



BUSINESS PLAN AND BUDGET

2011

OPERATING

As Approved by Regional Council
March 24, 2011



The Regional Municipality of York
Ontario, Canada

Table of Contents

Executive Summary	1
2011 Budget at a Glance	11
2011 Operating Highlights	15
2012 Future Outlook	37
York Region Transit.....	39
Roads	79
Water & Wastewater Services.....	111
Solid Waste Management.....	145
Employment & Financial Support.....	169
Family & Children’s Services.....	181
Program Support Services.....	195
Housing Services	201
Strategic Services Integration & Policy (SSIP).....	213
Emergency Medical Services (EMS)	223
Long Term Care (LTC)	233
Public Health.....	245
Ontario Disability Support Program (ODSP)	259
Planning & Development Services	261
Corporate Services Overview.....	275
Property Services	283
Human Resource Services.....	293
Legal Services	303
Office of the Regional Clerk	313
Court Services (POA)	319

Table of Contents

Finance & Information Technology Overview.....	331
Finance	337
Information Technology Services	343
Office of the CAO.....	353
Regional Chair & Council.....	361
Non-Program Items	365
Conservation Authorities.....	371
York Region Rapid Transit Corporation (YRRTC)	389
York Regional Police	401
Glossary.....	411
Acronyms	421

Executive Summary

Approved 2011 Budget - Introduction

Since York Region's creation in 1971, population has grown dramatically. In just over 40 years, the Region's population has increased more than six fold, from 169,000 to 1,044,300 by June 2010. Over the last few years, the Region has experienced an average annual growth rate of 3.1%, equivalent to roughly 28,500 people per year.

While growth in new areas of the Region adds additional property tax revenue, those properties also need services.

York Region's taxable assessment growth is estimated to be 3.1% in 2011.

York Region strives to provide good value for tax dollars and works to enhance value for taxes through performance measures that monitor the efficiency and effectiveness of services. The challenge of the budget process is to meet the many and varied needs of residents and businesses at a cost that is reasonable to Regional taxpayers.

Property taxation represents the most significant source of revenue for the Region. Given the cost pressures of growth, it is anticipated that to maintain existing service levels and to expand services to a larger population, the tax levy is to increase by 1.94%, after adjusting for projected assessment growth of 3.1%, in 2011.

2011 Highlights:

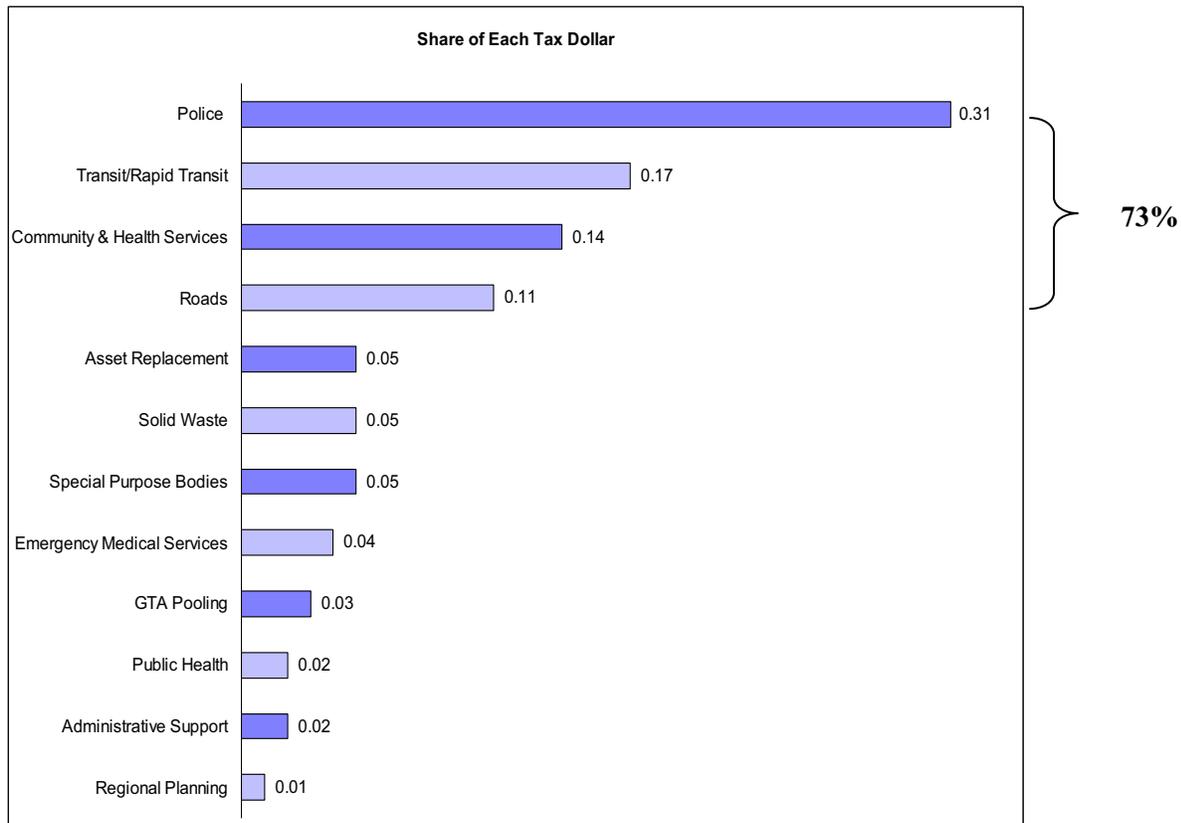
- \$1.5 billion approved Gross operating budget
- \$766.3 million approved Net operating budget after assessment growth
- Assessment Growth of \$23.1 million or 3.1%
- 1.94% tax levy increase (after assessment growth)
- Reduction in GTA Pooling tax requirement of \$13.2 million
- ODSP uploading of \$9.2 million net

Executive Summary Contents:

- Where does your tax dollar go?
- How the Proposed Operating Budget is Developed
- Future Outlook
- Budget Breakdown
- Taxes and Taxable Assessment
- How Regional Property Taxes are Collected
- Sources of Revenue
- Operating Budget Next Steps

Executive Summary

Where does your tax dollar go?



York Region provides a number of key services to its residents and businesses.

As the graph illustrates, 73 cents of each tax dollar is allocated to Police, Transit, Community & Health Services and Roads.

Key services include:

- Police services throughout the Region provided by over 1,900 officers and staff
- Operate approximately 325 conventional transit buses, 75 specialized transit vehicles and 116 VIVA rapid transit buses
- Manage approximately 3,480 lane kms of roads and 800 traffic signals
- Deliver approximately 126M cubic metres of water and treatment of approximately 124M cubic metres of wastewater
- Manage approximately 350 thousand tonnes of solid waste
- Fund and administer approximately 6,000 social housing units
- Provided financial assistance to an average of 5,810 households through Ontario Works financial assistance

Executive Summary

How the Proposed Operating Budget is Developed

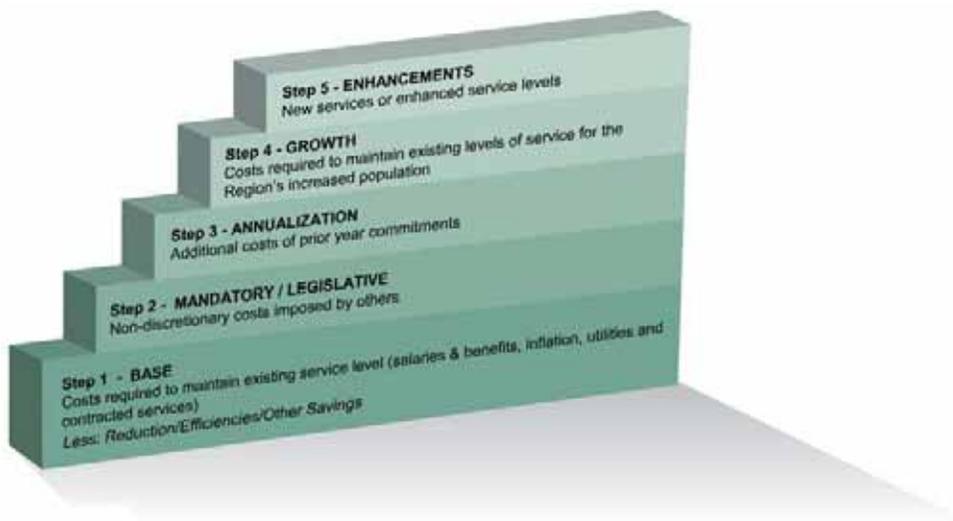
The budget review process is a two stage process. The first stage of budget review includes an analysis of inflationary pressures such as wage adjustments, contract price increases and material price increases. The following price increase assumptions were used to develop the 2011 budget.

- Electricity prices – 2.5%
- Natural gas prices – 1.0%
- Inflation (Consumer Price Index) – 2.0%
- Construction Price Index – 0.0%
- Water – 10.0%

Fuel prices have been volatile in the recent past and are difficult to forecast. Therefore, \$1.00 per litre for both diesel and gasoline was assumed, which is unchanged from 2010 budget.

A review is also conducted of mandatory pressures as well as annualization pressures of prior year decisions and commitments. The 2011 base budget increase would maintain existing service levels with an inflation based goal.

The second stage of budget review addresses preliminary growth and enhancement requests. Contingent on the amount of 'capacity' available, considerations will be given to department requests for growth and enhancement initiatives.



The Regional Municipality of York develops budgets using the base, growth and enhancement framework. This framework clearly distinguishes between discretionary versus uncontrollable cost increases. It also identifies costs and/or revenues that result from actions of the Provincial and Federal governments.

Assessment growth is applied to total pressures to reduce the impact on tax levy requirements.

Executive Summary

Future Outlook

Vision 2026 drives the agenda of Regional Council which in turn establishes the strategic directions for the operating budgets. The Region is also moving towards multi-year budgeting process to ensure budget decisions are consistent with the Region's long-term sustainability. Multi-year budgeting aims to provide Committee and Council with more comprehensive information on future trends and pressures that allows for better strategic decision making.

With multi-year budgeting, an increased emphasis was placed on outlook forecasts, especially the 2012 forecast as part of the 2011 budget process reviews. Departments have provided the impact of future trends and pressures from 2012-2014. These estimates reflect base and annualization cost increases as well as growth and enhancement requests. An inflation rate of approximately 2.5% has been used to develop the 2012 budget, as per the Consumer Price Index.

Based on departments' proposed 2012 budgets, the preliminary outlook for 2012 forecasts a 4.8% tax levy increase. Assessment growth is forecast at 2.5% which is a decline from 2011. It is anticipated that there will be a declining trend in assessment growth in future outlook years.

As part of 2011 budget approval, the 2012 outlook will be subject to review and potential further direction from Regional Council in establishing a 2012 target.

Executive Summary

Budget Breakdown

1. Base

Program reductions and efficiencies offset base cost pressures. Of the overall tax levy increase, 3.6% relates to costs required to maintain existing service levels which excludes prior year commitments and non-discretionary costs imposed by others in 2010.

Salary and benefit increases are included in this category.

Other non-staff related base increases reflect increases attributed to contractor costs and utility increases. Many of these increases are in excess of the rate of inflation.

Mandatory commitments for payments to Social Housing providers, Municipal Property Assessment Corporation (MPAC), and Ontario Works increases are offset by the reduction in GTA Pooling, and uploading of Ontario Disability Support Program (ODSP) costs to the Province resulting in a 3.0% reduction in tax levy requirements.

Prior Year commitments, or “annualization”, for debt financed projects (such as Transit), full year costs for additional York Regional Police staff in 2010, and commitment to capital asset replacement represent 2.0% of the approved tax levy increase.

- 3.6% of the approved 2011 tax levy increase relates to costs required to maintain 2010 service levels
- 2.0% of the approved 2011 tax levy increase relates to costs arising from prior year commitments including operating costs related to completed capital projects
- Reduction of GTA Pooling in 2011 reduces the tax levy requirement by 1.8%
- Uploading of ODSP Support Payments to the Province reduces the tax levy requirement by 1.2%

Executive Summary

2. Growth

Extending current levels of services to a larger population, enhancement of services and new initiatives are funded by development charge revenues, assessment growth and tax levy increases.

All of the nine local municipalities within York Region continue to experience population growth, with the more urban southern areas receiving the largest population increases. By mid-year 2010, the largest increases in population had occurred in Vaughan, followed by Markham and Whitchurch-Stouffville.

York Region is ranked 6th across Canada for the number of residential units with permits issued during the first half of 2010 with 3,438 permits.

- Assessment growth is \$23.1 million, representing 3.1%.
- The Region has experienced annual growth of 3.1%, equivalent to roughly 28,500 people per year.

The Region is responsible for the provision of every-day services and infrastructure for roads, transit, waste disposal, police and emergency services to the growing population. Additional funding to cover the operating cost of providing these services largely depends on increased property taxes and growth in the assessment base that may lag the timing of expenditures.

Executive Summary

Taxes and Taxable Assessment

Taxable assessment is an indicator of fiscal capacity of York Region to sustain the services and infrastructure needed to support the programs and services delivered to Regional residents.

York Region Assessment Growth 1998 - 2010

Year	Growth %
1998	3.8
1999	4.4
2000	4.1
2001	5.1
2002	3.8
2003	3.8
2004	4.9
2005	3.7
2006	3.2
2007	2.7
2008	2.8
2009	2.7
2010	3.1

The Current Value Assessment (CVA) represents the fair market value of property as of a certain date. As of Dec 2010, the CVA for properties in York Region totaled \$158.0 billion, taxation capacity in York Region is anticipated to grow 3.1% in 2010 which works to reduce the tax levy requirements in 2011.

Source: York Region Finance Department, Oct 2010

Note: figure reflects taxation capacity

How Regional Property Taxes are Collected

The Region provides a tax requisition to the nine local municipalities who levy separate tax rates for Regional purposes. The approved net tax levy budget is apportioned to each of the nine local municipalities based on its weighted current value assessment. To raise the approved levy amount from the local municipalities, York Region is delegated by the Province to set tax ratios and tax rates.

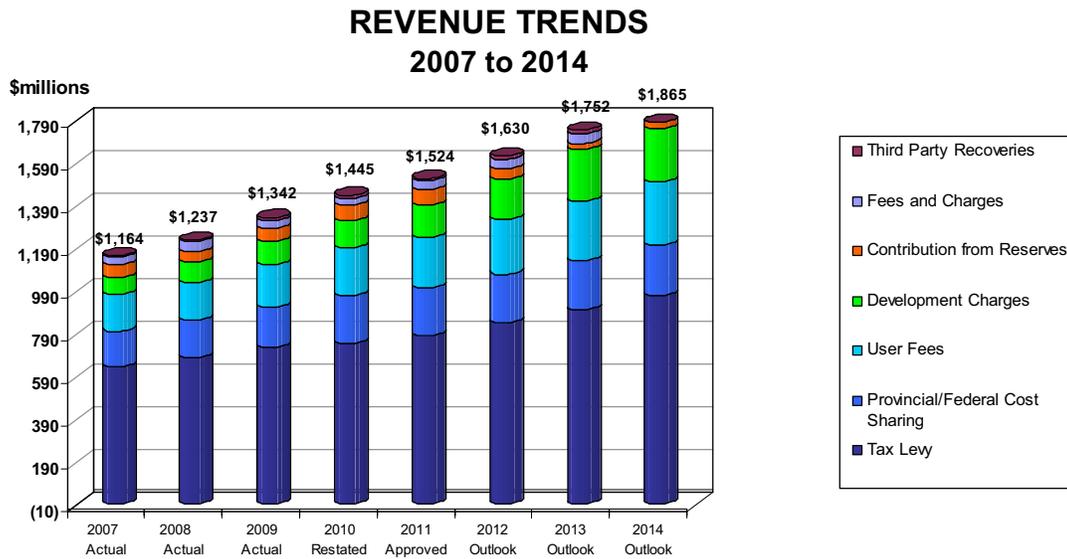
Executive Summary

Sources of Revenue

Tax levy is not the only source of revenues used to fund the Region's operating expenditures.

The graph below illustrates that 52% of the Region's operating costs are covered by tax levy.

The remaining 48% of operating expenditures are primarily covered through Provincial/Federal funding, Development Charges for the repayment of debt charges related to growth projects, User Fees and Reserves.



Executive Summary

Operating Budget Next Steps

Presentation to Council

The 2011 Proposed Business Plan and Budget were tabled with Regional Council on January 27, 2011.

Committee Reviews

Following the tabling of the Budget on January 27, 2011, departmental budgets were reviewed at their respective Standing Committees. These Standing Committee budget reviews took place during February.

Following the completion of Standing Committee reviews, the 2011 proposed budget was presented to Finance & Administration committee on March 3, 2011. Finance & Administration committee then referred the 2011 Proposed Business Plan and Budget to Council for adoption. This was done at the March 24, 2011 Council meeting.

Date	Committee
January 27, 2011	Council
February 2, 2011	Transportation Services Committee Planning & Economic Development Committee
February 3, 2011	Finance & Administration Committee (includes Police) Rapid Transit Board
February 9, 2011	Environmental Services Committee Community & Health Services Committee
March 3, 2011	Finance & Administration Committee
March 24, 2011	Council

INTENTIONAL BLANK

2011 Budget at a Glance

Key Highlights

Operating Budget

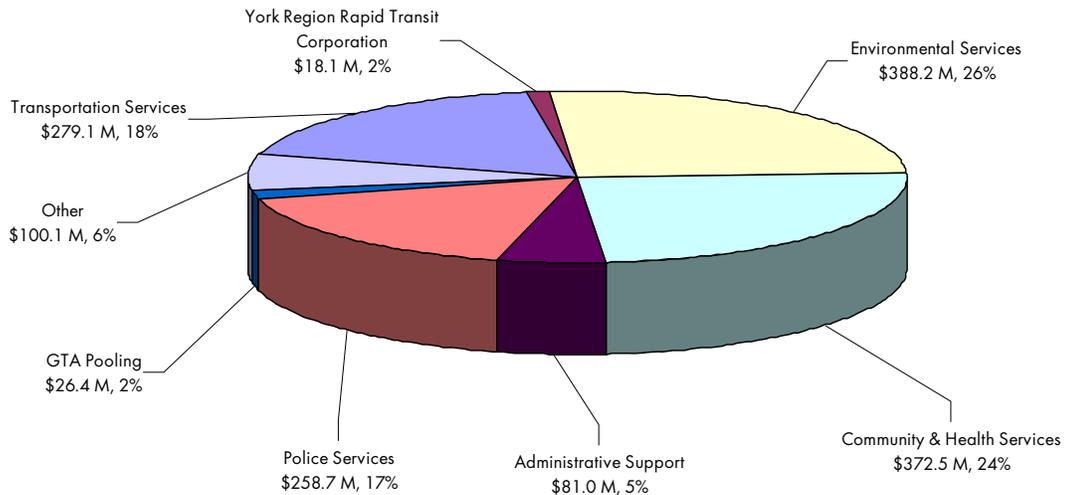
- The approved 2011 Business Plan and Budget provides \$1.5 billion for gross operating expenditures
- The net operating expenditures prior to assessment growth are \$789.4 million
- This represents an increase of \$37.6 million, or 5% from the 2010 budget
- Assessment growth for 2011 is anticipated to be 3.1%
- A 1.94% increase in the net tax levy is required after assessment growth

Water & Wastewater Rate Budget

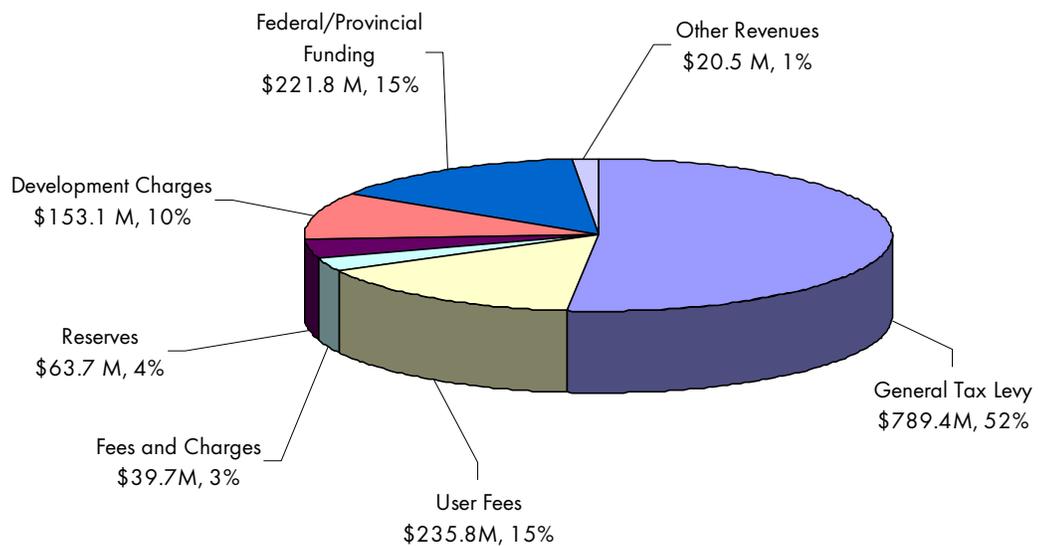
- The approved Water and Wastewater budget includes \$334.8 million for gross operating expenditures.
- Included in the gross expenditures is \$21.9 million for contributions to capital reserves
- The average 2011 Water Rate is 68.29 cents per cubic meter, an increase of 10.0% over 2010 rates
- The average 2011 Wastewater Rate is 77.43 cents per cubic meter, an increase of 10.0% over 2010 rates

2011 Budget at a Glance

2011 Gross Operating Expenditures by Department \$1.5 Billion



2011 Operating Revenues by Category \$1.524 billion



2011 Budget at a Glance

SUMMARY OF 2011 APPROVED OPERATING BUDGET

(\$ 000's)	2010 RESTATED		2011 APPROVED		CHANGE		% CHANGE
	GROSS	NET	GROSS	NET	GROSS	NET	NET
Transportation Services							
Transit Services	155,377	87,541	173,134	104,184	17,757	16,643	19.0%
Contribution to Capital	7,200	7,200	6,200	6,200	(1,000)	(1,000)	(13.9)%
Roads Transportation	58,914	41,952	62,926	45,780	4,012	3,828	9.1%
Contribution to Capital	35,372	35,372	36,791	36,791	1,419	1,419	4.0%
Sub Total	256,863	172,064	279,051	192,955	22,188	20,890	12.1%
Environmental Services							
Solid Waste Management	52,946	39,193	57,011	39,706	4,065	513	1.3%
Water/Wastewater Services	272,969	0	312,885	0	39,916	0	-
Contribution to Capital	18,348	0	18,280	0	(68)	0	-
Sub Total	344,263	39,193	388,176	39,706	43,913	513	1.3%
Community and Health Services							
Emergency Medical Services	45,466	23,741	49,508	24,725	4,042	984	4.1%
Contribution to Capital	2,048	2,048	3,088	3,088	1,040	1,040	50.8%
Long Term Care Services	34,977	12,516	36,994	13,511	2,017	995	7.9%
Public Health	49,593	10,413	52,894	11,360	3,301	947	9.1%
Employment & Financial Support	78,248	21,373	80,116	22,440	1,868	1,067	5.0%
Family and Children's Services	57,175	12,567	62,583	14,585	5,408	2,018	16.1%
Housing Services	87,776	39,981	74,591	41,789	(13,185)	1,808	4.5%
Strategic Services Integration & Policy	11,350	8,831	12,679	9,663	1,329	832	9.4%
Sub Total	366,633	131,470	372,453	141,161	5,820	9,691	7.4%
Planning and Economic Development	8,059	6,951	8,615	7,314	556	363	5.2%
Administrative Support							
Office of the C.A.O.	4,014	3,825	4,111	3,921	97	96	2.5%
Finance/IT	27,842	23,659	28,729	24,375	887	716	3.0%
Finance	10,265	8,742	11,126	9,431	861	689	7.9%
IT Services	17,577	14,918	17,603	14,945	26	27	0.2%
Contribution to Capital	0	0	0	0	0	0	-
Property Services	16,725	16,194	18,003	17,462	1,278	1,268	7.8%
Contribution to Capital	244	244	244	244	0	0	-
Legal Services	2,510	2,408	2,804	2,470	294	62	2.6%
Clerk's Office	1,934	1,929	2,224	2,220	290	291	15.1%
Human Resource Services	6,232	6,222	6,662	6,652	430	430	6.9%
Corporate Services	27,401	26,754	29,693	28,805	2,292	2,051	7.7%
Contribution to Capital	244	244	244	244	0	0	-
Sub Total	59,502	54,482	62,778	57,345	3,276	2,863	5.3%
Chair & Council	1,866	1,866	1,955	1,955	89	89	4.8%
Financial Items-Assets Replacement	40,775	34,375	50,936	41,936	10,161	7,561	22.0%
Financial/Administrative Items	11,586	4,337	7,034	1,765	(4,552)	(2,572)	(59.3)%
Recovery from WWw (User Rate)	0	(4,895)	0	(5,033)	0	(138)	2.8%
TOTAL REGIONAL OPERATING PROGRAMS	1,089,546	439,843	1,170,997	479,104	81,451	39,261	8.9%
Court Services	9,197	(993)	9,856	(840)	659	153	(15.4)%
Boards & Authorities							
Conservation Authorities*	9,443	5,135	9,086	5,177	(357)	42	0.8%
GO Transit	2,500	0	2,500	0	0	0	-
Hospital Capital Funding	12,324	12,324	12,706	12,706	382	382	3.1%
Property Assessment (MPAC)	14,800	14,800	15,702	15,702	902	902	6.1%
Sub Total	39,067	32,259	39,994	33,585	927	1,326	4.1%
GTA Pooling	39,600	39,600	26,400	26,400	(13,200)	(13,200)	(33.3)%
ODSP	11,402	9,202	0	0	(11,402)	(9,202)	(100.0)%
YRRTC	16,015	9,130	18,123	11,994	2,108	2,864	31.4%
Police Services							
Contribution to Capital	234,868	216,946	252,897	233,321	18,029	16,375	7.5%
Contribution to Capital	5,753	5,753	5,851	5,851	98	98	1.7%
Sub Total	240,621	222,699	258,748	239,172	18,127	16,473	7.4%
TOTAL OPERATING BUDGET	1,445,449	751,740	1,524,119	789,415	78,670	37,675	5.01%
Less Assessment Growth				(23,078)		(23,078)	(3.1)%
TOTAL AFTER ASSESSMENT GROWTH	1,445,449	751,740	1,524,119	766,336	78,670	14,597	1.94%

* 2010 Budget for Conservation Authorities is supported from Water/Wastewater rates of \$3,523 and Urban Canopy from Forestry of \$220.

