investment income is based on reserve balance forecasts assuming a rate of return of 3.00% for Financial Information Return Years 2016-2020, 3.25% for Financial Information Return Year 2021 and 3.50% for Financial Information Return Years 2022-2023.

<sup>6</sup> Total Net Revenues equal total budgeted net revenues from the 2016 Operating Budget and departmental estimates of the outlook years. These are forecast to increase at an average annual rate of 4.61% over the forecast period (e.g., Financial Information Return Years 2016-2023).

## Step 2: Calculate Growth Cost Supplement

The growth cost supplement is based on development charge collections. The Regulation allows the Region to include an amount equal to 80% of the average development charge collections for the previous three fiscal years. A forecast of development charge collections is also required as part of this plan.

The development charge collections forecast was developed for 2016 to 2025. A development charge collection estimate was generated for 2015, based on the actual year-to-date collections realized by September, and historic trends in monthly development charge collections.

Development charge collections are very sensitive to economic conditions and can vary from year to year. Key factors influencing annual development charges collections include the following:

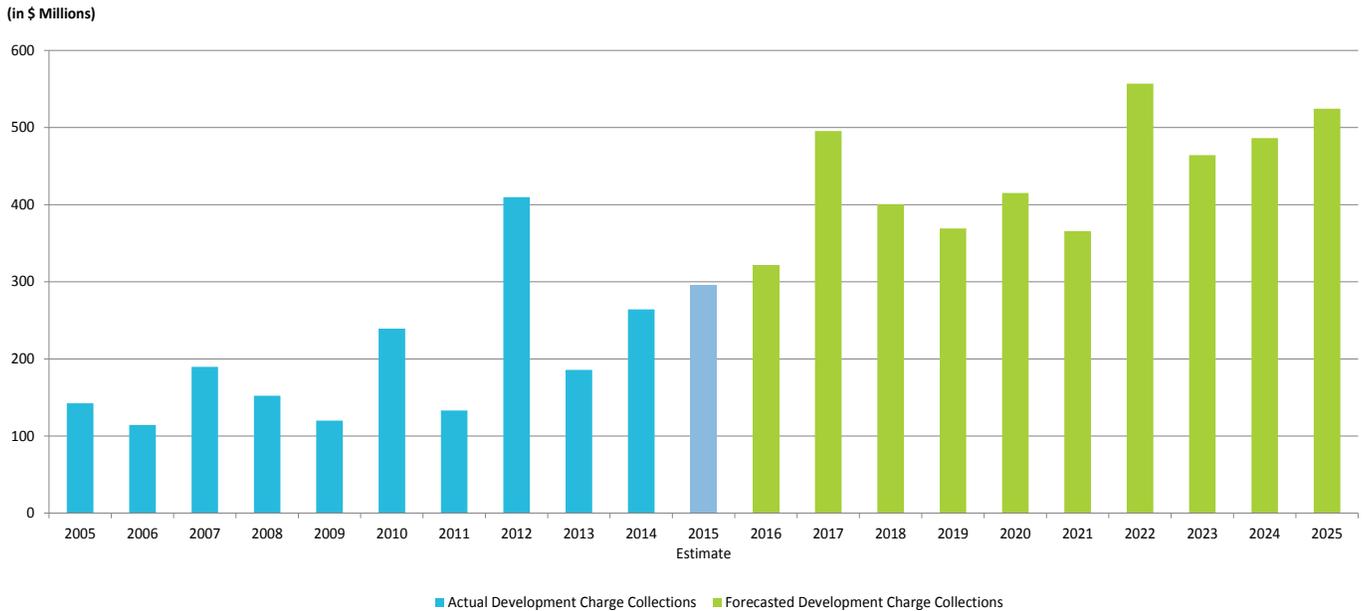
- The amount of development activity in the Region, including registration of new residential subdivisions and the issuance of building permits for residential and non-residential buildings
- Development charge rate changes and transitional provisions such as prepaid development charge agreements that could lead to early registration, and result in lower collections in subsequent years
- Development charge collection policies such as development charge deferrals, prepayments and Ontario Municipal Board minutes of settle prepayments that change the timing of development charge collections.