* 2011 Budget for Conservation Authorities is supported from Water/Wastewater rates of \$3,699 and Urban Canopy from Forestry of \$210.

2011 Budget at a Glance

Net Tax Levy Pressures

This table outlines the major drivers of the approved 2011 Operating Budget

	2011 \$ millions	tax levy impact
Base		
OMERS rate adjustments	2.0	
Salaries & Benefits (salary settlement)	6.0	
Increase in Solid Waste blue box revenues	(2.3)	
Contribution to Solid Waste Reserve	2.3	
Solid Waste Management contract costs	1.8	
Transit contractor costs increase related to hourly rates and renewals, net of revenues	9.2	
Transit Fleet Mechanical Rehabilitation	2.0	
York Regional Police	11.5	
Other Base Pressure	7.1	
Less: Reductions/ Efficiencies/Other Savings	(8.1)	
Contribution to Tax Stabilization Reserve (2010 Additional Assessment Growth)	(4.4)	
Total Base	27.1	3.6%
Mandatory /Legislated		
YRT- Presto System Implementation (2 FTEs)	1.2	
YRT-HST impact on service contracts	1.0	
EMS- Increased Provincial Land Ambulance funding	(2.6)	
Long Term Care Act Compliance requirements (5.3 FTEs)	0.5	
Public Health Provincial Funding for additional staff (3.5 FTEs)	0.1	
Social Assistance 1% rate increase & caseload growth offset by Reserve & Provincial funding upload	(0.3)	
GTA Pooling	(13.2)	
ODSP fully uploaded to Province	(9.2)	
MPAC	0.9	
York Regional Police - increase in grant revenue	(0.2)	
Other mandatory and legislated programs	0.1	
Total Mandatory	(21.7)	-2.9%
Annualization		
Debt Repayment - Principle and Interest	3.8	
Transit - full yr operations in Southwest facility	0.2	
Solid Waste Management- Community Environmental Centre Richmond Hill	0.5	
Employment & Financial Support- cost per case lower than anticipated	(0.1)	
Property Services- occupancy costs	0.9	
ITS Networks - 2010 additional staffing (3 FTEs)	0.3	
York Regional Police - 2010 additional staffing full year cost	1.9	
Contribution to Capital Asset Replacement	7.6	
Total Annualization	15.0	2.0%
Growth		
York Regional Transit staffing (2 FTEs)	0.2	
Mobility Plus contractor costs	0.7	
Traffic signal maintenance and roads mtce increase due to growth in lane KM	0.4	
Solid Waste Management- increase tonnage & staff to support capital projects	0.8	
Public Health growth pressures (including 3 FTEs)	0.1	
Housing Access (2 FTEs) to support growing wait list	0.1	
EMS- additional paramedics (14 FTEs) and Supervisors (2 FTEs)	1.7	
Finance & IT additional staff to support growth (3 FTEs)	0.2	
Property Services- 2 FTEs for growing number of new Regional capital projects	0.2	
2 FTEs to support Records Information Management & Continuous Improvement	0.2	
Court Services 2 FTEs for increase volume of charges	0.2	
York Regional Police- 28 new uniform members and 10 civilian staff	1.6	
Staff and other programs to support growth related activities	0.7	
Total Growth	7.1	0.9%
Enhancement		
Contribution to capital - YRT, Roads, EMS	1.6	
YRT- schedule adjustment to reflect actual "run time" to improve service reliability	1.9	
Roads Nuisance Sign Removal, Snow Management Strategy,Pavement Marking,Street Tree	0.7	
Employment & Financial Support- Emergency shelter 2 FTEs	0.2	
Contribution to Non-Profit Housing Capital Repair Reserve	1.0	
Community & Health Services Multi-Year Plan initiatives	3.1	
York Regional Police - sick leave reserve contribution	1.5	
Staff and other programs to support new initiatives	0.2	
Total Enhancement	10.1	1.3%
Total Annual Budget Pressures	37.6	5.0%

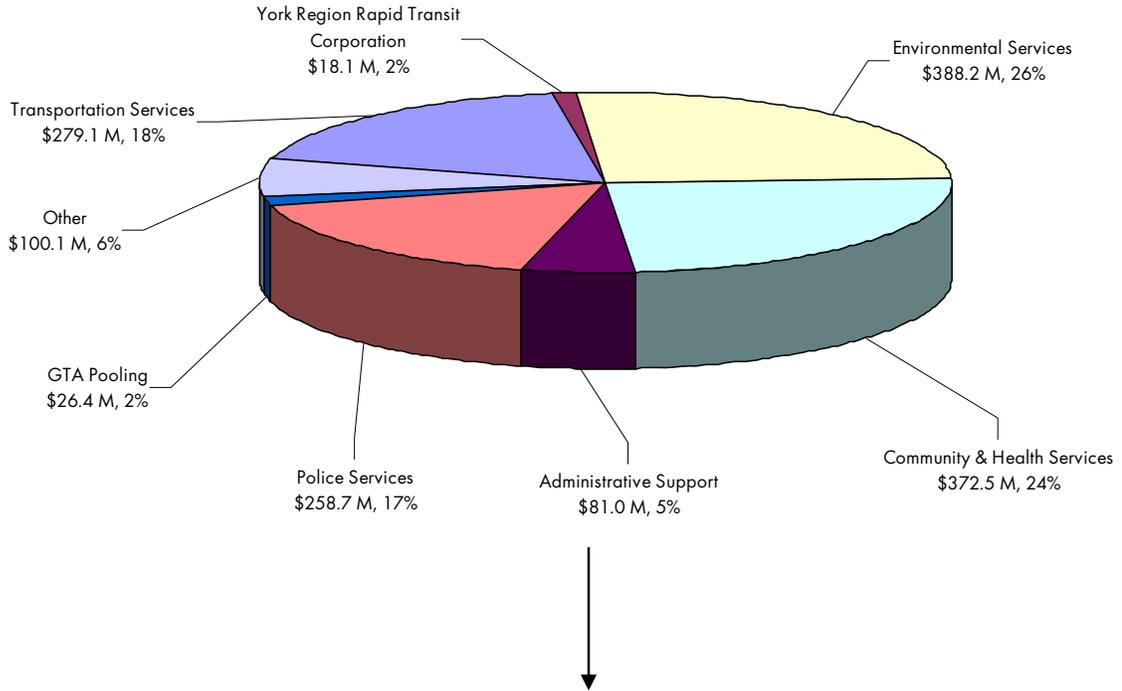
Tax Levy increase after assessment growth

14.5 1.9%

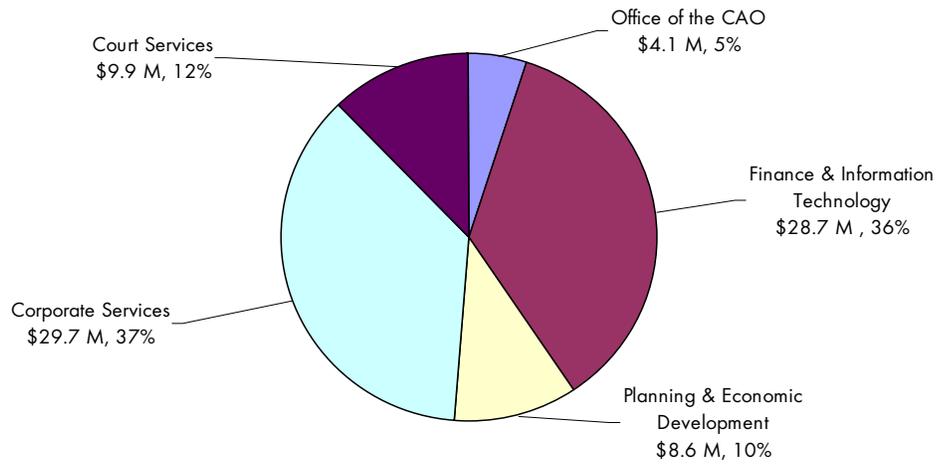
2011 Operating Highlights

Operating Budget Overview

2011 Gross Operating Expenditures by Department \$1.5 Billion



Components of Administrative Support



2011 Operating Highlights

York Region 2011 Business Plan and Budget

Operating Financial Summary
in \$ 000's

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures								
Salaries & Benefits	356,196	393,758	438,976	465,200	502,003	534,083	561,257	588,106
Program Specific Costs	367,566	390,628	419,893	435,869	417,084	424,107	432,832	454,141
Professional / Contracted Services	82,620	67,991	69,582	68,315	78,585	81,238	82,899	85,683
General Expenses	50,168	53,800	59,521	64,784	72,206	75,275	78,773	80,568
Financing Costs	163,380	184,021	198,744	240,357	272,888	325,476	379,772	424,849
Occupancy Costs	28,296	29,243	33,939	37,364	39,524	42,042	43,533	44,748
Contribution to Reserves	139,991	146,378	141,317	163,492	173,879	181,392	207,736	223,222
Internal Charges / Recoveries	0	438	0	0	0	0	0	0
Minor Capital	2,159	3,551	5,753	5,355	5,629	5,785	5,961	6,085
Negotiated Specific & IntraDeptCo	(26,869)	(32,521)	(26,091)	(35,282)	(37,677)	(39,556)	(41,175)	(42,208)
Total Expenditures	1,163,507	1,237,287	1,341,634	1,445,454	1,524,121	1,629,842	1,751,588	1,865,194
Revenues								
Provincial/Federal Funding	(169,270)	(175,637)	(192,174)	(224,448)	(221,857)	(224,865)	(230,410)	(236,247)
User Fees	(171,161)	(176,631)	(200,144)	(224,007)	(235,838)	(258,572)	(279,061)	(296,502)
Fees and Charges	(35,945)	(46,464)	(34,417)	(28,044)	(39,731)	(42,936)	(44,993)	(46,214)
Development Charges	(81,471)	(98,714)	(109,821)	(127,444)	(153,110)	(188,651)	(241,695)	(250,968)
Contribution from Reserves	(59,091)	(49,268)	(57,939)	(73,953)	(72,679)	(49,757)	(27,618)	(44,102)
Third Party Recoveries	(7,604)	(8,557)	(16,944)	(15,816)	(11,489)	(14,674)	(18,451)	(15,644)
Total Revenues	(524,542)	(555,271)	(611,439)	(693,712)	(734,704)	(779,455)	(842,228)	(889,677)
Net Tax Levy Requirement	638,965	682,016	730,195	751,742	789,417	850,387	909,360	975,517

Note: Numbers may not add due to rounding

Expenditure and Revenue Categories

The 2011 Operating Budget for York Region has been summarized into the following categories.

1. Expenditures
2. Revenues
3. Net Tax Levy Requirement

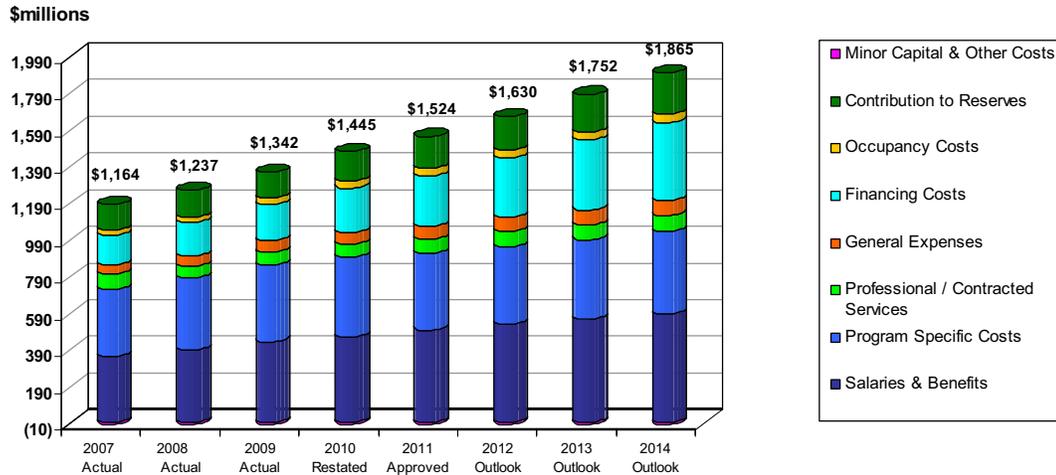
As well, the financial summaries in the 2011 Business Plan document also use these categories for presentation.

The approval by Regional Council of the operating budgets for each business, corporate support unit and financial item constitutes an appropriation of budgetary funds for specific purposes.

2011 Operating Highlights

1. Expenditures

EXPENDITURE TRENDS 2007 to 2014



Salaries & Benefits - \$502,003,100

Includes four categories of costs:

- staff salaries for permanent full-time, temporary full-time, permanent part-time and temporary full time staff;
- casual staff salaries;
- expenditures for employee benefits; and
- overtime costs.

The breakdown is as follows:

▪ Staff Salaries	\$383,291,400
▪ Employee Benefits	\$ 94,264,100
▪ Casual Salaries	\$ 16,270,000
▪ Overtime	\$ 8,177,600

Program Specific Costs - \$417,083,600

The most diverse category, these are estimated costs to be incurred to deliver specific services such as road maintenance, non-profit housing, water distribution and treatment, transit contracts, waste disposal and health related services.

2011 Operating Highlights

Includes estimates to be incurred for supplies, materials, contracted services, client support for:

▪ York Region Transit Contracts	\$113,545,800
▪ Water Distribution & Treatment	\$ 69,217,000
▪ Ontario Works	\$ 59,326,900
▪ Non-Profit Housing & Affordable Housing	\$ 48,005,200
▪ Children's Services	\$ 44,060,600
▪ GTA Pooling Costs	\$ 26,400,000

Professional / Contracted Services - \$78,585,300

Includes all estimates related to contract or professional services such as armoured courier services, legal fees, audit fees, consulting and contractor payments.

▪ Contractor Payments	\$ 38,006,100
▪ Professional Services	\$ 27,549,200
▪ Consulting Fees	\$ 10,650,200

General Expenses - \$72,205,600

Includes expenditure categories for computer, administrative expenses, fleet maintenance, training and employee related costs, telecommunications, advertising, promotion and printing costs.

▪ Fleet Maintenance	\$21,545,900
▪ Administrative	\$12,926,700
▪ Computer	\$11,227,100
▪ Training and Employee Related	\$10,344,000
▪ Telecommunications Network	\$ 6,287,100
▪ Advertising & Promotion	\$ 4,610,900
▪ Printing	\$ 1,109,600

Financing Costs - \$272,888,300

This category includes the estimates for:

▪ Debt servicing	\$240,248,100
▪ Grants to hospitals, Conservation Authorities	\$ 18,855,200

2011 Operating Highlights

Occupancy Costs - \$39,524,100

Includes estimates for all utility costs (hydro, water, and heat), building rentals, repairs, maintenance, leases and leasehold improvements. Items include:

▪ Utilities	\$ 13,213,700
▪ Building Rental	\$ 12,163,100
▪ Repair & Maintenance Building	\$ 3,314,100
▪ Bus Terminal Maintenance	\$ 2,712,000
▪ Office cleaning	\$ 1,690,400

Contribution to Reserves - \$173,879,200

Reserve contributions as per existing York Region policy documented in the section on Reserves and Reserve Funds.

▪ Contribution to Roads Reserve Current	\$ 36,791,000
▪ Contribution to Asset Replacement	\$ 34,879,000
▪ Contribution to Capital Reserve	\$ 17,652,000
▪ Contribution to Sewer Reserve	\$ 15,503,000
▪ Contribution to Sewer Reserve Non-Growth	\$ 15,177,300
▪ Contribution to Water Reserve Non-Growth	\$ 10,440,800
▪ Contribution to Solid Waste Management Res	\$ 6,749,600
▪ Contribution to Water Reserve	\$ 6,142,000
▪ Contribution to Transit Reserve Current	\$ 6,200,000
▪ Contribution to Equipment Replacement	\$ 5,248,000
▪ Contribution to Facilities Mgmt Reserve	\$ 4,903,400
▪ Contribution to Non-profit Housing Reserve	\$ 3,800,000

Minor Capital - \$5,629,200

Capital expenditures such as equipment and furniture, usually budgeted at under \$20,000. Minor capital items may also be included in capital projects within the Capital Budget.

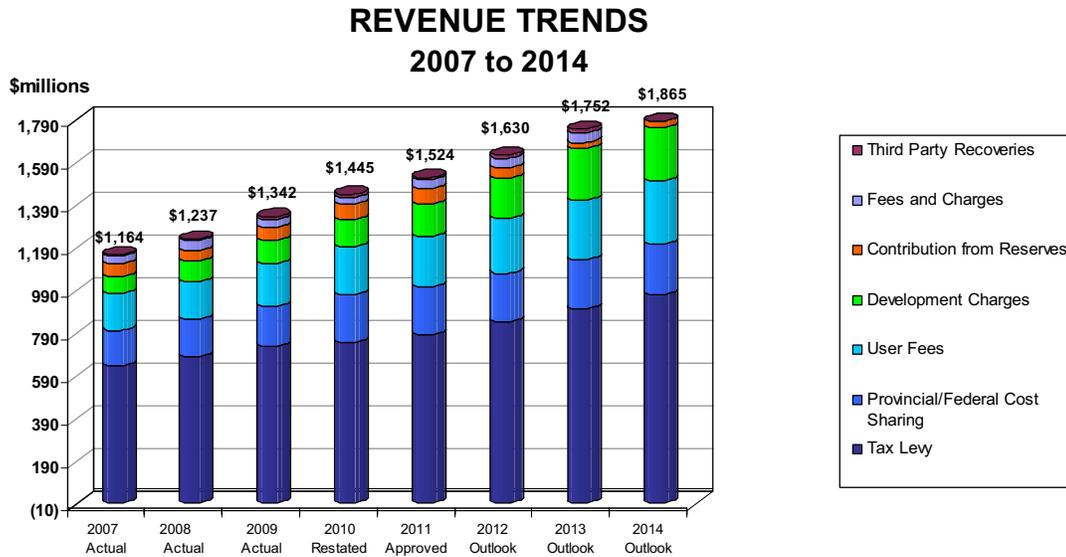
Internal Recoveries - (\$37,676,500)

Salary and benefit costs recovered from capital programs for staff time dedicated to capital projects throughout the year.

Total Expenditures - \$1,524,121,500

2011 Operating Highlights

2. Revenues



Provincial/Federal Funding - \$221,857,200

The Province of Ontario funds, to varying degrees, the delivery of several services in York Region. In many instances the Province mandates programs that are delivered by the Region. These programs are generally cost shared on a formula basis. Most funding from other levels of government is channelled through the provincial government (Province of Ontario). Federal Grants are awarded in specific situations, e.g., affordable housing. In this case, the Federal government has a specific national initiative in regard to affordable housing and is partially funding this initiative. Current services receiving provincial cost sharing or support include:

- Community Services which include the delivery of Employment and Financial Support Services, Family and Children’s Services and Housing Services
 \$ 124,515,300

- Health Services which include Emergency Medical Services (EMS), Long Term Care (LTC) and Public Health programs
 \$ 86,460,800

- York Regional Police
 \$ 7,767,300

2011 Operating Highlights

User Fees - \$235,838,200

User Fees represent monies estimated to be received for the supply and treatment of Water and Wastewater as well as Transit Fares.

- **Regional Water and Wastewater - \$182,588,300**
Services are collected through a uniform wholesale rate charged to the area municipalities. The uniform Water and Wastewater Services Rates for 2011 are 68.29 cents per cubic metre and 77.43 cents per cubic metre respectively. This represents a 10.0 per cent increase in both Water and Wastewater Rates over the 2010 rates.
- **Regional Transit Fares - \$51,592,500 (excluding Mobility Plus fare revenues)**
York Region Transit has experienced the highest ridership growth rate in the GTA in the past few years and one of the highest in Canada (as per Canadian Urban Transit Association statistics). 2011 ridership is projected to reach 20.2 million.

Fees and Charges - \$39,731,200

Includes a range of fees and charges for municipal services. However, the most significant components in this category are fines collected under the Provincial Offences Act of \$10,875,300 sale of recyclable materials of \$7,554,900, Long Term Care Residential fees of \$4,099,100 and Housing York Inc. management services of \$5,677,100.

Development Charges - \$153,110,300

Development Charges are levied against new development in the Region in accordance with *The Development Charges Act* enacted by the Province of Ontario. These levies are collected in order to fund the cost of new infrastructure needs arising from growth and, in principle, ensure that existing taxpayers are not charged with paying for this new infrastructure.

The in-flow of Development Charges and the expenditures on growth-related capital investments often do not match. These monies flow through the operating budget to offset Development Charge eligible debt and interest payments for debentures issued to fund infrastructure related to new development.

2011 Operating Highlights

Contributions from Reserve - \$72,679,200

Reserve contributions to the operating budget as per York Region's existing Reserve and Reserve Fund policies. The most significant contributions from reserve are:

▪ Contribution from Gas Tax Reserve	\$16,640,000
▪ Contribution from Wastewater Reserve	\$15,316,600
▪ Contribution from Insurance Reserve	\$ 6,005,800
▪ Contribution from Social Assistance	\$ 3,753,300
▪ Contribution from Capital Reserve	\$ 3,103,400
▪ Contribution from Tax Stabilization Reserve	\$ 1,032,600
▪ Contribution from Social Housing Reserve	\$ 996,500

Third Party Recoveries - \$11,488,500

Include recoveries from third parties, rebates and other miscellaneous revenues.

Total Revenues - \$734,704,600

All municipal revenues included in the operating budget.

3. Net Tax Levy Requirement - \$789,416,900

This is the tax levy requirement for York Region.

In the 2011 Operating Budget, this levy requirement will be met by increased tax revenue as a result of projected 3.1 per cent assessment growth.

2011 Operating Highlights

SUMMARY OF 2011 APPROVED OPERATING BUDGET

(\$ 000's)	2010 RESTATED		2011 APPROVED		CHANGE		% CHANGE NET
	GROSS	NET	GROSS	NET	GROSS	NET	
Transportation Services							
Transit Services	155,377	87,541	173,134	104,184	17,757	16,643	19.0%
Contribution to Capital	7,200	7,200	6,200	6,200	(1,000)	(1,000)	(13.9)%
Roads Transportation	58,914	41,952	62,926	45,780	4,012	3,828	9.1%
Contribution to Capital	35,372	35,372	36,791	36,791	1,419	1,419	4.0%
Sub Total	256,863	172,064	279,051	192,955	22,188	20,890	12.1%
Environmental Services							
Solid Waste Management	52,946	39,193	57,011	39,706	4,065	513	1.3%
Water/Wastewater Services	272,969	0	312,885	0	39,916	0	-
Contribution to Capital	18,348	0	18,280	0	(68)	0	-
Sub Total	344,263	39,193	388,176	39,706	43,913	513	1.3%
Community and Health Services							
Emergency Medical Services	45,466	23,741	49,508	24,725	4,042	984	4.1%
Contribution to Capital	2,048	2,048	3,088	3,088	1,040	1,040	50.8%
Long Term Care Services	34,977	12,516	36,994	13,511	2,017	995	7.9%
Public Health	49,593	10,413	52,894	11,360	3,301	947	9.1%
Employment & Financial Support	78,248	21,373	80,116	22,440	1,868	1,067	5.0%
Family and Children's Services	57,175	12,567	62,583	14,585	5,408	2,018	16.1%
Housing Services	87,776	39,981	74,591	41,789	(13,185)	1,808	4.5%
Strategic Services Integration & Policy	11,350	8,831	12,679	9,663	1,329	832	9.4%
Sub Total	366,633	131,470	372,453	141,161	5,820	9,691	7.4%
Planning and Economic Development	8,059	6,951	8,615	7,314	556	363	5.2%
Administrative Support							
Office of the C.A.O.	4,014	3,825	4,111	3,921	97	96	2.5%
Finance/IT	27,842	23,659	28,729	24,375	887	716	3.0%
Finance	10,265	8,742	11,126	9,431	861	689	7.9%
IT Services	17,577	14,918	17,603	14,945	26	27	0.2%
Contribution to Capital	0	0	0	0	0	0	-
Property Services	16,725	16,194	18,003	17,462	1,278	1,268	7.8%
Contribution to Capital	244	244	244	244	0	0	-
Legal Services	2,510	2,408	2,804	2,470	294	62	2.6%
Clerk's Office	1,934	1,929	2,224	2,220	290	291	15.1%
Human Resource Services	6,232	6,222	6,662	6,652	430	430	6.9%
Corporate Services	27,401	26,754	29,693	28,805	2,292	2,051	7.7%
Contribution to Capital	244	244	244	244	0	0	-
Sub Total	59,502	54,482	62,778	57,345	3,276	2,863	5.3%
Chair & Council	1,866	1,866	1,955	1,955	89	89	4.8%
Financial Items-Assets Replacement	40,775	34,375	50,936	41,936	10,161	7,561	22.0%
Financial/Administrative Items	11,586	4,337	7,034	1,765	(4,552)	(2,572)	(59.3)%
Recovery from WWw (User Rate)	0	(4,895)	0	(5,033)	0	(138)	2.8%
TOTAL REGIONAL OPERATING PROGRAMS	1,089,546	439,843	1,170,997	479,104	81,451	39,261	8.9%
Court Services	9,197	(993)	9,856	(840)	659	153	(15.4)%
Boards & Authorities							
Conservation Authorities*	9,443	5,135	9,086	5,177	(357)	42	0.8%
GO Transit	2,500	0	2,500	0	0	0	-
Hospital Capital Funding	12,324	12,324	12,706	12,706	382	382	3.1%
Property Assessment (MPAC)	14,800	14,800	15,702	15,702	902	902	6.1%
Sub Total	39,067	32,259	39,994	33,585	927	1,326	4.1%
GTA Pooling	39,600	39,600	26,400	26,400	(13,200)	(13,200)	(33.3)%
ODSP	11,402	9,202	0	0	(11,402)	(9,202)	(100.0)%
YRRTC	16,015	9,130	18,123	11,994	2,108	2,864	31.4%
Police Services							
234,868	216,946	252,897	233,321	18,029	16,375	7.5%	
Contribution to Capital	5,753	5,753	5,851	5,851	98	98	1.7%
Sub Total	240,621	222,699	258,748	239,172	18,127	16,473	7.4%
TOTAL OPERATING BUDGET	1,445,449	751,740	1,524,119	789,415	78,670	37,675	5.01%
Less Assessment Growth				(23,078)		(23,078)	(3.1)%
TOTAL AFTER ASSESSMENT GROWTH	1,445,449	751,740	1,524,119	766,336	78,670	14,597	1.94%

* 2010 Budget for Conservation Authorities is supported from Water/Wastewater rates of \$3,523 and Urban Canopy from Forestry of \$220.

* 2011 Budget for Conservation Authorities is supported from Water/Wastewater rates of \$3,699 and Urban Canopy from Forestry of \$210.

2011 Operating Highlights

Changes in the 2011 Gross Expenditure Budget

The 2011 Operating Budget increased from 2010 by \$78.7 million in gross dollars and \$14.6 million in net tax levy dollars. A discussion of the specific changes from 2010 to 2011 is incorporated into each of the business plans included in the detailed 2011 Business Plan and Budget document.

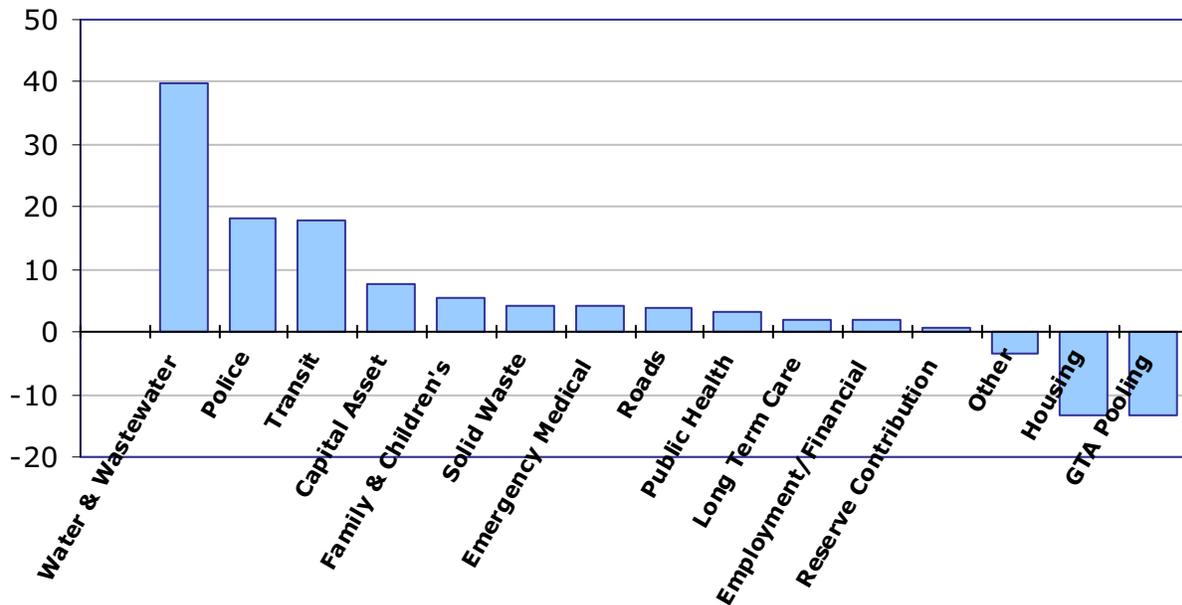
Below is a summary discussion of key components of 2011 budget increases at both gross and net levels.

Gross Operating Budget - Increase of \$78.7 million

The increase in the gross operating budget is a result of the focus on some key directions in 2011.

Following is a discussion of all gross operating budget changes from the prior year budget. It should be noted that in several cases, i.e. Water and Wastewater, Transit, Housing and Emergency Medical Services, the net increase may be significantly less because funding from other sources such as the Water Rate or Provincial Grants mitigate the impact on the Regional tax levy.

York Region 2011 Business Plan and Budget Changes in Gross Operating Expenditures \$ Millions



2011 Operating Highlights

Water and Wastewater - \$40.0 million

The gross increase of \$40.0 million in the Water and Wastewater budget does not reflect in the net tax levy as all expenditures related to Water and Wastewater services in York Region are funded through a combination of the Water Rate, Development Charges, and Contributions from Water and Wastewater Reserves.

One of the key challenges is to fund debt servicing costs for capital programs. Debt servicing costs are increasing every year and will continue to increase for the next three to five years at which point the capital program will begin to decrease. This is resulting in increased rate pressures as operating costs continue to be augmented through reserve funds. In 2011 budget, debt servicing costs for wastewater accounts for \$25.5 million or 16.7% of the increase. Growth and inflationary pressures account for the remaining budget increase.

Housing Services – (\$13.2 million)

Strategic goals include continuing to deliver Housing Programs started in 2010 under the Social Housing Renovation & Retrofit Program, Investing in Ontario and the Canada Ontario Affordable Housing Program Extension 2009, while incorporating energy efficient and sustainability features into new buildings according to the principles of the Leadership in Energy and Environmental Design (LEED®). Going forward under the Canada Ontario Affordable Housing Program, one project was completed and three projects were withdrawn in 2010.

Police Services - \$18.1 million

The 2011 York Regional Police Operating Budget was approved by the Police Services Board on November 24, 2010 and provide for on-going service enhancement.

Employment & Financial Support - \$1.9 million

Population growth and economic conditions continue to be the main drivers of the Ontario Works caseload, coupled with the mandatory client allowance increase, accounts for the upward pressure on the 2011 budget.

Financial Items – \$(4.6 million)

Non-program financial items.

Capital Asset Replacement - \$10.2 million

\$7.6 million, funded by tax levy, is the net contribution to the Capital Asset Replacement Reserve to ensure that adequate funds are available to replace aging assets. This consists of a year-over-year increase in the amount of supplementary tax budgeted for asset replacement and debt reduction, and a \$10.2 million contribution to asset replacement.

2011 Operating Highlights

Roads - \$5.4 million

The annualized effects of debt services \$3.5 million and increase operating costs.

Transit Services - \$16.8 million

The annualized effect of contract rate increase for conventional, Rapid Transit and specialized services in 2011 accounts for \$9.2 million of the increase. Increase in debt repayment and operating cost continue to put pressure on the budget. Pesto card implementation, adds an additional pressure of \$1.2 million and providing for a Fleet Mechanical Rehabilitation of \$2.0 million.

Solid Waste - \$4.1 million

In addition to population growth, multiple initiatives related to waste diversion, combined with operating costs for the new Community Environmental Centre at Elgin Mills, are the main drivers of costs in Waste Management. These initiatives, together with increases in base operating costs, account for the increase over 2010.

York Region Rapid Transit Corporation- \$2.1 million

Debt servicing costs account for \$2.4 million of the 2011 increase.

ODSP – (\$11.4) million

This program has now been fully uploaded to the Provincial Government.

GTA Pooling – (\$13.2) million

Under the Provincial funding formula, the Regional Municipalities within the GTA, i.e. York, Durham, Peel and Halton share in the combined total of GTA-wide costs for Social Assistance and Social Housing based on assessment growth.

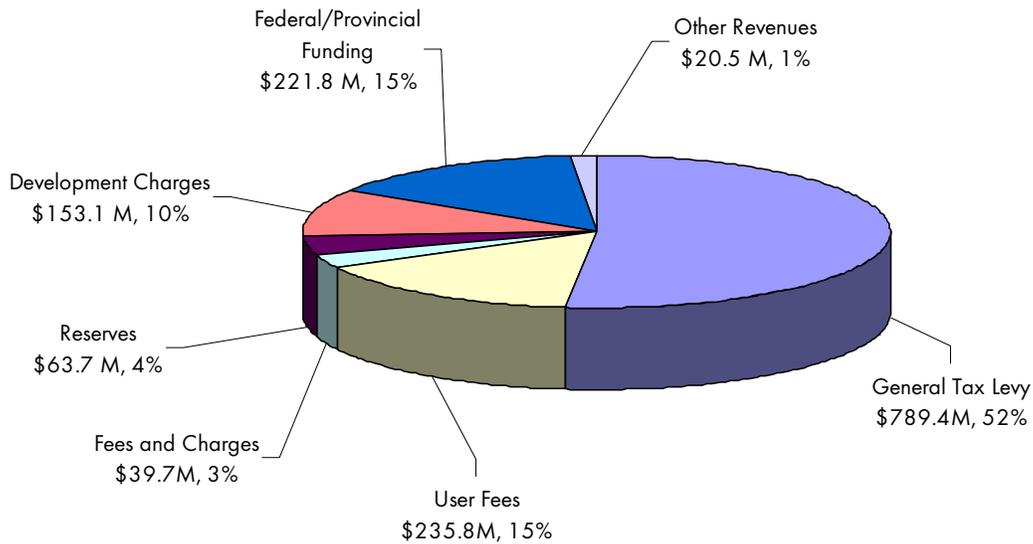
In 2007 the Provincial Budget announced the phased elimination of this program by 2013. The elimination is based on the 2004 costs of \$79.5 million, which results in an annual reduction of \$13.2 million in 2011.

2011 Operating Highlights

Operating Revenue Details

Upper tier municipal services delivered by the Regional Municipality of York are funded through a number of revenue streams.

**2011 Operating Revenues
by Category
\$1.524 billion**



Property Taxes

As an upper tier municipal government, the Regional Municipality of York has no direct taxing authority. Levies for each of several different property classes are approved by Regional Council and forwarded to the member municipalities in York Region. The member municipalities collect property taxes on behalf of the Regional Municipality of York. This is sometimes referred to as the "general levy or regional levy".

Property Tax is the single largest source of Regional revenue, accounting for 52% of budgeted operating revenues for 2011 at \$789.4 million. This represents an increase of \$37.6 million over 2010 net levy of \$751.7 million.

2011 Operating Highlights

Supplementary taxes are levied on new assessment during the taxation year. The 2011 budget includes \$9.0 million in supplementary taxes to be contributed 50% to the Capital Asset Replacement Reserve and 50% to the General Capital Reserve.

York Region is a rapidly growing municipality, with potential for significant development and growth. While it has experienced strong assessment growth in the past, the trend shows a slight softening and hence assessment growth is forecast at 3.1% for 2010, 2.0%, 2.0% and 2.0% respectively for 2012, 2013 and 2014.

Provincial & Federal Funding

Provincial & Federal Funding accounts for \$221.8 million or 14.6% of budgeted 2011 operating revenues.

These grants are an integral part of the funding and service delivery model implemented by the Province of Ontario and /or the Government of Canada. The basis for the grant and the provincial cost-sharing formula differs significantly depending on the Ministry administering the program. In some cases, e.g. affordable housing, there is a cost-sharing formula that includes the Federal government as well. In others, e.g. policing, it is a specific policy initiative of the government of the day.

Major recipients of Provincial/Federal grants or subsidies in the 2011 budget are:

- \$54.7 million to Employment & Financial Support – This program is funded primarily through an 80/20 cost sharing arrangement between the Province and the Municipality. There is also a 50/50 cost sharing arrangement for the administrative cost of service delivery that has been capped by the Province.
- \$46.8 million to Family & Children’s Services - These programs are funded anywhere from 80% to 100%.
- \$41.0 million to Public Health – Public Health has enjoyed an increase in its funding level from 55% in 2005, to 65% in 2006 and to 75% in 2007 and on-wards .
- \$24.4 million to Emergency Medical Services (EMS) – While the funding agreement is 50/50 with the Province, this funding has been based on a service level less than what is provided. Early in 2006, the Province announced its commitment to providing full 50/50 funding by 2008; current funding covers 49% of the 2011 operating costs.
- \$21.0 million to Long Term Care – The funding for Long Term Care is a combination of funding formulas in the range of 70% to 100%.

2011 Operating Highlights

- \$23.1 million to Housing Services – Homelessness programs are generally cost shared up to capped levels, Rent Supplement programs are cost shared at various levels and there are funds from the Federal government that are flowed to the Region to partially offset costs of Non-profit housing.

Projections of grant revenues are obtained from Provincial (and where appropriate Federal) sources responsible for managing the specific grant allocation process. Changes from year to year are usually a result of changes in demographics, the economy, or Provincial policy.

Water and Wastewater Rate

The Water and Wastewater Rates at \$182.6 million represents 12.0% of budgeted 2011 operating revenues.

The Water and Wastewater Services Rates for 2011 are 68.29 cents per cubic metre and 77.43 cents per cubic metre respectively. These represent a 10.0% increase in both Water Rates and Wastewater Rates over the 2010 rates.

York Region is a wholesaler of Water & Wastewater services to local municipalities on a full cost recovery basis. There is no impact on the tax levy as the rate is based on forecasts of flow volumes. Increases have become necessary to offset rising inflationary costs and to address legislative changes. As well, further increases are required to offset increased rehabilitation costs of ageing facilities and provide sufficient funds to finance the non-growth component of capital programs.

User Fees

User fees are generated through Transit Services for transit fares, advertising and revenue sharing with GO Transit and the TTC. These fees amount to \$235.8 million or 15.5% of the 2011 budget. The \$52.5 million in transit revenues covers 35.3% of transit operating costs (revenue/cost ratio).

Development Charges

Development Charges are levied against new development in the Region in accordance with *The Development Charges Act*. These levies are collected in order to fund the cost of new infrastructure needs arising from growth and, in principle, ensure that existing taxpayers are not charged with paying for this new infrastructure.

2011 Operating Highlights

Development Charges account for 10% or \$153.1 million of budgeted 2011 operating revenues. These funds flow through the operating budget to offset debt and interest payments on debentures issued to build infrastructure eligible for Development Charge funding.

York Region continues to issue debt to meet growing infrastructure needs. Development Charges are expected to increase as a source of flow-through revenue in future operating budgets to pay off this type of debt.

Reserves

Contributions from reserves account for 4.2% or \$63.7 million budgeted 2011 operating revenues.

The largest contributions from reserve are for Wastewater services \$15.3 million or 24.0% of total reserve contributions. These Reserve Contributions are used to fund rehabilitation and replacement of capital items treated as Minor Capital for budgetary purposes such as water pumps and other equipment.

Trends in reserve contributions are a function of the 10 year capital program in general and more specifically the Water and Wastewater strategic infrastructure plan.

Other major beneficiaries of contributions from reserves include Transit Services with \$16.6 from the Gas Tax Reserve to support public transportation.

Other Revenues, Fees and Charges

Other revenues, fees and charges account for 1% or \$20.5 million of operating revenues in the 2011 Budget. The most significant components in this category are:

▪ Fines collected under the Provincial Offences Act	\$ 10,875,300
▪ Sale of recyclable materials	\$ 7,554,900
▪ Long Term Care fees	\$ 4,099,100
▪ Housing York Inc. management services	\$ 5,677,100
▪ Police alarm program, escort & records services	\$ 4,410,000
▪ Other fees & Charges	\$ 6,578,100

These revenues are projected to increase each year in line with specific operating projections.

2011 Operating Highlights

2011 Net Tax Levy Pressures

	2011 \$ millions	tax levy impact
Base		
OMERS rate adjustments	2.0	
Salaries & Benefits (salary settlement)	6.0	
Increase in Solid Waste blue box revenues	(2.3)	
Contribution to Solid Waste Reserve	2.3	
Solid Waste Management contract costs	1.8	
Transit contractor costs increase related to hourly rates and renewals, net of revenues	9.2	
Transit Fleet Mechanical Rehabilitation	2.0	
York Regional Police	11.5	
Other Base Pressure	7.1	
Less: Reductions/ Efficiencies/Other Savings	(8.1)	
Contribution to Tax Stabilization Reserve (2010 Additional Assessment Growth)	(4.4)	
Total Base	27.1	3.6%
Mandatory /Legislated		
YRT- Presto System Implementation (2 FTEs)	1.2	
YRT-HST impact on service contracts	1.0	
EMS- Increased Provincial Land Ambulance funding	(2.6)	
Long Term Care Act Compliance requirements (5.3 FTEs)	0.5	
Public Health Provincial Funding for additional staff (3.5 FTEs)	0.1	
Social Assistance 1% rate increase & caseload growth offset by Reserve & Provincial funding upload	(0.3)	
GTA Pooling	(13.2)	
ODSP fully uploaded to Province	(9.2)	
MPAC	0.9	
York Regional Police - increase in grant revenue	(0.2)	
Other mandatory and legislated programs	0.1	
Total Mandatory	(21.7)	-2.9%
Annualization		
Debt Repayment - Principle and Interest	3.8	
Transit - full yr operations in Southwest facility	0.2	
Solid Waste Management- Community Environmental Centre Richmond Hill	0.5	
Employment & Financial Support- cost per case lower than anticipated	(0.1)	
Property Services- occupancy costs	0.9	
ITS Networks - 2010 additional staffing (3 FTEs)	0.3	
York Regional Police - 2010 additional staffing full year cost	1.9	
Contribution to Capital Asset Replacement	7.6	
Total Annualization	15.0	2.0%
Growth		
York Regional Transit staffing (2 FTEs)	0.2	
Mobility Plus contractor costs	0.7	
Traffic signal maintenance and roads mtce increase due to growth in lane KM	0.4	
Solid Waste Management- increase tonnage & staff to support capital projects	0.8	
Public Health growth pressures (including 3 FTEs)	0.1	
Housing Access (2 FTEs) to support growing wait list	0.1	
EMS- additional paramedics (14 FTEs) and Supervisors (2 FTEs)	1.7	
Finance & IT additional staff to support growth (3 FTEs)	0.2	
Property Services- 2 FTEs for growing number of new Regional capital projects	0.2	
2 FTEs to support Records Information Management & Continuous Improvement	0.2	
Court Services 2 FTEs for increase volume of charges	0.2	
York Regional Police- 28 new uniform members and 10 civilian staff	1.6	
Staff and other programs to support growth related activities	0.7	
Total Growth	7.1	0.9%
Enhancement		
Contribution to capital - YRT, Roads, EMS	1.6	
YRT- schedule adjustment to reflect actual "run time" to improve service reliability	1.9	
Roads Nuisance Sign Removal, Snow Management Strategy,Pavement Marking,Street Tree	0.7	
Employment & Financial Support- Emergency shelter 2 FTEs	0.2	
Contribution to Non-Profit Housing Capital Repair Reserve	1.0	
Community & Health Services Multi-Year Plan initiatives	3.1	
York Regional Police - sick leave reserve contribution	1.5	
Staff and other programs to support new initiatives	0.2	
Total Enhancement	10.1	1.3%
Total Annual Budget Pressures	37.6	5.0%

Tax Levy increase after assessment growth

14.5 1.9%

2011 Operating Highlights

Net Operating Budget - Increase of \$37.6 million

The net operating budget, which essentially represents the tax levy requirement for 2011, increased by \$37.6 million or 5.0% from 2010.