The 2016 to 2025 collections forecast is generated using econometric models that differentiate between the short, medium and long terms:

- The short-term forecast is based on quarterly new unit sales, a strong leading indicator of building permit issuance
- The medium term forecast is based on anticipated population growth and links together the short-term forecast to the long-term forecast
- The long-term forecast is informed by demographic and policy factors including population and employment growth and planned density. It is an evenly weighted average of Ministry of Finance and Growth Plan Amendment 2 forecasts
- In addition, the development charge collections forecast is informed by:
  - Recent data on average gross floor area of non-residential developments
  - Regional policies regarding development charge prepayments, deferrals and exemptions

Historic and forecast development charge collections are provided in the chart on page 365.

## Annual development charge collections



Source: York Region Finance Department

Over the ten year period 2004-2014, annual collections peak in 2012, 2010, and 2007 during development charge bylaw updates. Collections were significantly lower in 2008 and 2009 due to the economic recession. The actual historic average collection level is not a good indicator of future average collections because development charge rates have increased, and the Region has stopped the practice of phasing in development charge rate increases.

Development charge collections from 2015 to 2025 are anticipated to increase due to the expectation that the Region will continue to grow.

### Step 3: Calculate Total Annual Repayment Limit

The final step is to calculate the total Annual Repayment Limit by adding the revenues and collections calculated in Steps 1 and 2 above, as summarized in the table on page 366.