The rapid growth in recent years, of both residential and non-residential development, is reflected in a reasonable assessment growth trend. A flattening of assessment growth is expected in the foreseeable future. The value of assessed properties in York Region is expected to grow by 3.1% in 2011, generating an additional \$23 million in tax levy revenue. Thus the net 2011 regional tax levy increase is 1.94%.

Base Pressures - \$27.0 million

This category includes costs required to maintain existing service levels less reductions and other efficiencies.

Budget increases related to salary and wage costs for existing employees contribute to the increase in the base budget. Other base pressures such as utilities, general inflation, and contract prices also result in a budget increase.

These base cost increases have been partially offset by operating reductions, one time cost and efficiencies of \$10.4 million across business lines including:

- \$2.5 million in Solid Waste reductions, Stewardship Ontario Funding
- \$4.4 million in Financial and Administrative items one time cost reductions
- \$1.2 million in Community & Health Services for additional Provincial funding and costs program reductions
- \$1.0 million in Financial operating savings
- \$0.8 million in Police Services operating cost savings
- \$0.2 million in Recovery from Water/Wastewater rates
- \$0.3 million in Conservation Authorities operating efficiencies, one time cost reductions

Mandatory / Legislated – (\$21.7) million

The following components in the 2011 operating budget are items charged by or funded through the Provincial Government of Ontario. The formulae built into the complex funding allocation models usually use assessment growth and/or population growth to apportion these costs; hence the significant impact on the budget as York Region continues to experience rapid growth and development.

York Region Transit budget increased by \$2.2 million due to Presto system implementation and HST impact on service contracts.

2011 Operating Highlights

The Region's share of Municipal Property Assessment Corporation (MPAC) costs for 2011 has increased by \$0.9 million.

Long Term Care increased budget by \$0.5 million to support Long Term Care Act Compliance requirements.

The 2011 budget for GTA Pooling of \$26.4 million is a 33.3% decrease from 2010. This decreases the tax levy requirements by \$13.2 million.

The Region's share of Ontario Disability Support Payment (ODSP) costs have decreased by \$9.2 million as the Province has fully uploaded the costs.

Emergency Medical Services received a \$2.6 million increase in Provincial Land Ambulance funding.

Employment & Financial Support uploaded an additional \$0.3 million. Increase in Provincial funding upload reduces the Employment & Financial Support operating budget by \$0.3million.

Annualization - \$15 million

This category includes the additional costs of 2010 commitments for new initiatives and incremental debt charges.

The 2011 budget includes \$7.6 million to help fund replacement of existing assets as they reach the end of their useful life. The funds will supplement the balance of the Capital Asset Replacement Reserve.

Debt repayments for principle and interest account for \$4.3 million for York Regional Police, Rapid Co, Transit, Solid Waste and Property Services.

York Regional Police budget includes full year cost related to 2010 hires of approximately \$1.9 million.

Property Services budget increased by \$0.9 million for facilities occupancy cost space and locations.

Information Technology budget includes \$0.3 million for additional networked sites and staffing.

Transit budget includes \$0.2 million full year operations for Southwest facility.

Employment & Financial Support budget includes \$0.1 million reduction as cost per case is lower than anticipated.

2011 Operating Highlights

Growth - \$7.1 million

This category includes costs required to maintain existing levels of service for York Region's growing population and business base.

York Regional Police budget includes an additional \$1.5 million for 2011 hires of uniform members and civilian staff.

Emergency Medical Services budget include an additional \$1.6 million for hiring fourteen paramedics and 2 Operations Supervisors.

Solid Waste Management includes an additional \$0.8 million to process increased tonnage as a result of population growth.

Transit budget includes an additional \$0.9 million of which \$0.2 million relates to two new hire FTEs in response to increasing ridership as a result of growth and \$0.7 million relates to Mobility Plus contract costs.

The Roads program includes growth related costs of \$0.4 million for traffic signal maintenance increases and system growth.

Courts increase of \$0.4 million for additional staffing to accommodate Regional growth.

Clerks's Office increase \$0.2 million to support Records Information Management & Continuous Improvement.

Property Services requires \$0.2 million for two new FTEs related to new Regional capital projects.

Finance includes an additional \$0.2 million for additional staffing to accommodate Regional growth.

\$0.8 million increase in other programs to support growth related activities.

New Services / Enhancements - \$10.2 million

This category includes costs to provide new or enhanced levels of service in 2011.

Contributions to the current year capital program for Roads and EMS will be increased by \$1.4 million. This represents a down payment on new capital initiatives and helps to mitigate reliance on debt.

2011 Operating Highlights

Community & Health Services increase an additional \$3.1 million for Multi-Year Plan initiatives and contributes an additional \$1.0 million to reserves for non-profit housing provider capital repairs.

Transit budget includes an additional \$1.9 million for schedule adjustment to reflect actual "run time" to improve service reliability.

York Regional Police budget includes an additional \$1.5 million for sick leave reserve contributions.

Staffing Resources

The Region's business plan and budget outlines resource requirements to deliver regional programs, including staffing and other resources. The Region has historically reported permanent full time and part time staff (on a full time equivalent basis) when reporting the budgeted staff complement.

However, there are staff resources that are employed with the Region on a casual basis, depending on the specific business need. While the cost associated with casual staffing has been included in the budget, the equivalent staff complement has not historically been included.

2011 Operating Highlights

York Region 2011 Business Plan and Budget Approved Changes to Staff Complement

	Staff Complement January 2010	Restatements & Changes 2010	In-Year Approvals 2010	Staff Complement December 2010	New FTEs 2011	Approved Staff Complement 2011
Regional Programs						
Transportation Services						
Transit Services	140.5	(29.0)		111.5	5.6	117.1
Roads	199.4	(50.0)		149.4	1.6	151.0
Transportation Services Admin	4.0	84.0		88.0	8.0	96.0
Sub Total	343.9	5.0	0.0	348.9	15.2	364.1
Environmental Services						
Environmental Services Admin	21.0	29.0		50.0	1.0	51.0
Water and Wastewater ¹	198.0	(31.0)	14.0	181.0	15.0	196.0
Solid Waste Management	20.0	(3.0)		17.0	2.0	19.0
Sub Total	239.0	(5.0)	14.0	248.0	18.0	266.0
Health Services						
Emergency Medical Services	332.5	(1.5)		331.0	16.2	347.2
Long Term Care Services	290.1	0.5		290.6	8.5	299.1
Public Health ⁴	437.1	(13.7)	8.0	431.4	6.5	437.9
Sub Total	1,059.7	(14.7)	8.0	1,053.0	31.2	1,084.2
Community Services and Housing						
Employment and Financial Support	139.2	4.8		144.0	8.4	152.4
Family and Children's Services	119.1	0.4		119.5	2.6	122.1
Housing Services ⁴	87.0	0.4		87.4	5.2	92.6
Strategic Service Integration and Policy ⁴	20.4	(0.4)		20.0	1.1	21.1
BOQA unallocated FTEs	107.3			107.3		107.3
ODA	0.0			0.0		0.0
Sub Total	473.0	5.2	0.0	478.2	17.3	495.5
Total Community & Health Services	1,532.7	(9.5)	8.0	1,531.2	48.5	1,579.7
Planning and Development Services⁷	85.0			85.0	4.0	89.0
Administrative Support						
Office of the CAO	29.0			29.0		29.0
Finance	98.9			98.9	2.0	100.9
IT Services and Strategy ²	74.0		4.0	78.0	4.0	82.0
Legal Services ³	34.0			34.0	3.0	37.0
Regional Clerk	21.0			21.0	2.0	23.0
Property Services	71.0		7.0	78.0	2.0	80.0
Human Resource Services ⁸	54.0	1.0		55.0	4.0	59.0
Administrative Support	381.9	1.0	11.0	393.9	17.0	410.9
Chair & Council	3.0			3.0		3.0
Court Services	70.0	2.0		72.0	2.0	74.0
Total Regional Programs	2,655.5	(6.5)	33.0	2,682.0	104.7	2,786.7
YRRTC	26.0		2.0	28.0	1.0	29.0
Police⁶	1,953.0	0.0		1,953.0	38.0	1,991.0
Grand Total	4,634.5	(6.5)	35.0	4,663.0	143.7	4,806.7

Notes

- 1 Water/Wastewater - 7 positions recovered from Capital (\$735k)
- 2 IT - 2 positions, costs will be recovered from increased revenues of \$157k
- 3 RapidCo - all positions recovered from Capital
- 4 FTE's have not previously been funded by the Province and PH is redeploying to other Provincially funded programs. Net impact is a reduction of 1.7 FTEs
- 5 Positions are recovered from Tax Stabilization Reserve and Negotiated Specific Contracts.
- 6 Information provided by Police Services staff November '10
- 7 Error in FTE count for Planning, overstated to 3.0 FTE
- 8 HR includes 1.0 FTE for the Long Term Disability Plan under Contingency

In-Year Approvals

- WWw -3.0 FTE Report No. 4, Item 7
- WWw - 11.0FTE Report No. 5, Item 4
- Public Health - 8.0 FTE Report No 6, Item 2
- Property Services - 7.0FTE Report No 5, Item 12
- YRRTC - 2.0 FTE Private Session, April 8, 2010
- IT Servies - 4.0 FTE Report No 7, Item 7

2012 Future Outlook

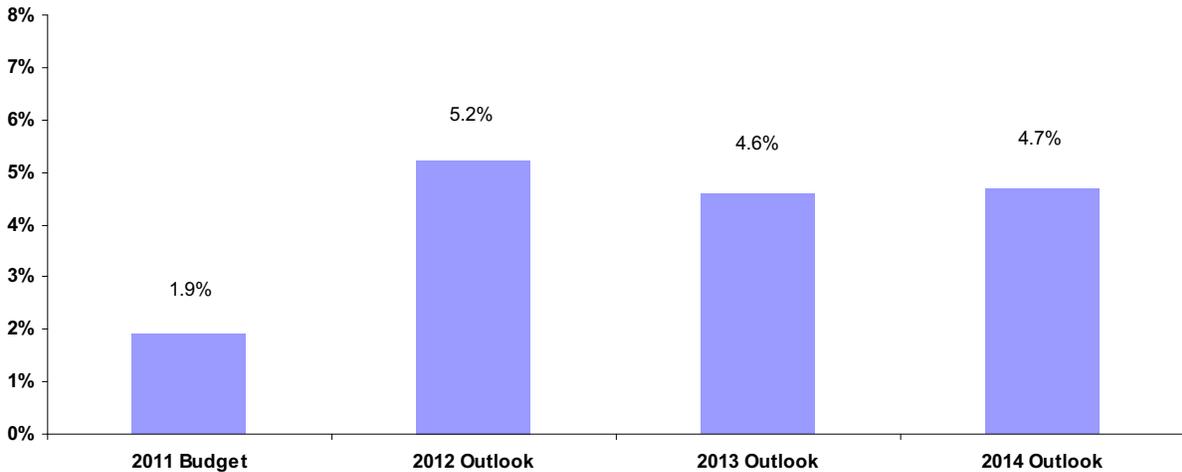
Future Outlook

As part of the annual budget process, the Region takes a multi-year perspective to ensure that strategic plans consider the impact of future trends and pressures. These estimates reflect base and annualization cost increases as well as growth and enhancement requests. On the revenue side, assessment growth is anticipated to be slow. For 2012, 2013 and 2014 assessment growth is expected to be 2.5%, 2.0% and 2.0% respectively, down from 3.1% in 2011.

Assessment Growth (%)



Increase in Tax Levy After Assessment Growth



Note: Figures reflect assessment growth estimates used for budget purposes

2012 Future Outlook

SUMMARY OF PRELIMINARY 2012 FORECAST

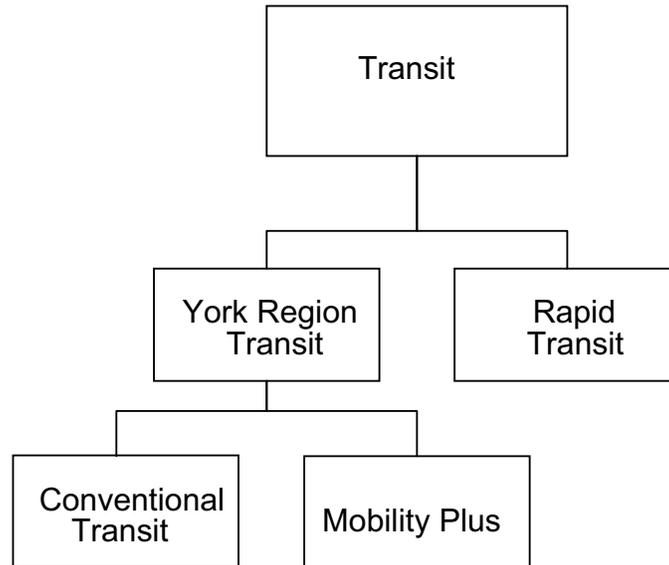
(\$ 000's)	2011 BUDGET		2012 REQUEST		CHANGE		%
	GROSS	NET	GROSS	NET	GROSS	NET	CHANGE NET
Transportation Services							
Transit Services	173,134	104,184	191,381	119,237	18,247	15,053	14.4%
Contribution to Capital	6,200	6,200	7,200	7,200	1,000	1,000	16.1%
Roads Transportation	62,926	45,780	64,669	47,523	1,743	1,743	3.8%
Contribution to Capital	36,791	36,791	39,715	39,715	2,924	2,924	7.9%
Sub Total	279,051	192,954	302,965	213,674	23,914	20,720	10.7%
Environmental Services							
Solid Waste Management	57,011	39,706	60,506	42,979	3,495	3,273	8.2%
Water/Wastewater Services	312,885	0	356,750	0	43,865	0	-
Contribution to Capital	18,280	0	14,862	0	(3,418)	0	-
Sub Total	388,176	39,706	432,118	42,979	43,942	3,273	8.2%
Community and Health Services							
Emergency Medical Services	49,508	24,725	53,455	27,274	3,947	2,549	10.3%
Contribution to Capital	3,088	3,088	2,944	2,944	(144)	(144)	(4.7)%
Long Term Care Services	36,994	13,511	36,566	12,984	(428)	(527)	(3.9)%
Public Health	52,894	11,360	55,316	12,083	2,422	723	6.4%
Employment & Financial Support	80,116	22,440	82,115	22,292	1,999	(148)	(0.7)%
Family and Children's Services	62,583	14,585	64,211	16,199	1,628	1,614	11.1%
Housing Services	74,591	41,789	77,725	45,489	3,134	3,700	8.9%
Strategic Services Integration & Policy	12,679	9,663	13,855	10,877	1,176	1,214	12.6%
Sub Total	372,453	141,161	386,187	150,142	13,734	8,981	6.4%
Planning and Economic Development	8,615	7,314	8,892	7,591	277	277	3.8%
Administrative Support							
Office of the C.A.O.	4,111	3,921	4,194	4,004	83	83	2.1%
Finance/IT	28,729	24,375	29,887	25,707	1,158	1,332	5.5%
Contribution to Capital	0	0	830	830	830	830	-
Corporate Services	29,693	28,805	34,569	33,676	4,876	4,871	16.9%
Contribution to Capital	244	244	244	244	0	0	0.0%
Sub Total	62,778	57,345	69,725	64,461	6,947	7,116	12.4%
Chair & Council	1,955	1,955	1,993	1,993	38	38	1.9%
Financial Items-Assets Replacement	50,936	41,936	52,779	49,729	1,843	7,793	18.6%
Financial/Administrative Items	7,034	1,765	8,817	4,448	1,783	2,683	152.1%
Recovery from WWw (User Rate)	0	(5,033)	0	(5,184)	0	(151)	3.0%
TOTAL REGIONAL OPERATING PROGRAM	1,170,997	479,103	1,263,475	529,833	92,478	50,730	10.6%
Court Services	9,856	(840)	10,273	(744)	417	96	(11.4)%
Boards & Authorities							
Conservation Authorities	9,086	5,177	9,316	5,265	230	88	1.7%
GO Transit	2,500	0	2,500	0	0	0	-
Hospital Capital Funding	12,706	12,706	13,024	13,024	318	318	2.5%
Property Assessment (MPAC)	15,702	15,702	16,302	16,302	600	600	3.8%
Sub Total	39,994	33,585	41,142	34,591	1,148	1,006	3.0%
GTA Pooling	26,400	26,400	13,200	13,200	(13,200)	(13,200)	(50.0)%
YRRTC	18,123	11,994	26,163	17,744	8,040	5,750	47.9%
Police Services							
Contribution to Capital	252,897	233,321	269,582	249,758	16,685	16,437	7.0%
Contribution to Capital	5,851	5,851	6,036	6,036	185	185	3.2%
Sub Total	258,748	239,172	275,618	255,794	16,870	16,622	6.9%
TOTAL OPERATING BUDGET	1,524,119	789,414	1,629,872	850,418	105,753	61,004	7.7%
Less Assessment Growth				(19,735)		(19,735)	(2.5)%
TOTAL AFTER ASSESSMENT GROWTH	1,524,119	789,414	1,629,872	830,682	105,753	41,269	5.2%

* 2011 Budget for Conservation Authorities is supported from Water/Wastewater rates of \$3,699 and Urban Canopy from Forestry of \$210.

* 2012 Budget for Conservation Authorities is supported from Water/Wastewater rates of \$3,841 and Urban Canopy from Forestry of \$210.

Transit Branch

Departmental Description



Mission/Vision

To provide quality public transit services which support the economic vitality, environmental sustainability and health of the Regional community.

Mandate

York Region Transit (YRT) will oversee the delivery of the Region's family of transit services. The conventional service will operate in all nine municipalities in the Region through three contractors using a fleet of approximately 325 buses. The VIVA rapid transit 116 vehicles will continue to provide service in four designated corridors, including Yonge Street and Highway 7. The Mobility Plus service will also deliver service Region wide with over 75 vehicles including buses, minivans and sedans.

Strategic Goals 2011 – 2014

- **Implementation of New 5-Year Plan for Conventional Transit**
 - Implementation of the newly completed 2011-2015 Five-Year Service Plan for the YRT/VIVA network. Currently, the system is operating over 1.0 million revenue service hours and operates on a grid network with YRT feeder routes and VIVA Bus Rapid Transit (BRT) routes. With the anticipated vivaNext plans, along with the exciting subway expansion and TTC's Transit City plans, the YRT/VIVA system needs to reflect this new transit supportive environment.
 - The ultimate goal of the 5-Year Plan is to increase ridership and prepare YRT/VIVA for being rapid transit-ready. It focuses on transitways, service enhancement and on-time performance.
- **Facility Strategy** – Continue to develop Regionally owned storage and maintenance facilities, through which YRT/VIVA can more effectively manage systems operating costs.

Transit Branch

- **Service Contracts**
 - Develop new Operation & Maintenance (O&M) Contracts through effective negotiations and competitive bid processes.
 - Revise Performance Based Contracts with focus on increased safety and cost reduction initiatives.
 - Continue to monitor the performance of transit operations and maintenance contractors, and identify opportunities for quality improvement through the performance based contractor report card.
- **Mobility Plus Operating Plan**
 - Implement Mobility Plus (MP) Operating Plan which outlines the operating and service delivery model for specialized services. This plan addresses:
 - ◆ Integration with the YRT/VIVA family of services;
 - ◆ Community partnerships; and
 - ◆ Impact of Accessibility for Ontarians with Disabilities Act (AODA) legislation.
 - Develop new MP contracts for dedicated vans & sedans to be tendered in 2010 for 2011 service.
- **Presto Smart Card System**
 - YRT/VIVA will launch PRESTO in March 2011.
 - Paper tickets will be phase out in 2011, while paper passes will maintain until TTC comes onboard.
 - No initial revenue impact expected when compared to 2010.
- **Technologies**
 - Develop a Transit Operation Control Centre (TOCC) strategy for both the near future and long term needs of YRT/VIVA and possible integration with York Region Traffic Control Centre.
 - Implement Fleet Management System (M5) to provide a comprehensive asset and maintenance management solution. It includes integrated work order management processes, vehicle and equipment tracking and preventative maintenance planning and scheduling.
 - Implement Mobility Plus web-based trip booking and cancellation system thereby allowing customers to use internet for booking and cancelling their trip.
 - Explore the opportunities of integrating existing Transit Traveler Information Systems with the systems in other functional groups.
 - Coordinate integration of existing technologies with the new systems proposed for vivaNext project.
 - Coordinate design and implementation of an optical fiber data communications network along Yonge Street and Highway 7.
 - Continue introduction of new and innovative technologies.
- **Branch Safety & Security** – Develop and implement safety and security related plans.
- **Marketing** – Continue effective marketing of transit, as well as transit product improvements, to encourage a greater shift from private automobiles to public transit thereby increasing the transit modal share.

Transit Branch

- **AODA** – Continue to monitor and maintain compliance with the *Accessibility for Ontarians with Disabilities Act (AODA)*.
- **Environmental Stewardship** –Continue research and implementation in the area of environmental stewardship, including use of alternative fuel and hybrid buses, solar powered passenger shelters etc.
- **Re-organization** –Continue under the new 5-Branch model for Transportation Services to respond to opportunities. Explore further potential integration of Transit and Roads operations, especially in light of vivaNext operating in dedicated lanes.

Key Highlights

Planned Initiatives for 2011 and 2012

- Launch Presto Card in March 2011, develop and deliver a business transformation plan, as well as increase customer information and communications about this initiative.
- Develop and implement 2011 & 2012 Service Plan, focusing on vivaNext construction impacts, rapid transit ready (subway extension, vivaNext transitways), service enhancements, on-time performance and ridership management.
- Tender and award Southeast O&M contract in 2011.
- Negotiate and award North O&M contract in 2012.
- Implement Joint Control Centre strategy to improve co-ordinated system and route management between operating contractors.
- Implement safety and security related plans and programs including: Operations safety program, Fleet Safety & Maintenance plan and Enforcement & Security plan.
- Roll out Bus Simulator Training Program in 2011.
- Implement new Operating Plan for Mobility Plus.
- Continue to utilize Family of Services at YRT/VIVA – involve VIVA BRT services, conventional buses, community buses and/or door-to-door service to transport some Mobility Plus clients to their destination.
- Develop and award Mobility Plus contracts for dedicated vans and sedans in 2011.
- Implement phase one of a Data Warehouse and Business Intelligence solutions.
- Implement Fleet Management System at contractors' garages early 2011.
- Assist Rapid Transit Corporation with the functional design of the Intelligent Transportation System (ITS) component for vivaNext.
- Install Public Address (PA) system at YRT/VIVA Terminals.
- Install Passenger Assist Button on a pilot basis at one selected terminal.
- Assist with the installation of Left Turn/Right Turn Audible Pedestrian warning system.
- Install Automated Vehicle Health Monitoring system on a pilot basis on selected buses.
- Launch new YRT/VIVA website early 2011.
- Develop and implement a brand awareness campaign and three targeted marketing/communications campaigns per year.
- Conduct the 2012 Customer Satisfaction Survey for both conventional and Mobility Plus.

Transit Branch

Base Drivers

- Population growth and increase in travel demand
- Contractor cost increases (increased hourly rates) and Region direct purchase of fuel
- Annualization of 2010 service initiatives
- Additional run time needs to improve service reliability
- HST on service contracts
- Debt repayment and interest for capital projects

Key Challenges

The following trends and issues will have an impact on YRT/VIVA over the 2011 to 2014 timeframe:

VivaNext Construction disruption

- As VivaNext transitways are constructed, various mitigation options including alternate service designs to be considered to retain ridership.

Regional growth

- Region's population expected to increase by approximately 2% a year for the next three years.

Customer demand

- Demand for new, reliable and more frequent service continues to outpace financial ability to deliver.
- Introduction of and transition to the Presto Card.

Environmental issues

- Continue introduction of alternative fuels (such as bio-diesel) and hybrid vehicles

Financial constraints

- Investment from senior levels of government continues to be a challenge, not only for infrastructure, but also to fund ongoing operations
- Contractor hourly rate increases and volatile fuel costs
- Need to increase staff levels to meet increasing customer needs and ridership growth

Service Challenges

Specific areas identified as priorities for funding in 2011 and 2012:

Service

- Implement new services/service improvements identified in the new Five-Year Service Plan while meeting Corporate fiscal restraint target

Transit Branch

Financial constraints

- Contractor hourly rate increases and volatile fuel prices
- Higher interest and debt repayments as a result of increased debt requirements

Operations

- Operate the 24\7 Control Centre for Conventional\Mobility services (Potential integration with Traffic Control Centre to avoid duplication)
- Implement Presto System

Environmental issues

- Explore initiatives to reduce YRT/VIVA materials and energy use
- Stride ts the Council objective to reduce carbon footprint by 2%

Transit Branch

Staffing Resources

Transit Five Year FTE Summary

Permanent FTE's	2010 Restated *	2011 Approved	2012 Proposed	2013 Outlook	2014 Outlook
Full - Time FTE's (PFT)	104.0	109.0	114.0	129.5	129.5
Part - Time FTE's (PPT)	7.5	8.1	8.1	8.1	8.1
Total Permanent FTE's	<u>111.5</u>	<u>117.1</u>	<u>122.1</u>	<u>137.6</u>	<u>137.6</u>
Net Change	-29.0	5.6	5.0	15.5	0.0
Casual (FTE Equivalent)	26.2	22.6	22.6	22.6	22.6
Negotiated Specific FTE's					
Allocated FTE's from:					
Commissioner's Office	1.5	1.5	1.5	1.5	1.5
SP&BP	21.5	25.0	26.0	27.0	27.0
TM&ITS	24.0	25.0	27.0	27.0	27.0
Capital Assets	0.5	0.5	0.5	0.5	0.5
sub-total	<u>47.5</u>	<u>52.0</u>	<u>55.0</u>	<u>56.0</u>	<u>56.0</u>
Total Transit with allocated FTE's	<u>159.0</u>	<u>169.1</u>	<u>177.1</u>	<u>193.6</u>	<u>193.6</u>

Note: * 2010 Restated Budget & TRN Reorganization

Transit Branch

Financial Summary

Transit Branch

Tax Levy prior to Allocations									
\$000's									
	2007	2008	2009	2010	2011	%	2012	2013	2014
	Actual	Actual	Actual	Restated	Approved	Change	Outlook	Outlook	Outlook
Conventional	57,243	57,692	63,897	73,850	84,707	15%	97,872	108,645	117,649
Mobility Plus	8,565	9,514	10,145	11,060	13,326	20%	14,974	16,328	17,494
Rapid Transit	5,220	6,359	6,230	9,831	12,351	26%	13,675	15,175	16,269
Tax Levy Prior to Allocations	71,029	73,565	80,271	94,741	110,384	17%	126,521	140,148	151,412

\$000's									
	2007	2008	2009	2010	2011	%	2012	2013	2014
	Actual	Actual	Actual	Restated	Approved	Change	Outlook	Outlook	Outlook
Expenditures									
Salaries and Benefits	7,769	10,265	12,016	15,762	16,819	7%	17,858	19,586	19,976
Program Specific Expenses	64,909	98,582	100,801	106,816	113,556	6%	125,146	133,824	143,352
Professional Contracted Services	26,534	1,147	1,848	2,657	2,575	-3%	2,970	3,053	3,117
General Expenses	3,470	4,335	4,694	8,635	17,862	107%	19,843	22,416	23,822
Occupancy Costs	3,771	3,945	3,921	6,927	7,422	7%	8,590	9,104	9,293
Minor Capital	25	46	63	99	138	40%	141	143	146
Expenditures	106,478	118,320	123,343	140,897	158,371	12%	174,547	188,127	199,707
Financing Costs and Reserves									
Financing Costs	11,413	12,086	14,105	15,380	15,177	-1%	17,312	19,109	21,254
Contribution to Reserves	0	0	0	0	0		0	0	0
Contribution to Capital	5,200	6,105	7,200	7,200	6,200	-14%	7,200	8,200	9,200
Financing Costs and Reserves	16,613	18,191	21,305	22,580	21,377	-5%	24,512	27,309	30,454
Gross Expenditures	123,091	136,510	144,648	163,477	179,748	10%	199,059	215,436	230,160
Revenues									
Grant Subsidies	0	0	0	0	0		0	0	0
User Fees	(43,229)	(47,459)	(48,165)	(51,930)	(53,023)	2%	(56,624)	(59,981)	(63,471)
Fees and Charges	(232)	(166)	(190)	(180)	(180)	0%	(180)	(180)	(180)
Development Charges	(997)	(1,019)	(1,388)	(1,321)	(1,342)	2%	(935)	(351)	(345)
Contribution from Reserves	(9,220)	(14,520)	(14,520)	(14,400)	(14,400)	0%	(14,400)	(14,400)	(14,400)
Third Party Recoveries	(10)	(15)	(38)	(6)	(6)	0%	(6)	(6)	(6)
Revenues	(53,688)	(63,179)	(64,300)	(67,836)	(68,951)	2%	(72,145)	(74,918)	(78,403)
Negotiated Specific & Recoveries									
Negotiated Specific	590	562	510	850	956	13%	973	993	1,014
Departmental Charges & Recoveries	1,416	347	353	(179)	314	-276%	317	321	325
Capital Recoveries	(380)	(676)	(940)	(1,571)	(1,684)	7%	(1,684)	(1,684)	(1,685)
Other Recoveries	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	1,625	233	(76)	(900)	(414)	-54%	(393)	(370)	(346)
Gross Expenditures including Negotiated Specific & Recoveries	124,717	136,743	144,571	162,577	179,334	10%	198,666	215,066	229,815
Tax Levy Prior to Allocations	71,029	73,565	80,271	94,741	110,384	17%	126,521	140,148	151,412
% change					17%		15%	11%	8%

Transit Branch

Budget Change Explanations 2011

Transit

2011 (in \$000's)

Budget Change Explanations (2011/2010)		Gross		Net	
		Units	\$000's	%	\$000's
2010 Transit Budget	(excluding		155,377		87,541
Contributions to Capital)					
Base					
<u>Conventional</u>					
Salary and Benefit Increase			240	0.2	240 0.3
Conversions:					
Website Coordinator (1 FTE)					
Customer Service Representative (0.6 FTE)					
Admin Clerk Secretary (2 FTEs)					
Contractor Cost					
Miller (Contract Expiry Date: Apr 02, 2011)			2,069	1.3	2,069 2.4
First Group (Contract Expiry Date: Jun 27, 2012)			357	0.2	357 0.4
Southwest (New 5-yr contract award August 2010)			2,389	1.5	2,389 2.7
TTC (on-going)			1,319	0.8	1,319 1.5
Others			9	0.0	9 0.0
Fleet Mechanical Rehabilitation			2,000	1.3	2,000 2.3
To be funded by contribution to capital tax levy per Corporate Finance					
Insurance			(1,168)	-0.8	(1,168) -1.3
Intradepartmental allocation reconciliation with Roads			461	0.3	461 0.5
Allocation from Support Programs			284	0.2	284 0.3
Conversions:					
Admin Clerk Intermediate - Transit Front Reception (2.0 FTE)					
Admin Clerk Intermediate - Central Support (0.5 FTE)					
Others			373	0.2	373 0.4
- all other accounts, i.e. Support Vehicle Maintenance costs and 407 Charges					
Revenue					
Ridership Increase					(512) -0.6
Projected ridership increase of approx. 202K					
Average Fare Increase					(537) -0.6
Increase average fare from 2.50 to 2.54 based on current trend					

Transit Branch

<u>Rapid Transit</u>				
Contractor Cost				
Veolia (New 3-yr extension Sep 2010)	1,755	1.1	1,755	2.0
Insurance	(443)	-0.3	(443)	-0.5
Revenue				
Ridership Adjustment			184	0.2
Ridership adjustment based on current trend - reduction of approx 73K riders				
Average Fare Increase			(267)	-0.3
Increase average fare from 2.50 to 2.54 based on current trend				
 <u>Mobility Plus</u>				
Salary and Benefit Increase				
Reclass + Benefits Increase	69	0.0	69	0.1
Reclassification of position & benefits adjustments				
Insurance	150	0.1	150	0.2
Contractor Cost				
Mini Van & Sedan Contracts (Expiry Date: Jul 21, 2011)	726	0.5	726	0.8
Bus Contract - SouthWest (Expiry Date: Feb 28, 2011)	609	0.4	609	0.7
New contract was renewed at much higher rate of approx. 30% .				
Base	11,198	7.2	10,066	11.5
Program Reductions/Efficiencies				
Mandatory/Legislated				
<u>Conventional</u>				
HST - Full year Impact	819	0.5	819	0.9
Allocation from Support Branches				
Maintenance of Presto System (implementation March 2011)	1,015	0.7	1,015	1.2
New Staff Allocation - Presto	152	0.1	152	0.2
Accounting Clerk (1 FTE)				
TMS Support (1 FTE)				
 <u>Rapid Transit</u>				
HST - Full year Impact	199	0.1	199	0.2
 <u>Mobility Plus</u>				
Revenue			40	0.0
AODA Compliance (partial year)				
Mandatory/Legislated	2,184	1.4	2,224	2.5

Transit Branch

Annualization		1,457	0.9	1,436	1.6
Total Base Change		14,840	9.6	13,726	15.7
Growth					
Priority	<u>Conventional</u>				
	Salary & Benefits	169	0.1	169	0.2
High	New Positions:				
	Trainer (1 FTE)				
	Fleet Analyst (1 FTE)				
High	Contractor Cost				
	First Canada - Assumption of GO Route 69 (partial year)	123	0.1	123	0.1
<u>Mobility Plus</u>					
	Contractor Cost				
High	Mini Van & Sedan Contracts	568	0.4	568	0.6
	Trip demand is expected to grow by 7%				
High	Bus Contract - SouthWest	188	0.1	188	0.2
	Trip demand is expected to grow by 7%				
Total Growth Approved		1,048	0.7	1,048	1.2
Enhancement					
Priority	<u>Conventional</u>				
	Contractor Cost				
Medium	Run Time Needs:				
	Miller	487	0.3	487	0.6
	First Group	189	0.1	189	0.2
	Southwest	426	0.3	426	0.5
<u>Rapid Transit</u>					
	Contractor Cost				
Medium	Run Time Needs	768	0.5	768	0.9
Total Enhancement Approved		1,870	1.2	1,870	2.1
Total Base, Growth & Enhancement Approved		17,757	11.4	16,644	19.0
2011 Departmental Approved (excluding Contribution to Capital)		173,134	11.4	104,184	19.0

Transit Branch

Budget Change Explanations 2012

Transit

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		
	Units	\$000's	%	\$000's	%
2011 Transit Budget (excluding Contributions to Capital)		173,134		104,184	
Base					
<u>Conventional</u>					
Salary and Benefit Increase					
Salary and Benefit - Permanent Staff		238	0.1	238	0.2
Contractor Cost					
Miller (Contract Expiry Date: Apr 02, 2011)		2,067	1.2	2,067	2.0
First Group (Contract Expiry Date: Jun 27, 2012)		878	0.5	878	0.8
Southwest (New 5-yr contract award August 2010)		423	0.2	423	0.4
TTC (on-going)		1,610	0.9	1,610	1.5
Others		6	0.0	6	0.0
Revenue					
Ridership Increase				(501)	-0.5
Average Fare Increase				(818)	-0.8
Consulting Fees		200	0.1	200	0.2
Insurance		83	0.0	83	0.1
Garbage Removal / Recycling		718	0.4	718	0.7
Intradepartmental Allocation		314	0.2	314	0.3
Others		323	0.2	323	0.3
<u>Rapid Transit</u>					
Contractor Cost		434	0.3	434	0.4
Revenue					
Ridership Increase				(395)	-0.4
Projected ridership increase of approx. 150K					
Average Fare Increase				(396)	-0.4
Increase average fare from 2.54 to 2.60 based on trend					

Transit Branch

<u>Mobility Plus</u>					
Salary and Benefit Increase					
Reclass + Benefits Increase	43	0.0	43	0.0	
Contractor Cost					
Mini Van & Sedan Contracts (Expiry Date: Jul 21, 2011)	524	0.3	524	0.5	
Full year effect of new contract rate					
Bus Contract - SouthWest (Expiry Date: Feb 28, 2011)	435	0.3	435	0.4	
Full year effect of new contract rate					
Revenue					
Estimate ridership increase of approx 23K			(204)	-0.2	
Base	8,298	4.8	5,985	5.7	
Program Reductions/Efficiencies					
Mandatory/Legislated					
Conventional					
Negotiated Specific - Health and Safety Consultant (0.25 FTE)	25	0.0	25	0.0	
Mobility Plus					
Revenue - full year impact of AODA Compliance			110	0.1	
Mandatory/Legislated	25	0.0	135	0.1	
Annualization					
<u>Conventional</u>					
Contractor Cost					
Miller	1,160	0.7	1,160	1.1	
First Group	816	0.5	816	0.8	
Southwest	530	0.3	530	0.5	
Others	(354)	-0.2	(354)	-0.3	
Revenue					
			(336)	-0.3	
Debt Repayment & Interest	2,045	1.2	2,045	2.0	
Contributions from Reserve (Gas, DC)			407	0.4	
<u>Rapid Transit</u>					
Contractor Cost	50	0.0	41	0.0	
Annualization	4,248	2.5	4,310	4.1	
Total Base Change	12,570	7.3	10,429	10.0	

Transit Branch

Growth

Conventional

Salary & Benefits 381 0.2 381 0.4
 Total 5 FTEs - 4 Control Center Coordinators and 1 Planner

Contractor Cost 3,009 1.7 3,009 2.9
 - 3% increase in revenue vehicle hours, Approx 24,000 Hours

Revenue (744) -0.7
 Ridership increase of approx. 286K

Winter / Other Maintenance 500 0.3 500 0.5
 Increase due to vivaNext stations

Intradepartmental Allocation - New Staff from Support Branches 239 0.1 239 0.2
 Admin Clerk Intermediate (0.5 FTE)
 Records Information Analyst (0.25 FTE)
 TMS Analyst - BI (1.0 FTE)

Rapid Transit

Contractor Cost 997 0.6 688 0.7
 - 3% increase in revenue vehicle hours, Approx 10,000 Hours

Mobility Plus

Contractor Cost
 Mini Van & Sedan Contracts 549 0.3 549 0.5
 Demand increase of 7%
 Bus Contract - SouthWest 86 0.0 86 0.1
 Demand increase of 7%

Total Growth Request	5,761	3.3	4,708	4.5
Total Base & Growth Request	18,331	10.6	15,137	14.5
2011 Departmental Request (excluding Contribution to Capital)	191,466	10.6	119,321	14.5

Transit Branch

Budget Change Explanations Outlook Years 2013/2014

Department	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	191,466	119,321	206,866	131,948
Base				
<u>Conventional</u>				
Salaries and Benefits	215	215	240	240
Contractor Cost				
Miller	1,130	1,130	1,193	1,193
First Group	103	103	341	341
Southwest	925	925	1,104	1,104
TTC	2,293	2,293	2,305	2,305
Other	15	15	15	15
Revenue				
Ridership Increase		(130)		(485)
Rate Increase		(998)		(1,028)
Intradepartmental Allocation	424	424	337	337
Other (CPI Increase)	338	338	321	321
<u>Rapid Transit</u>				
Contractor Cost	789	789	828	828
Revenue				
Ridership Increase		(266)		(403)
Rate Increase		(482)		(497)
<u>Mobility Plus</u>				
Salaries and Benefits	38	38	44	44
Contractor Cost				
Mini Van & Sedan Contracts	458	458	503	503
Bus Contract - SouthWest	248	248	268	268
Revenue		(59)		(76)
Base	7,069	5,134	7,599	5,112
Efficiencies/Program Reductions				
Mandatory/Legislated				
Annualization				
<u>Conventional</u>				
Contractor Cost				
First Group	1,093	1,093	37	37
Revenue		(767)		(466)
Debt & Interest	1,696	1,696	2,036	2,036
Contributions from Reserves (Gas, DC)		584		6
<u>Rapid Transit</u>				
Contractor Cost	120	(48)	109	52
Annualization	2,909	2,557	2,182	1,665

Transit Branch

Growth

Conventional

Salaries and Benefits	1,026	1,026		
Contractor Cost				
Miller	1,093	1,093	1,154	1,154
First Group	512	512	492	492
Southwest	880	880	987	987
Revenue		(320)		(294)
Winter & Other Maintenance	400	400		

Rapid Transit

Contractor Cost	898	732	956	770
-----------------	-----	-----	-----	-----

Mobility Plus

Salaries and Benefits	269	269		
Contractor Cost				
Mini Van & Sedan Contracts	253	253	277	277
Bus Contract - SouthWest	92	92	101	101

Growth	5,423	4,936	3,967	3,487
--------	-------	-------	-------	-------

Enhancements

Total Annual Incremental Budget Pressures	15,400	12,627	13,749	10,264
--	---------------	---------------	---------------	---------------

Total Annual Budget Request	206,866	131,948	220,615	142,212
------------------------------------	----------------	----------------	----------------	----------------

Transit Branch

Transit Branch

2011 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
New					
Trainer	1.0	G	72	72	
Fleet Analyst	1.0	G	97	97	
Conversion					
Website Coordinator (Conversion)	1.0	B			
Customer Service Representative - (Conversion)	0.6	B	7	7	
Admin Clerk Secretary - (Conversion)	2.0	B			
Total Permanent FTEs	5.6		176	176	

Allocated FTE's from:

New

SP&BP

Accounting Clerk (Finance-Presto)

1.0 B-M 69 69

TM&ITS

TMS Support (Presto)

1.0 B-M 86 86

Conversion

SP&BP

Admin Clerk Intermediate (Finance)

2.0 B 15 15

Admin Clerk Intermediate (Central Support)

0.5 B 0 0

Allocated Total

4.5 170 170

Total Permanent FTEs with allocation

10.1 346 346

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
New					
Control Center Coordinators	4.0	G	281	281	
Planner	1.0	G	100	100	
Total Permanent FTEs	5.0		381	381	

Allocated FTE's from:

New

SP&BP

Admin Clerk - Intermediate

0.5 G 33 33

Health & Safety Consultant (Negotiated Specific)

0.25 M 25 25

Record Information Analyst (Negotiated Specific)

0.25 G 20 20

TM&ITS

TMS Analyst (BI)

1.0 G 99 99

TMS Support (Presto)

1.0 B-M 86 86

Allocated Total

3.0 263 263

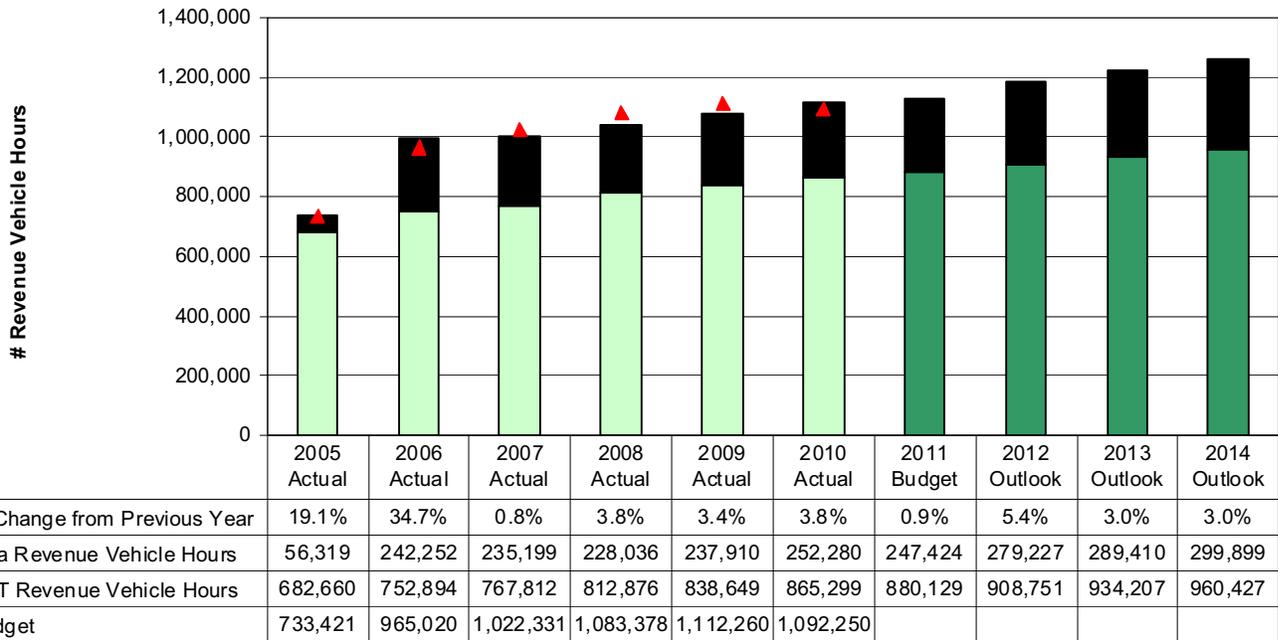
Total Permanent FTEs with allocation

8.0 643 643

Transit Branch

Service Level:

Revenue Vehicle Hours - Conventional + Viva



Source: Annual vehicle hours operated by scheduled active "in-revenue" vehicles and do not include charters, deadheading, training, road tests and or maintenance related travel.

What does the graph show?

- The total available revenue vehicle hours throughout the Region for regular conventional and bus rapid transit services.

Explanation of KPI Trend

- Combined revenue vehicle hours were 739,000 in 2005. In 2006, the first full year of Viva operations, they reached approximately 1 million hours. Actual revenue vehicle hours in 2006 were 34.7% higher than 2005.
- 2007 combined revenue vehicle hours increase of 0.8% is due to the annualization of new services implemented in 2006, as well as additional service of a small portion of Priority 1 items.
- The 3.8% increase in 2008 actual revenue vehicle hours was largely attributable to new services and service improvements due to population growth. Additional efficiencies/adjustments to existing routes have also been incorporated into the 2008 budget.