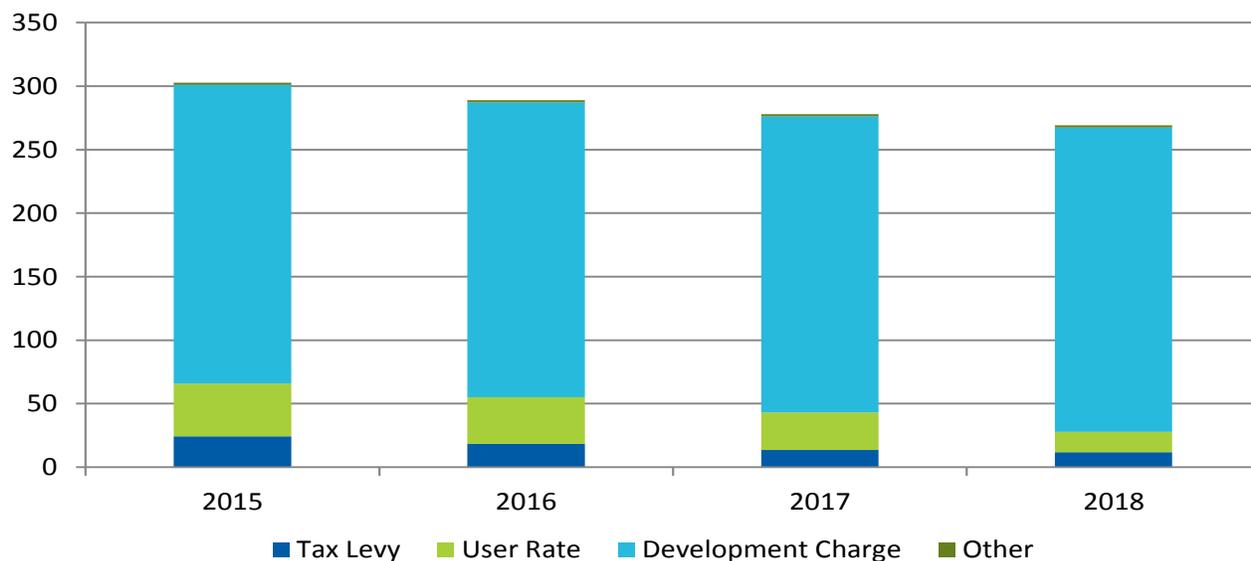
## Total Annual Repayment Limit

(in \$ Millions)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Total own source revenues	1,416	1,389	1,477	1,548	1,623	1,695	1,777	1,859	1,945	2,025
25% of own source revenues (A)	354	347	369	387	406	424	444	465	486	506
Development charge collections (3-year rolling average)	249	294	371	406	422	395	383	446	462	503
Development charge Supplement (%)	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
DC Cost Supplement (B)	174	206	260	284	295	277	268	312	323	352
<b>Growth related debt and financial obligation limit (Annual Repayment Limit) (A+B)</b>	<b>528</b>	<b>553</b>	<b>629</b>	<b>671</b>	<b>701</b>	<b>701</b>	<b>712</b>	<b>777</b>	<b>809</b>	<b>858</b>

Note: While the Regulation allows the Region to include an amount equivalent to 80% of the average development charge collections for the previous three fiscal years as growth cost supplement, the 2016 to 2025 Annual Repayment Limit is calculated based on 70% development charge collection for conservative projection purposes.

## 2016 Budget Debenture Repayment Sources

(in \$ Millions)



# Glossary

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<b>Annual Repayment Limit</b>	The limit set by provincial regulation on a municipality's debt charges, calculated annually by the province as the municipality's "debt and financial obligation limit." The limit is 25% of a municipality's own-source revenues, as defined in the regulation and excluding development charge collections. In 2011, the province amended the regulation to allow York Region to increase its limit by adding a growth-related "cost supplement" amounting to 80% of the average of the last three fiscal years of estimated development charge collections.
<b>Area Municipality</b>	A municipality located within York Region. Also referred to as a "local municipality."
<b>Assessment Value</b>	Value of property as determined by the Municipal Property Assessment Corporation. It is provided (or "returned") to municipalities in December as the basis for property taxation in the following year.
<b>Assessment Growth, Assessment Growth Revenue</b>	The increase in assessment value during the year as the result of new properties and improvements to existing properties. In preparing a budget, the current year's associated revenue is forecast as part of expected revenues for the following budget year, when the tax on the new or improved property will be levied.
<b>Balanced Budget</b>	As required for Ontario municipalities under the Municipal Act, an operating budget that shows estimated revenues are equal to estimated spending.
<b>Base Budget</b>	Cost of continuing the existing levels of service from one budget year to the next, before taking population growth into account. See also Maintaining Existing Service Levels and Enhancing Service Levels.
<b>Bond</b>	A debt instrument promising to pay back borrowed money on a specified date, normally with periodic payments of interest required before repayment. See also debenture.
<b>Budget</b>	A plan of financial activity for a calendar year indicating all planned funding and spending.
<b>Capital Asset</b>	A non-financial asset, either fixed or moveable and expected to last longer than one year, that the Region builds or acquires to deliver services. Examples include roads, transit vehicles, watermains, paramedic stations and community housing.
<b>Capital Budget</b>	The budget for the Region's capital assets.

<b>Capital Expenditure</b>	Planned or actual spending on acquiring, building or upgrading capital assets.
<b>Capital Reserves</b>	Reserves for future capital spending. Examples include capital asset replacement reserves and development charge reserves.
<b>Capital Spending Authority</b>	Capital Spending Authority (CSA) is the authority from Council to commit funding to a capital project. The authority may span several years for multi-year projects.
<b>Compensation and Inflation</b>	Incremental costs resulting from inflation and compensation agreements.
<b>Contractual Commitments and Rate Adjustments</b>	Incremental costs resulting from cost or rate increases specified in multi-year contracts or other agreements with service providers.
<b>Contributions to Capital Reserves</b>	Contributions to capital reserves for pay-as-you-go capital.
<b>Contributions to Non-Capital Reserves</b>	Contributions to reserves other than capital reserves.
<b>Council</b>	The 21-member governing body of elected officials that sets policies, direction and budgets for York Region.
<b>Debenture</b>	A debt instrument promising to pay back borrowed money on a specified date, normally with periodic payments of interest required before repayment. A debenture is typically issued against the general ability of the borrower to repay, as opposed to being secured by specific assets.
<b>Debt</b>	Money owed by the Region. For Ontario municipalities, debt normally consists of debentures and notes and cash loans from financial institutions, and may also include loans from the municipality's own reserves.
<b>Debt and Financial Obligation Limit</b>	See Annual Repayment Limit.
<b>Department</b>	A unit of York Region that delivers a unique group of services. Departments may be further subdivided into branches.
<b>Development Charges</b>	Rates levied on new development, whether residential or non-residential, and set from time to time through a Development Charges bylaw.