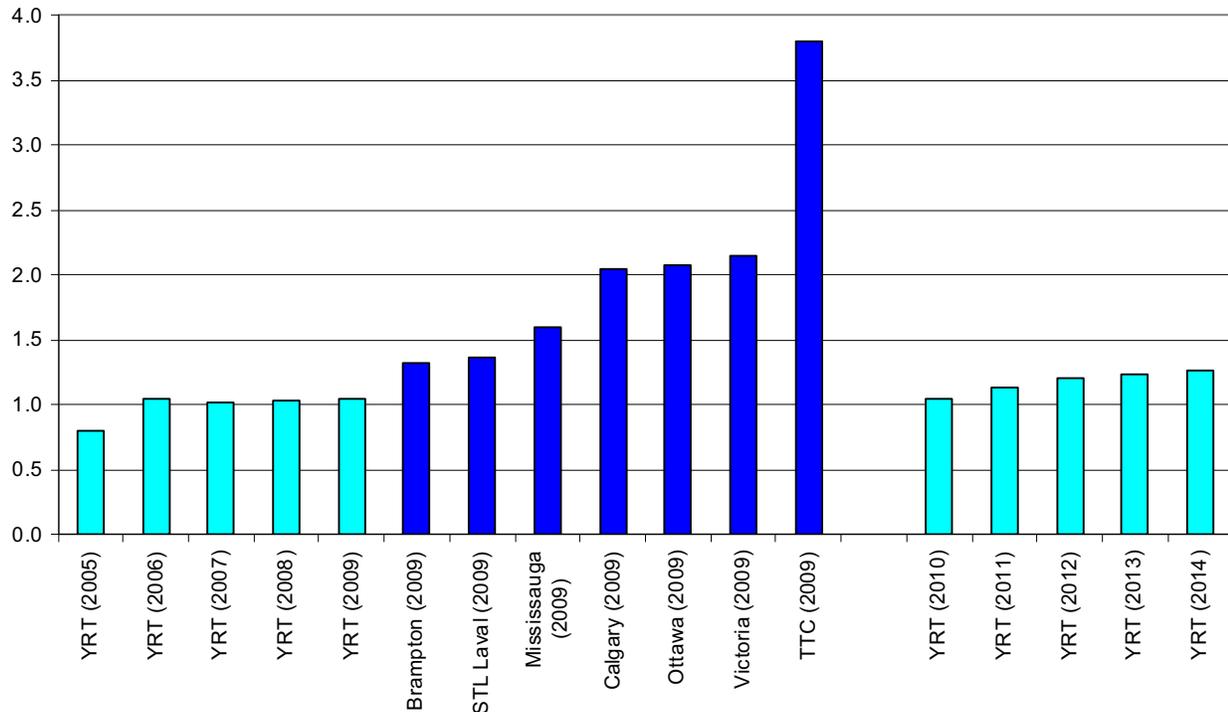
Transit Branch

- 2009 combined revenue vehicle hours increased slightly by 3.4% due to the annualization of new services implemented in 2008, as well as additional priority 1 service initiatives per the YRT/Viva Plan 09.
- 2010 revenue vehicle hours were higher than 2009 by 3.8%, largely due to annualization of 2009 new services and additional run times implemented to improve on-time performance.
- Revenue vehicle hours are expected to increase slightly in 2011 as a result of adding run times to improve on-time performance and the acquisition of Route 69 from GO Transit. Annualization of these services and modest growth in 2012 will cause an increase in revenue vehicle hours by 5.4%. Growth in 2013 and 2014 is estimated to be in the 3% range.

Comments / Background:

Transit Branch

Revenue Vehicle Hours per Capita
Conventional + Viva



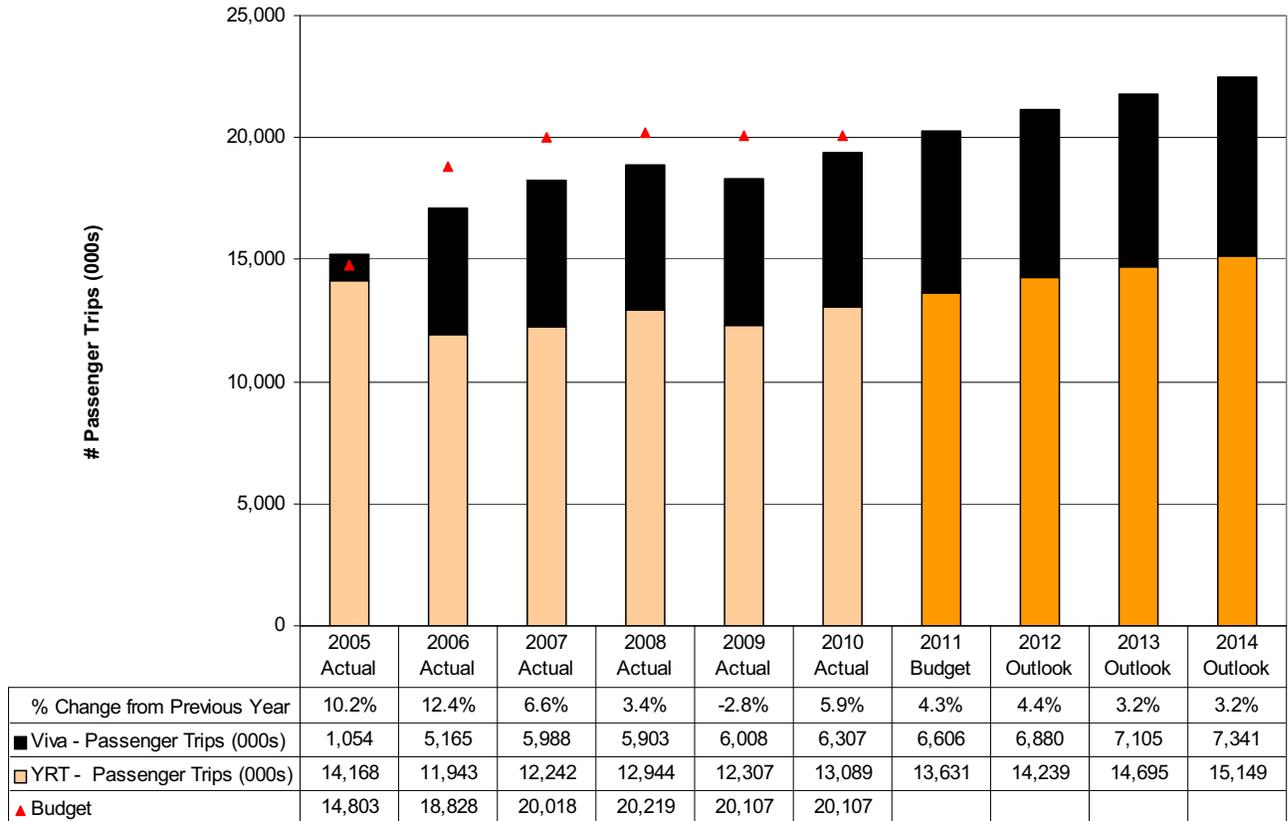
In the peer group comparison, York Region continues to provide the lowest rate of service per capita. In 2005, 0.80 hours of service were provided per capita. With the first full year of Viva in 2006, the overall York Region figure improved to 1.05 revenue vehicle hours per capita and maintain at this level in 2009. The peer group range was between 1.33 and 3.80 per capita.

With continued service expansion and service improvement, the number of revenue vehicle hours provided per capita is expected to increase steadily.

Transit Branch

Community Impact

Number of Passenger Trips - Conventional + Viva



Source: Passenger Trips - Regular service passenger trips are linked trips riding one way from origin to final destination; passengers whose trip involves transfers count only as one.

What does the graph show?

- The total annual ridership for regular conventional and bus rapid transit services.

Explanation of KPI Trend

- Actual combined transit ridership (15.2 million) in 2005 was 3% higher than budgeted (14.8 million); however it should be noted that fewer riders shifted from conventional to Viva service than anticipated.
- In 2006, the first full year of combined operations, ridership increased by 12.4% over 2005, but was 9% less than budget. This trend continued in 2007. Ridership increased by 6.6% over 2006, but was 9% less than budget as Viva attracted fewer new riders than was originally projected.

Transit Branch

- 2008 ridership was 3.4% higher than 2007 but was 6.8% lower than budget. Deferral of new services, and strikes by Veolia drivers and York University contract staff were major contributors to the shortfall in 2008.
- Ridership in 2009 dropped 2.8% from 2008 on account of adverse economic conditions and York University strike.
- Ridership in 2010 was better by 5.9% over 2009. The increase is attributed to economic recovery and service improvements implemented in 2010.
- 2011 ridership is projected to be 20.2M as a result of run time improvement and general population growth. Ridership is estimated to grow by about 3-4% annually in outlook years (2012-2014).

Comments / Background:

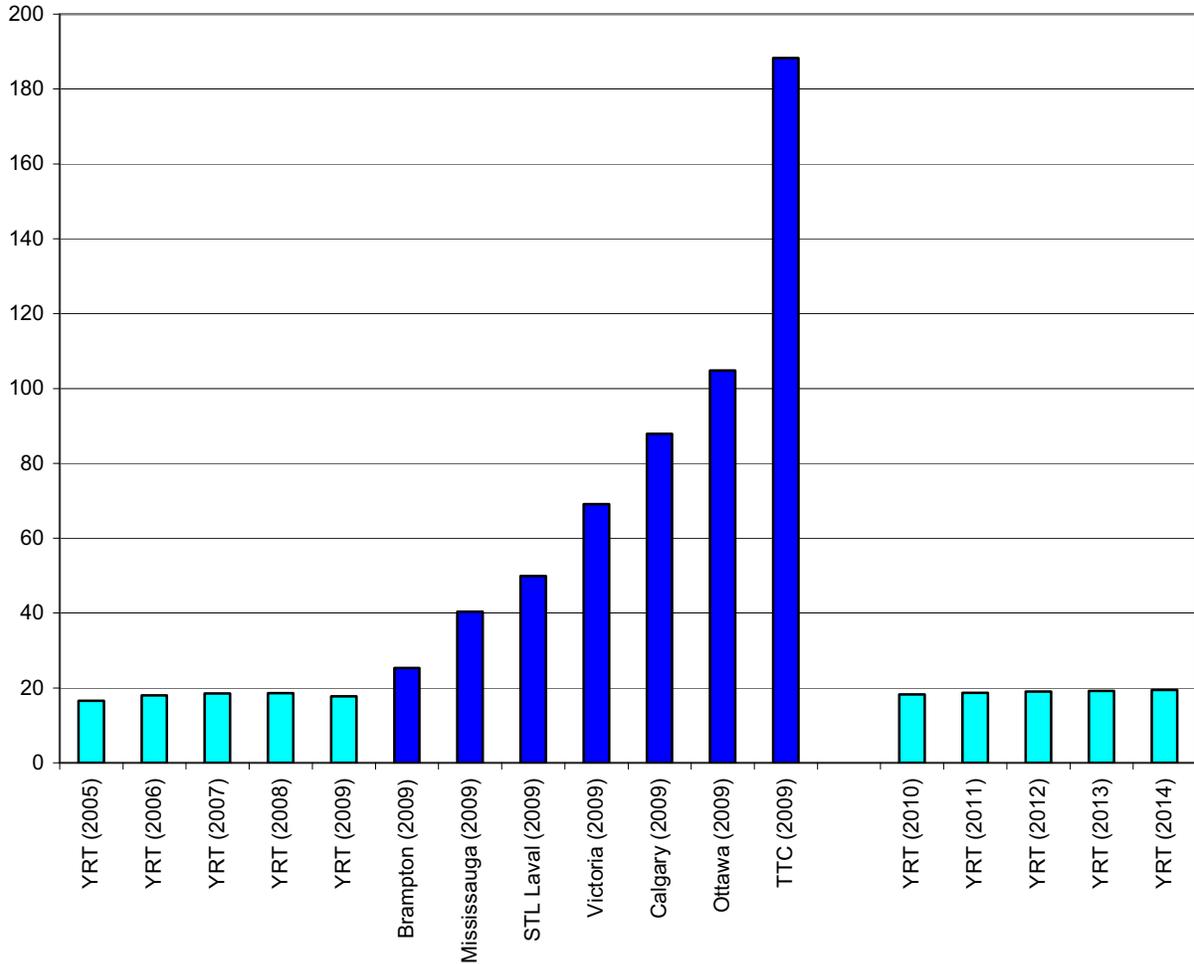
2006 York Region's transit modal split (percentage of population taking bus) was 9.4%. Modal split target is 17% by 2031.

Source:

Transportation Tomorrow Survey – Planning and Economic Development Committee – February 6, 2008

Transit Branch

Passenger Trips per Capita Conventional + Viva



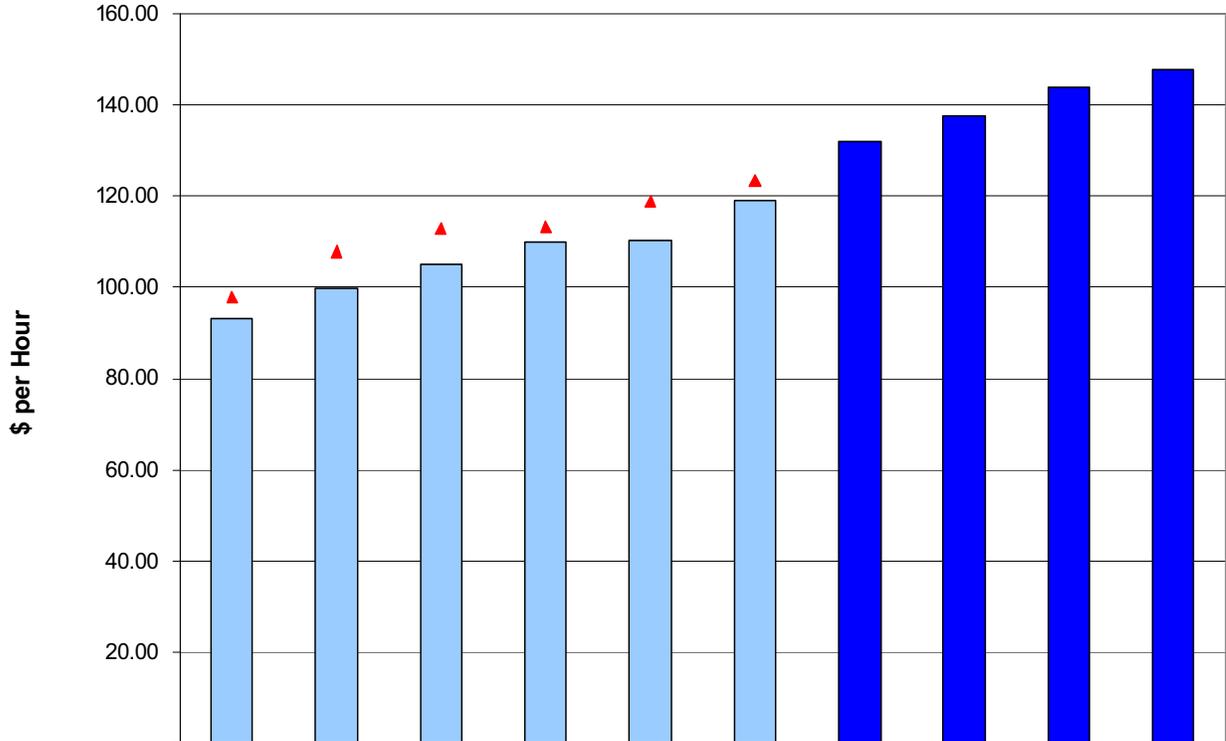
Passenger trips per capita still lags behind all others in the peer group comparison.

It is expected that passenger trips per capita will improve when BRT vehicles begin operating in their own rights-of-way once the VivaNext project is implemented.

Transit Branch

Efficiency

Gross Cost Per Revenue Vehicle Hour - Conventional + Viva



	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
█ Gross Cost per Vehicle Hour	93.06	99.90	104.96	109.95	110.31	119.03	131.98	137.73	143.77	147.90
% Change from Previous Year	11.1%	7.3%	5.1%	4.8%	0.3%	7.9%	10.9%	4.4%	4.4%	2.9%
▲ Budget	97.94	107.85	112.95	113.37	118.86	123.25				

Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Gross Cost (000s)	68,769	99,414	105,276	114,448	118,751	133,021	148,815	163,622	175,920	186,397
Revenue Vehicle Hours	738,979	995,146	1,003,011	1,040,912	1,076,559	1,117,579	1,127,553	1,187,978	1,223,617	1,260,326

Source: Gross Costs – Total direct operating expense plus cross boundary service expense (TTC including depreciation charges). Includes costs allocated from support programs and excludes financing charges and occupancy costs.
 Vehicle Hours – Annual vehicle hours operated by active “in-revenue” vehicles in regular scheduled passenger vehicle service; does not include charters, deadheading, training, road tests and or maintenance related travel.

What does the graph show?

- The average total gross costs to operate an hour of regular conventional and bus rapid transit service combined (before any net adjustments for revenues).

Transit Branch

Explanation of KPI Trend

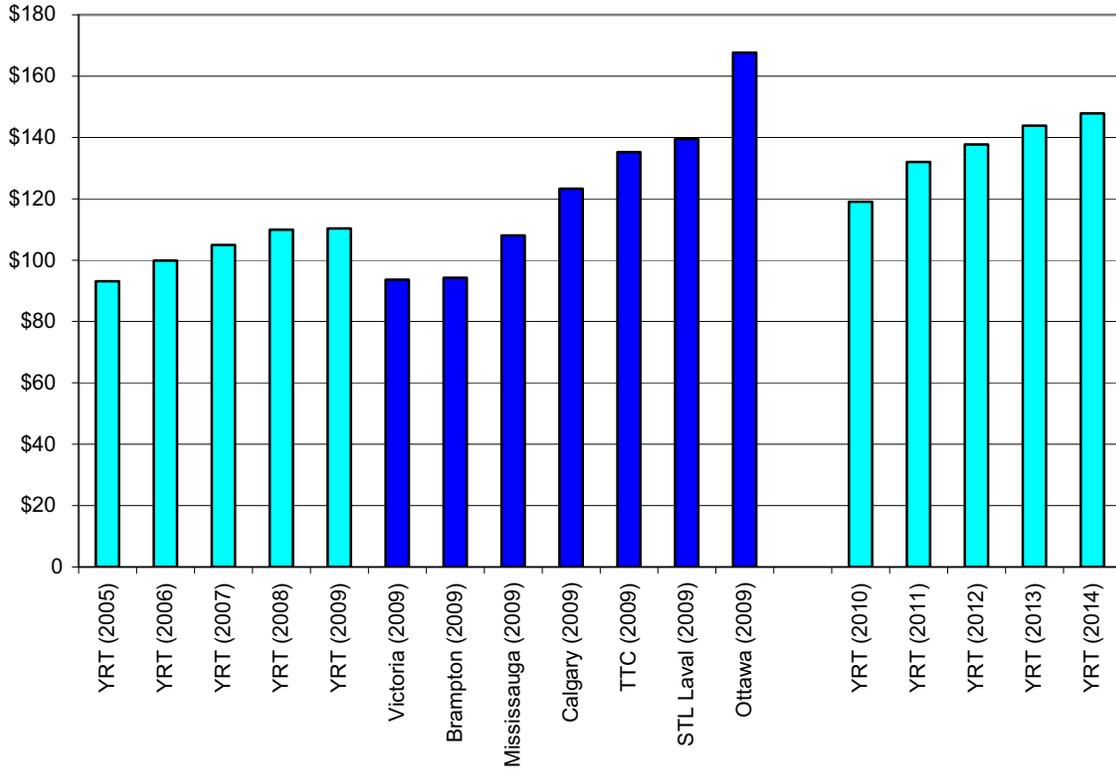
- The combined cost of regular conventional and bus rapid transit operations in 2005 was \$93 per hour. The substantial increase over 2004 was largely the result of mobilization costs and indirect (non-transportation) costs incurred before rapid transit start-up.
- Substantial increases in contractor costs, including payment for dead head hours, increases in fuel and insurance premiums, as well as additional expenses for Fare Enforcement and new technology (primarily associated with Rapid Transit), caused the Cost per Vehicle Hour to increase significantly in 2006 and 2007.
- 2008 gross cost per revenue vehicle hours was 4.8% higher than in 2007. This was largely due to increases in the fuel costs and contractor hourly rates.
- 2009 cost per hour increased slightly by 0.3% over 2008. Contractor rate increases were offset by lower fuel escalation payments due to favourable fuel price.
- 2010 cost per hour was \$119.03, a 7.9% increase over 2009. Southwest division and Viva division new contracts had significant impact on contractor costs. In the new contracts, Region purchases its own fuel.
- Cost per hour in 2011 is estimated to increase by 10.9% over 2010, which reflects the full year effect of new Southwest and Viva contracts, as well as HST impact. Cost per hour in outlook years is forecast to increase between 2-4% per year as a result of increases in contractor rates and fuel price.

Comments / Background:

Transit Branch

Gross Cost per Revenue Vehicle Hour

Conventional + Viva



In 2009, gross cost per revenue vehicle hours for York Region was \$110.31, which is in line with others in the peer group.

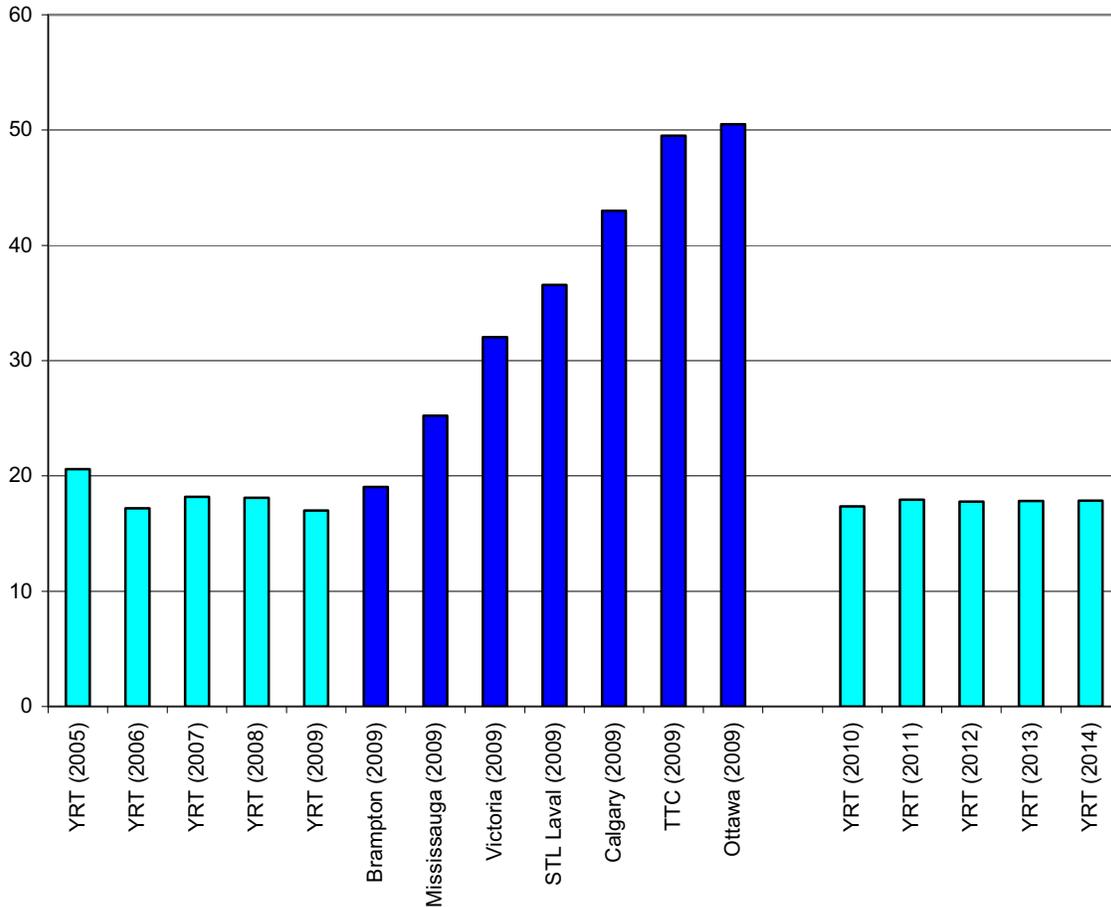
The introduction of Viva in 2005 caused the cost per hour to increase significantly in 2005 as it included one-time mobilization and start-up costs.

Substantial increases in contractor costs, including payment for dead head hours, increased fuel prices and insurance premiums, as well as additional expenses for fare enforcement and new technology (primarily associated with Rapid Transit), have caused the gross cost per hour to increase significantly from 2006 to 2009. This trend is expected to continue with increases in contractor rates, fuel prices and insurance.

Transit Branch

Passenger Trips per Revenue Vehicle Hour

Conventional + Viva



York Region provides the lowest passenger trips per revenue vehicle hour among the peer group. Low population density is a major contributing factor.

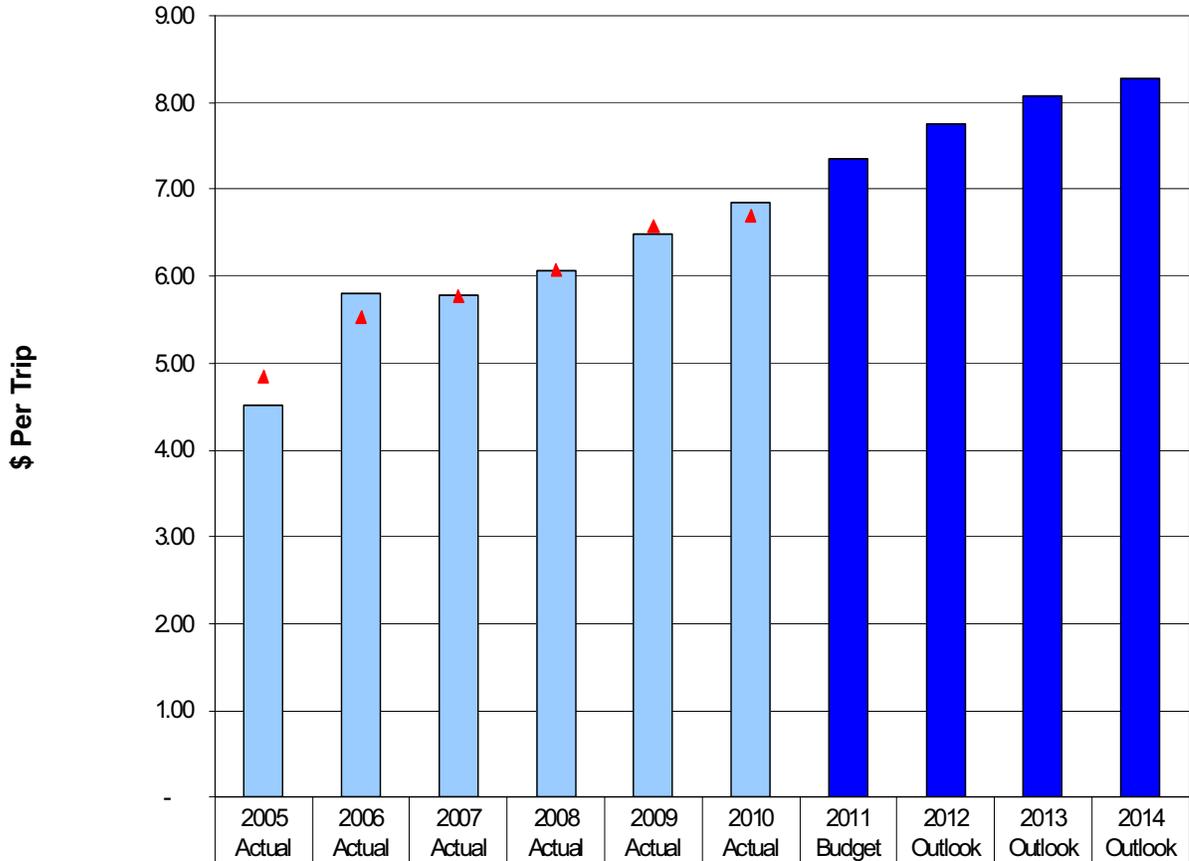
Passengers per revenue vehicle hour on conventional services decreased in 2005 and 2006, as bus rapid transit services were implemented and new service added. There is always a lag between service expansion and ridership growth.

Trips per revenue vehicle hour ratios are projected to maintain at current level in the outlook years (2011 to 2014).

Transit Branch

Efficiency

Gross Cost Per Passenger Trip - Conventional + Viva



■ Gross Cost per Passenger Trip	4.52	5.81	5.77	6.07	6.48	6.86	7.35	7.75	8.07	8.29
▲ % Change from Previous Year	20.1%	28.6%	-0.6%	5.2%	6.8%	5.8%	7.2%	5.4%	4.2%	2.7%
▲ Budget	4.85	5.53	5.77	6.07	6.58	6.70				

Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Gross Cost (\$000s)	68,769	99,414	105,276	114,448	118,751	133,021	148,815	163,622	175,920	186,397
Passenger Trips (000s)	15,222	17,108	18,230	18,847	18,315	19,395	20,236	21,119	21,800	22,490

Source: Gross Costs – Total direct operating expense plus cross boundary service expense (TTC including depreciation). This includes costs allocated from support programs and excludes financing charges and occupancy costs.

Passenger Trips - Regular service passenger trips are linked trips riding one way from origin to final destination; passengers whose trip involves transfers count only as one.

What does the graph show?

- The average total gross operating cost per passenger for a transit trip (before any net adjustments for revenues).

Transit Branch

Explanation of KPI Trend

- Combined cost per passenger in 2005 was \$4.52. This increase above the 2004 cost per passenger rate was due to the one-time start-up costs for the bus rapid transit service.
- Substantial increases in contractor costs, including payment for dead head hours, increases in fuel and insurance premiums, as well as additional expenses for Fare Enforcement and new technology (primarily associated with Rapid Transit), caused the Cost per Trip to increase significantly in 2006.
- The actual cost per trip in 2006 and 2007 were higher than budget primarily due to lower ridership than anticipated.
- Gross cost per passenger trip in 2008 was 5.2% higher than 2007. This was primarily due to increases in Contractors hourly rates and fuel costs.
- Gross cost per trip increased 6.8% in 2009 as a result of ridership growth not keeping in line with cost increases.
- Gross cost per trip increased by 5.8% in 2010 over prior year mainly due to increase in contractor cost.
- Gross cost per trip will increase by 7.2% in 2011 largely due to the full year effect of new Southwest and Viva contracts. Gross cost per trip is expected to moderate in outlook years.

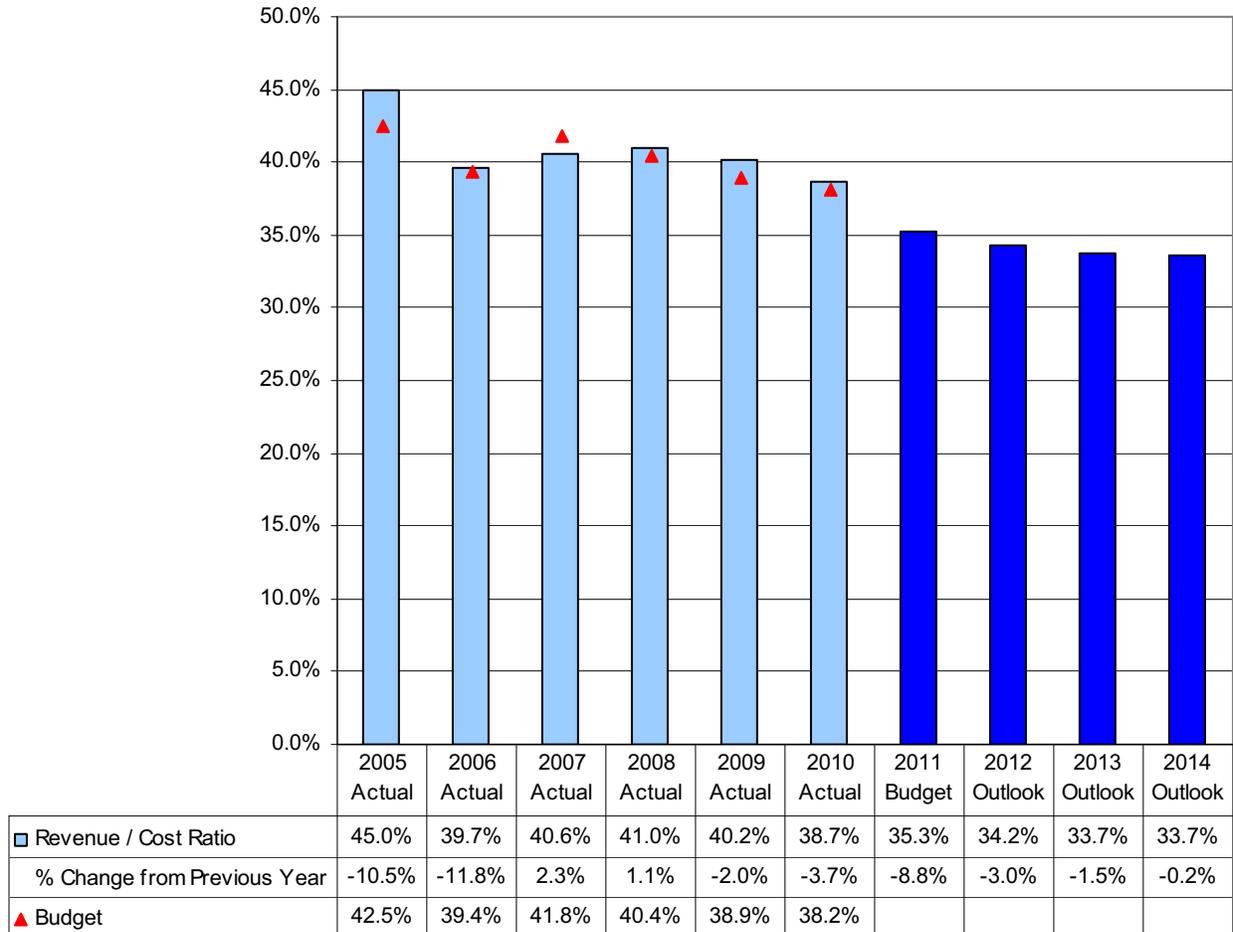
Comments / Background:

System cost per trip is at the higher end of the industry norms due to recent investment in service expansion. There is a natural lag between the addition of service hours and an increase in passenger trips.

Transit Branch

Efficiency

Revenue / Cost Ratio - Conventional + Viva



Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Revenue (\$000s)	30,926	39,428	42,703	46,938	47,722	51,468	52,521	56,029	59,327	62,742
Gross Costs (\$000s)	68,769	99,414	105,276	114,448	118,751	133,021	148,815	163,622	175,920	186,397

Source: Revenue – Total operating revenues, including regular service passenger revenues plus other operating revenues (i.e. school contracts, local charters, advertising and parking lot charges).

Gross Costs – Total direct operating expense plus cross boundary service expense (TTC including depreciation). This includes costs allocated from support programs and excludes financing charges

What does the graph show?

- The percentage of operating costs that is recovered through operating revenues.

Transit Branch

Explanation of KPI Trend

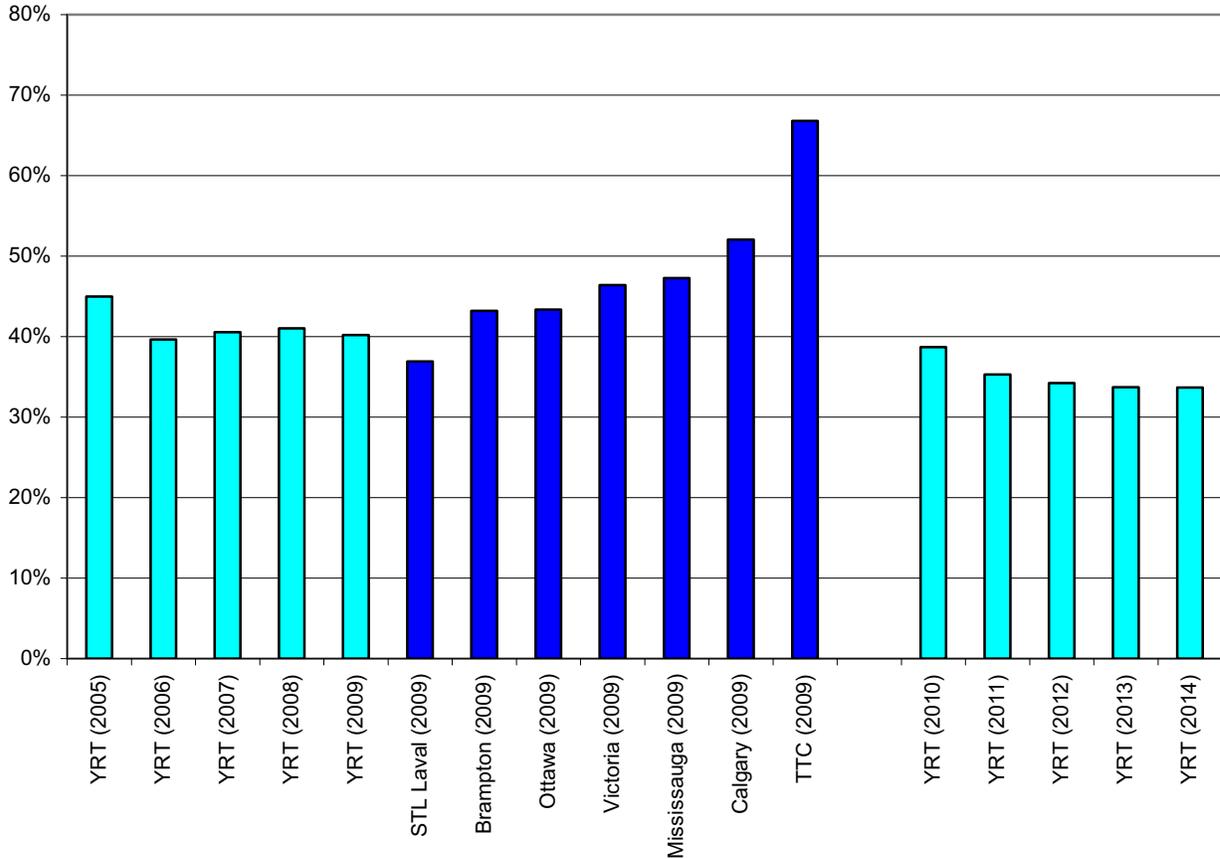
- The combined revenue cost ratio dropped to 45% in 2005 due to the dramatic increase in revenue vehicle hours associated with rapid transit program along with the start up costs associated with the implementation of the rapid transit service.
- Substantial increases in contractor costs, including payment for dead head hours, increases in fuel prices and insurance premiums, as well as, additional expenses for Fare Enforcement and new technology (primarily associated with Rapid Transit), have caused the revenue cost ratio to drop even further in 2006.
- Actual 2006 revenue/cost ratio was marginally better than budget as reduced ridership was offset by reduced costs.
- Despite several cost mitigation strategies implemented in 2007 to offset the ridership revenue shortfall, the revenue/cost ratio was lower than budget.
- The 2008 R/C ratio was 1.1% higher than 2007. Although 2008 ridership growth was not in line with cost increases, the average fare increased about 7% (\$2.43 in 2008 vs. \$2.27 in 2007), which helped to result in a slight increase of the R/C ratio.
- The R/C ratio dropped moderately in 2009 as a result of ridership growth not keeping pace with cost increases.
- The R/C ratio declined by 3.7% in 2010 over 2009 due to static revenues and rising costs.
- The R/C ratio is expected to drop significantly by 8.8% in 2011 due to the full year effect of new Southwest and Viva contracts. Drop in R/C ratio is expected to neutralize in outlook years.

Comments / Background:

Transit Branch

Revenue/Cost Ratio

Conventional + Viva



In the peer group comparison, York Region results continued to stay among the lowest revenue/cost ratio.

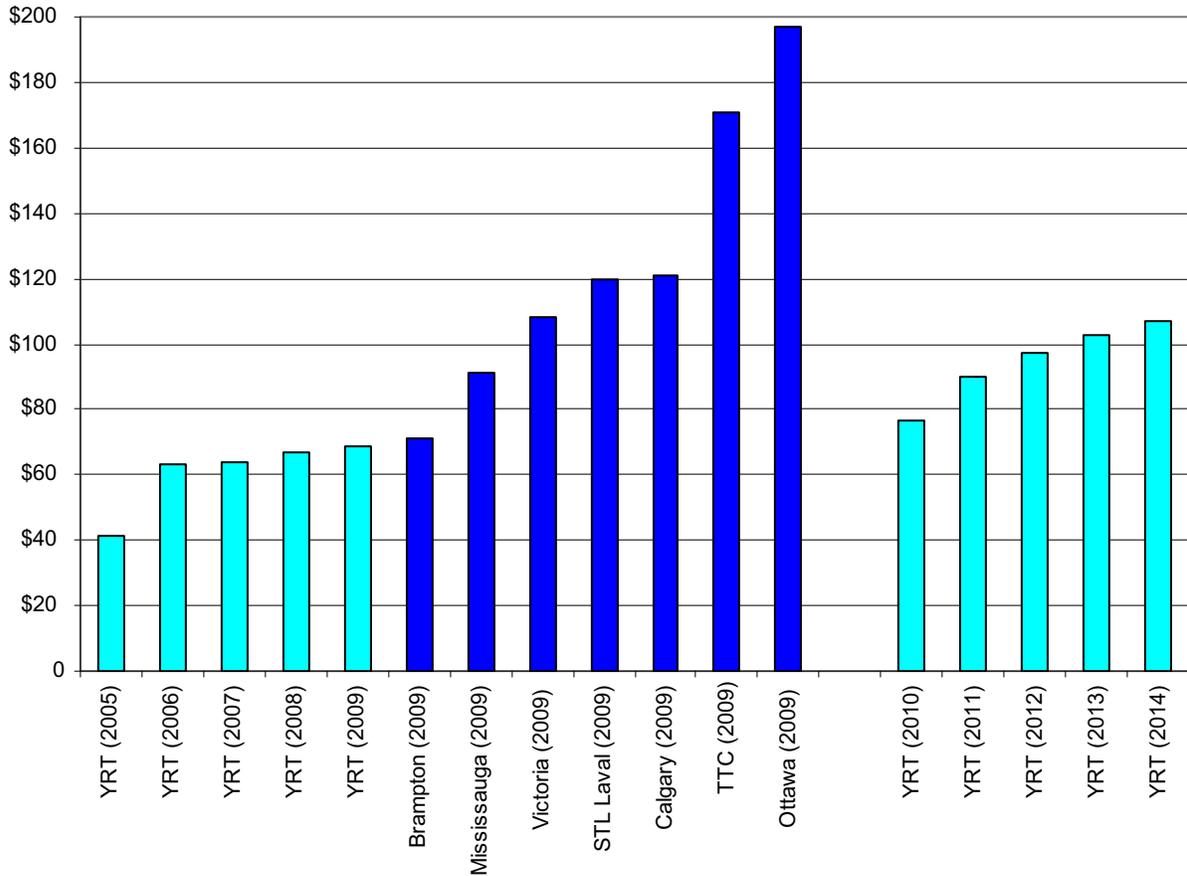
The revenue/cost ratio for conventional services reached 50% in 2004. The further expansion of service, along with the introduction of bus rapid transit services, saw that figure drop to 45% in 2005. This trend continued in 2006 and 2007 as a result of additional expenses for Fare Enforcement and new technology (primarily associated with Rapid Transit), and lower than expected ridership. The ratio improved slightly in 2008 but dropped back in 2009. The revenue/cost ratio is expected to drop further mostly due to contractor rates increases and volatility of the fuel prices.

The declining trend is projected to continue due to static revenues and rising costs.

Transit Branch

Net Operating Cost per Capita

Conventional + Viva

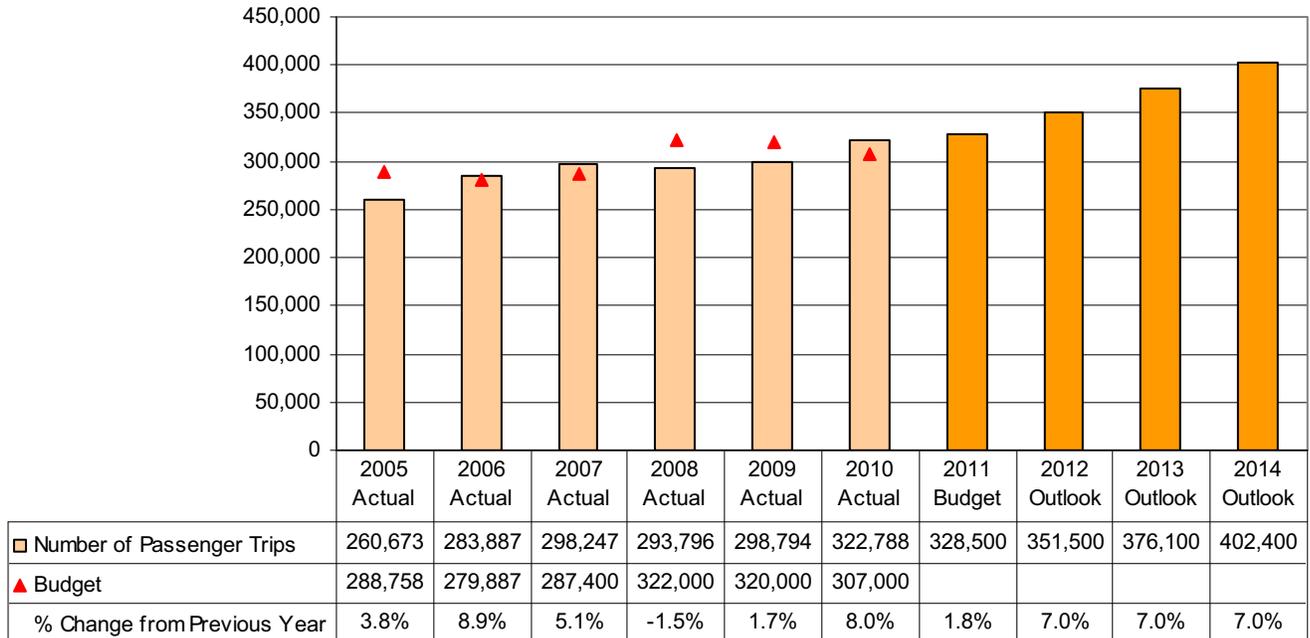


With the significant expansion of conventional transit services since amalgamation, combined with the introduction of bus rapid transit services, net operating cost per capita (i.e. after fare box and other revenues) has increased dramatically since 2006. York Region, however, still trails its peer group in per capita spending on public transit services.

Transit Branch

Community Impact

Number of Passenger Trips - Mobility Plus



Source: Passenger Trips – Total passenger trips for disabled persons who use any mode of specialized transit service (small buses, modified vans, or services contracted out to local taxi companies). Includes all three different trip types: Subscription/Pre-booked, Reservations, and On-demand/Day of Trip.

What does the graph show?