<b>Direct Charges, Allocations and Recoveries</b>	The incremental impact of direct charges and allocations within the departments and the recovery of staffing costs associated with the construction and planning of capital projects.
<b>Efficiencies</b>	Organizational savings in time and money as a result of operating more cost-effectively.
<b>Employee</b>	A person who receives a T-4 slip from York Region. See also full-time equivalent.
<b>Enhancing Service Levels</b>	Improving service levels and/or providing new services.
<b>Fees and Charges</b>	Amounts paid by individuals or organizations to the Region for the use of Regional services or facilities; examples include transit fares and charges for long-term care home residency.
<b>Fiscal Year</b>	The year as defined for budgeting and accounting purposes, which in the case of York Region coincides with the calendar year.
<b>Full Time Equivalent (FTE)</b>	A way of standardizing hours worked by part-time employees, calculated by dividing the hours worked in a week by normal full-time hours for the position and multiplied by the proportion of the year worked.
<b>Fund, Fund Balance</b>	See Reserve Fund.
<b>Grant</b>	A financial contribution from another level of government to support a particular function, service or program. A grant can be conditional (restricted to certain uses or requiring certain conditions to be met) or unconditional.
<b>Infrastructure</b>	Capital assets or, often, combinations of capital assets that deliver such public services as transportation, transit, drinking water, wastewater and community housing.
<b>Maintaining Existing Service Levels</b>	Committing to keep the existing service level as the population grows, which generally involves higher costs. See also Base Budget.
<b>Municipal Act</b>	Provincial legislature that defines municipalities and types of municipality in Ontario and sets out their roles, powers, processes and responsibilities.
<b>Net Budget</b>	The portion of the operating budget that must be paid by the tax levy after all other funding sources, including grants and user fees, are taken into account.

<b>Net Debenture Financing of Capital Projects</b>	Debt servicing costs, consisting of principal and interest, netted against contributions from development charge reserve draws.
<b>OMBI</b>	The Ontario Municipal CAO's Benchmarking Initiative, which was created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and best practices.
<b>Operating Budget</b>	The budget for day-to-day operations.
<b>Operating Impact of Capital</b>	Operating costs of new capital assets as they come into service, including salaries, debt service and contract costs, and contribution to reserves.
<b>Policy</b>	A general principle, plan or rule that directs staff in making consistent decisions.
<b>Principal</b>	The funds provided by a borrowing.
<b>Program</b>	A specific service and service level mandated by legislation or Regional Council.
<b>Property Assessment</b>	See Assessment.
<b>Reserve</b>	Money designated by Council for a particular purpose that is not held separately from the Region's general financial assets. Interest earned on reserves is reported as operating fund earnings.
<b>Reserve Fund, Reserve Fund Balance</b>	Money designated for a particular purpose that is held separately from the Region's other financial assets. Interest earned on reserves is held within the reserve fund. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council. The reserve fund balance is the amount of money in a reserve fund at a given date.
<b>Subsidy</b>	An amount received from the federal or provincial government to partially or wholly offset the cost of some services delivered by the Region or under contract to the Region.
<b>Supplementary Taxes</b>	Property taxes collected on increased assessment value during the year. Also referred to as "assessment growth revenue." See also assessment value.
<b>Surplus</b>	Any positive variance between budgeted and actual results. The fiscal strategy determines how any surplus is to be allocated to reserves.
<b>Tax Levy</b>	York Region's portion of funds that are collected through property taxes on taxable assessment of the residential, farm, industrial, commercial and other categories of property.