- The total annual ridership for Mobility Plus (previously called specialized transit service) of the York Region Transit system.

Explanation of KPI Trend

- January 2001, Mobility Plus services were assumed from local municipal transit agencies.
- In 2002, Mobility Plus introduced cross boundary service throughout the Region resulting in higher ridership growth in 2003 and 2004. Supporting this trip demand growth was a combined increase in the registrant base of over 30% in 2003 and 2004.
- 2005 trip demand increase represented registrants and trip (demand) growth trends.
- An 8.9% increase in ridership from 2005 to 2006, is due to a more accurate method of tracking ridership resulting from enhancements to the scheduling software.
- In 2007, number of passenger trips grew at a rate of 3.8% over budget and 5.1% over 2006. Growth in the number of day programs and medical and retirement facilities within the Region had a favourable impact on the registrant base.

Transit Branch

- The 2008 ridership was lower than 2007 by 1.5%. This was mainly due to poor winter weather in January and February and new day program closures in the summer.
- 2009 Ridership remained slightly better than 2008 level by 1.7%. 2009 Ridership was below budget as more people were using Community Buses as an alternative.
- 2010 Ridership was 8.0% higher than 2009 mainly due to the mild weather, growth in the number of day programs and the increase of registrant base.
- As the population of the Region continues to grow older there will be continued pressure on the Mobility Plus service.

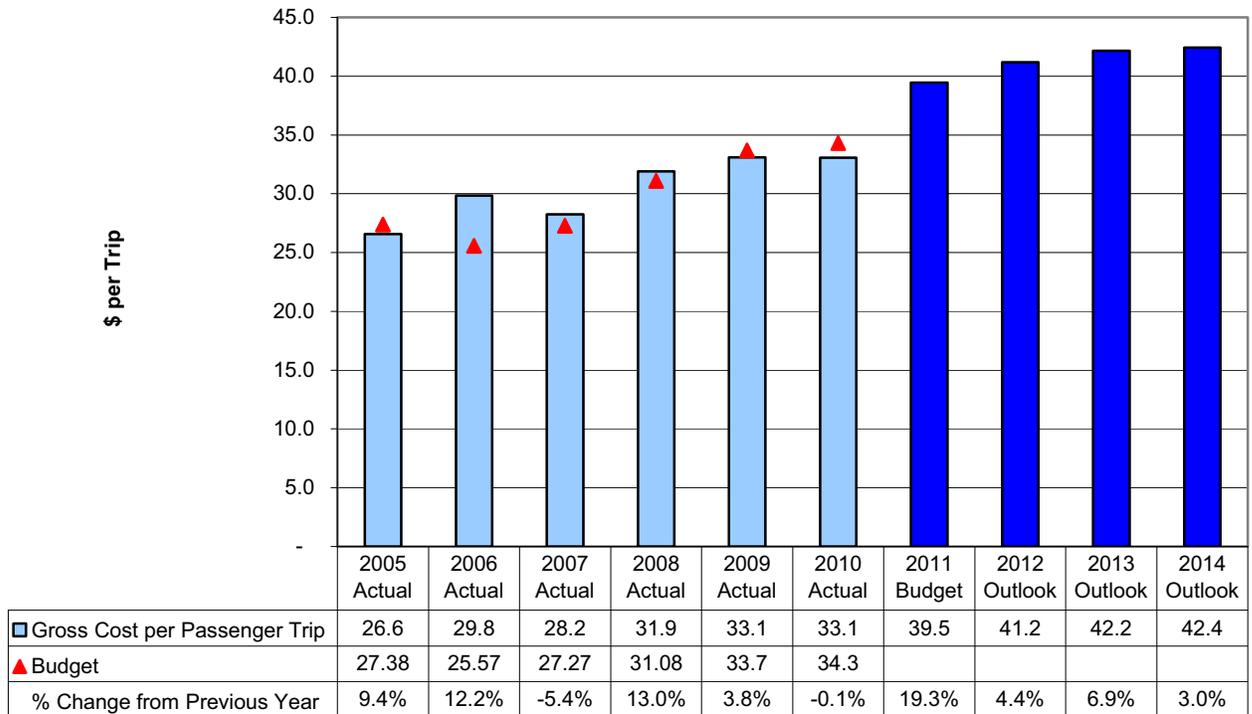
Comments / Background:

Most passenger trips are destined to day programs, then medical facilities followed by social/recreational activities.

Transit Branch

Efficiency

Gross Cost Per Passenger Trip - Mobility Plus



Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Gross Costs (\$000s)	6,930	8,472	8,422	9,374	9,891	10,675	12,963	14,474	15,858	17,071
Passenger Trips	260,673	283,887	298,247	293,796	298,794	322,788	328,500	351,500	376,100	402,400

Source: Passenger Trips – Total passenger trips for Mobility Plus users who use any mode of Mobility Plus service (small buses, modified vans, or services contract out to local taxi companies). Includes all three different trip types: Subscription/Pre-booked, Reservations, and On-Demand/Day of Trip.
 Costs – Total direct operating expenses, including costs allocated from support programs. Excludes financing charges, occupancy costs and contributions to reserve accounts.

What does the graph show?

- The average total gross operating cost per passenger for a Mobility Plus transit trip (before any net adjustments for revenues).

Explanation of KPI Trend

- Starting in 2002, the impact of cross boundary travel resulted in longer trips and therefore, higher costs per trip.
- 2003 reflects the impact of increased vehicle fleet maintenance and contracted meter rate increases in addition to the cost impact of the longer trips.

Transit Branch

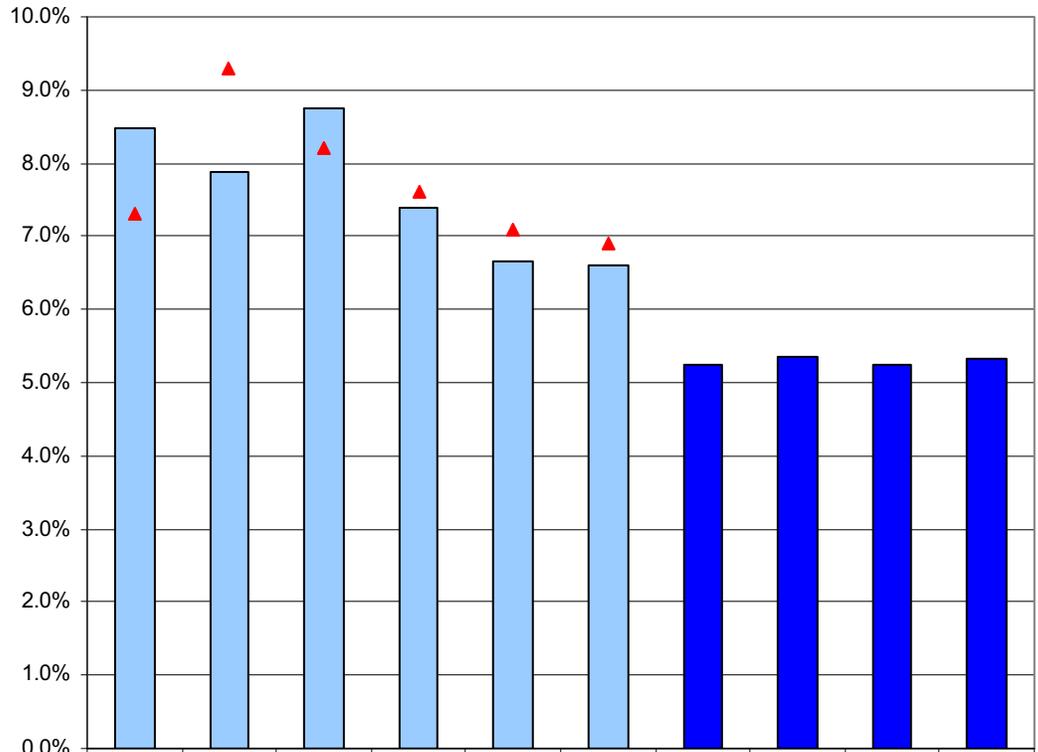
- Activities were carried out in 2004 to reduce maintenance costs, renegotiate fuel prices, and improve shared rides to reduce individual trip costs (such as through improved scheduling).
- 2005 reflects increased costs associated with cross boundary expansion on a one year trial, an increase in maintenance costs, and the full year impact of a 20% sedan taxi meter rate increase which applied to approximately 60% of total trips.
- Actual cost per trip in 2006 was over 2005 by 12.2% due to longer than anticipated trip lengths and implementation of new service contracts which involved some overlap in service costs during the transition period.
- Cost per trip decreased by 5.4% in 2007 as the transition phase/overlap of the new service contracts were no longer affecting costs, as well as a number of productivity improvements were implemented, such as improved share riding, and enhanced scheduled trip audits.
- The 2008 cost per trip increased by 13.0% over 2007. Higher fuel costs for $\frac{3}{4}$ of the year, additional new staff salaries and a drop in ridership all contributed to the increase.
- 2009 cost per trip increased steadily as a result of increase in contractor rates. 2010 cost per trip was in line with budget.
- Gross cost per trip is expected to increase significantly in 2011 due to increase in contractor rate as new bus contract and accessible van, sedan contracts start in 2011. This trend will continue as contractor rate continue to increase in the outlook years.

Comments / Background:

Transit Branch

Efficiency

Revenue / Cost Ratio - Mobility Plus



	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Revenue / Cost Ratio	8.5%	7.9%	8.8%	7.4%	6.7%	6.6%	5.3%	5.4%	5.3%	5.3%
Budget	7.3%	9.3%	8.2%	7.6%	7.1%	6.9%				
% Change from Previous Year	-7.3%	-7.2%	11.2%	-15.7%	-9.6%	-0.9%	-20.4%	1.8%	-1.8%	1.3%

Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Revenue (\$000s)	588	666	737	692	659	705	682	775	834	909
Gross Costs (\$000s)	6,930	8,472	8,422	9,374	9,891	10,675	12,963	14,474	15,858	17,071

Source: Revenue – Total operating revenues (not including Lease Recovery).
 Cost – Total direct operating expenses; includes costs allocated from support programs and excludes financing charges, occupancy costs and contributions to reserve accounts.

What does the graph show?

- The percentage of Mobility Plus operating costs that are recovered through operating revenues.

Transit Branch

Explanation of KPI Trend

- Starting in 2002, the impact of cross boundary travel has resulted in longer trips and higher costs.
- Efforts undertaken in 2004 to share rides and reduce maintenance and fuel costs resulted in a return to a 2002 revenue/cost ratio.
- New initiatives for travelling across the Steeles Ave. boundary into Toronto and the removal of the personal attendant trip charge (which began in 2005) reduced the R/C ratio.
- The decrease of revenue/cost ratio in 2006 is primarily due to longer trip lengths and the implementation of new service contracts which involved some overlap in service costs during the transition period.
- The 2007 R/C ratio increased 11.2% over 2006, as a number of productivity improvements are planned to be implemented, such as; improved share riding, and enhanced scheduled trip audits.
- Revenue/Cost ratios declined in 2008 and 2009 as a result of contractor rate increase and inclusion of fuel escalation payment to Minivan and Sedan contractors.
- Revenue cost ratio in 2010 maintained at the same level as 2009. However the R/C ratio for 2011 is projected to decline due to ridership and fare growth not keeping pace with cost increases, but is expected to stabilize in the outlook years.

Comments / Background:

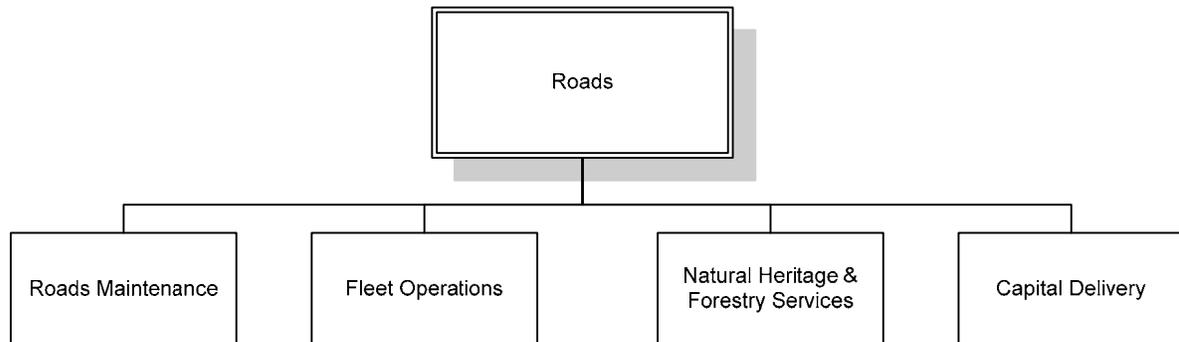
Cost recovery for Mobility Plus is far lower than conventional service due to its unique requirements. Items such as costs associated with escorting passengers door-to-door.

INTENTIONAL BLANK

Roads Branch

Departmental Description

The Roads services are delivered by the Transportation Services Department which is responsible for the maintenance, design, and construction all Regional transportation infrastructure. The Roads branch is supported by Traffic Management & Intelligent Traffic Systems, and Strategic Policy & Business Planning (including Natural Heritage & Forestry Services) branches to deliver the roads program.



Mission/Vision

The Roads Program is committed to providing a safe, effective and efficient transportation system that is complemented by various programs such as the Street Tree Program, Greening and Securement Strategy and Natural Heritage & Forestry Services.

Mandate

The Roads Program is responsible for:

- Planning for current and future transportation needs in the Region.
 - Carry out the short and long term planning of the roads system to ensure the Region's growth demands are met.
- Design and construction of all Regional transportation infrastructure.
 - Ensure the residents and businesses of the Region have a quality roadway network to meet growing transportation needs designed and built in the most context-sensitive and cost effective manner.
- Management, control and maintenance of the Regional road system.
 - Provide a safe environment for vehicle and pedestrian traffic by maintaining the centralized traffic control system, and providing information to the public.
 - Issuing permits related to the road system and installing and maintaining signs on the road system.
- Natural Heritage and Forestry management of the Street Tree Program including street tree care; sourcing stock, planting, establishment and maintenance along the Regional Road network.
- Protection and rehabilitation of the natural environment.

Roads Branch

- Provide York Regional Forest management on 20 Tracts (2257 hectares), to ensure this public forest resource is available for the enjoyment of present and future generations.
- Protect private land forest resources through the administration of the Region's Forest Conservation By-law.
- Ensure strategic protection and rehabilitation of the natural environment through the strategic partnership delivery of the Regional Greening and Conservation Land Securement Strategies.

Strategic Goals 2011 - 2014

- Implement the Intelligent Transportation System (ITS) Strategic Plan.
- Implement Real time travel information & traffic management.
- Develop and implement snow removal strategies in urban areas.
- Implement the Capital Asset Investment Strategy to ensure best utilization of tax levy resources.
- Enhanced strategic partnership delivery of the Regional Greening Strategy.
- Deliver an efficient Street Tree program, which keeps pace with street tree care demands, high public expectations and maximizes street tree health and survival.
- Manage exotic invasive species, including insects such as the Asian Longhorned Beetle (ALHB), and the Emerald Ash Borer (EAB).

Key Highlights

Planned Initiatives for 2011 and 2012

Roads Maintenance:

- Improve the pavement marking maintenance program using in-house resources to maintain all pavement markings on the Regional Road system.
- A new program to implement pavement marking features to enhance the pedestrian and cycling environment on the Regional Road system.
- Implement a program to manage the growing need to remove nuisance signs from the Regional rights of ways.
- Develop a York Region snow removal strategy to maintain levels of service for snow removal as urban corridors in the Region grow. This strategy may lead to capital investments for property and/or facilities.
- Manage Giant Hogweed and other noxious weeds to help mitigate the environmental and human health impacts.

Fleet Operations:

- Utilize the new fleet management software to optimize the performance and improve the capacity of fleet vehicles.

Natural Heritage & Forestry Services:

- Improve management and upkeep of all assets including street trees and York Regional Forest assets (e.g. buildings, trails, signs, fencing, parking facilities).

Roads Branch

- Advance capital replacement of the York Regional Forest Headquarters and Natures Classroom facilities with accessible and LEED certified buildings to provide a Regional Learning Centre for staff meetings and delivery of public programs.
- Optimize Street Tree program delivery through stock selection, tree care practices and an enhanced establishment strategy (watering regime, fertilization etc.).
- Report on the 10 year successes benchmark for the Greening Strategy (2001 – 2011) and update the program through refinements to meet the current needs of our environment and communities.
- Develop and report on Emerald Ash Borer Management Strategy.

Capital Delivery:

- Manage the mitigation of noise along regional rights of ways.
- Delivery of the 2011 capital plan.

Base Drivers

- Contract prices for winter maintenance continue to increase adding pressures to the Roads 2011 budget.
- Traffic signal maintenance due to the use of more sophisticated electronic equipment and an increase in volume of maintenance requirements as a result of population increase.
- Development application submissions continue to decline due to the general slowing of the economy which has led to decrease development review fees.

Key Challenges

Regional growth

- Region's population expected to increase by approximately 2% a year for the next three years.
- Traffic congestion levels are increasing.

Customer demand

- Increased recreational use of the York Regional Forest and implementation of the first AODA compliant trail in York Region.

Environmental issues

- Maintain the health and survival of street trees.
- Managing the issues and impacts of invasive species including; Emerald Ash Borer and Giant Hogweed.

Financial constraints

- Need to increase staff levels to meet increasing customer needs and road network growth and urbanization.

Roads Branch

Service Challenges

Specific areas identified as priorities for funding in 2011 and 2012:

Regional growth

- Assumed system growth of 15th and 18th Sideroads requiring a higher level of service.
- System growth constructed in the capital plan.
- Increase in contractor costs for maintaining a growing network of traffic signals

Financial constraints

- Increased contractor costs for traffic signal equipment.
- Contractor rate increases for winter and non-winter maintenance.
- Salt and sand price increases.

Operations

- Increased street tree establishment and care cost to ensure performance targets and public expectations are met.
- Consultant costs to create a York Region snow management strategy.
- Consultant fees for implementation of the Transportation Master Plan and AODA compliance.
- Consultant fees for development of road maintenance output measures.
- Staffing and contractor costs for the pavement marking program.

Environmental issues

- Contractor costs for mitigation of the noxious Giant Hogweed

Roads Branch

Staffing Resources

Roads Five Year FTE Summary

Permanent FTE's	2010 Restated*	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Full - Time FTE's (PFT)	148.0	151.0	151.0	158.0	161.0
Part - Time FTE's (PPT)	1.4	0.0	0.0	0.0	0.0
Total Permanent FTE's	<u>149.4</u>	<u>151.0</u>	<u>151.0</u>	<u>158.0</u>	<u>161.0</u>
Net Change	-50.0	1.6	0.0	7.0	3.0
Casual (FTE Equivalent)	10.0	9.0	9.0	9.0	9.0
Negotiated Specific FTE's					
Allocated FTE's from:					
Commissioner's Office	1.5	1.5	1.5	1.5	1.5
SP&BP	23.5	26.0	28.0	30.0	32.0
TM&ITS	15.0	16.0	16.0	17.0	19.0
Capital Assets	0.5	0.5	0.5	0.5	0.5
sub-total	<u>40.5</u>	<u>44.0</u>	<u>46.0</u>	<u>49.0</u>	<u>53.0</u>
Total Roads with allocated FTE's	<u>189.9</u>	<u>195.0</u>	<u>197.0</u>	<u>207.0</u>	<u>214.0</u>

Note: * 2010 Restated Budget & TRN Reorganization

Roads Branch

Financial Summary

Roads Branch

	Tax Levy prior to Allocations						5000's				
	5000's						2011 Approved	%	2012 Outlook	2013 Outlook	2014 Outlook
	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Restated					
Road Maintenance	18,077	17,905	20,524	21,945	21,457	31,096	29,721	-0	30,797	32,157	33,345
Fleet	0	0	0	0	0	-12	-0	-1	-0	-0	0
Capital Delivery	0	0	0	0	0	43,292	49,506	0	52,991	59,003	59,158
Forestry	0	0	0	0	0	2,948	-3,343	0	3,397	-3,543	-3,843
Tax Levy Prior to Allocations	18,077	17,905	20,524	21,945	21,457	77,323	82,570	7%	87,185	94,703	96,347

	5000's						5000's				
	5000's						2011 Approved	%	2012 Outlook	2013 Outlook	2014 Outlook
	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Restated					
Expenditures											
Salaries and Benefits	3,203	4,336	4,633	5,084	5,385	19,957	21,209	6%	21,836	23,174	24,274
Program Specific Expenses	6,334	5,223	7,043	7,745	7,345	8,334	8,798	6%	9,111	9,413	9,719
Professional Contracted Services	2,660	2,387	1,961	2,031	2,427	6,690	9,196	37%	9,627	10,016	10,466
General Expenses	3,443	2,949	4,135	4,445	4,219	9,079	9,602	6%	9,972	10,144	10,144
Occupancy Costs	16	33	58	8	16	1,115	1,149	3%	1,149	1,150	1,150
Minor Capital	103	33	82	173	10	339	289	-15%	289	290	290
Expenditures	15,758	14,961	17,912	19,485	19,403	45,513	50,243	10%	51,984	54,188	56,043
Financing Costs and Reserves											
Financing Costs	0	0	0	0	0	20,468	20,405	0%	20,415	20,415	20,412
Contribution to Reserves	0	0	0	0	0	2,818	2,986	6%	3,057	2,788	2,680
Contribution to Capital	0	0	0	0	0	35,372	36,791	4%	39,715	45,271	45,227
Financing Costs and Reserves	0	0	0	0	0	58,658	60,182	3%	63,187	68,475	68,318
Gross Expenditures	15,758	14,961	17,912	19,485	19,403	104,171	110,425	6%	115,171	122,663	124,362
Revenues											
Grant Subsidies	0	0	0	0	0	0	0		0	0	0
User Fees	0	0	0	0	0	0	0		0	0	0
Fees and Charges	-16	-56	-49	-97	-98	-2,406	-2,350	-2%	-2,350	-2,350	-2,350
Development Charges	0	0	0	0	0	0	0		0	0	0
Contribution from Reserves	-248	-248	-248	-250	-262	-14,141	-14,352	1%	-14,352	-14,349	-14,345
Third Party Recoveries	-230	-69	-170	-156	-153	-636	-654	3%	-654	-656	-654
Revenues	-494	-373	-467	-503	-513	-17,183	-17,356	1%	-17,356	-17,355	-17,349
Negotiated Specific & Recoveries											
Negotiated Specific	0	0	437	349	341	1,934	1,971	2%	2,083	2,083	2,083
Departmental Charges & Recoveries	2,812	3,317	2,642	2,614	2,227	-3,288	-3,921	19%	-4,079	-4,058	-4,122
Capital Recoveries	0	0	0	0	0	-8,310	-8,549	3%	-8,633	-8,630	-8,627
Other Recoveries	0	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	2,812	3,317	3,079	2,963	2,568	-9,664	-10,499	9%	-10,629	-10,605	-10,666
Gross Expenditures including Negotiated Specific & Recoveries	18,570	18,278	20,991	22,448	21,971	94,506	99,926	6%	104,542	112,058	113,696
Tax Levy Prior to Allocations	18,077	17,905	20,524	21,945	21,457	77,323	82,570	7%	87,185	94,703	96,347
% change							7%		6%	9%	2%

Roads Branch

Budget Change Explanations 2011

Transportation Services - Roads

2011 (in \$000's)

Budget Change Explanations (2011/2010)		Gross		Net	
	Units	\$000's	%	\$000's	%
2010 Departmental Budget	(excluding Contributions to Capital)	59,134		41,951	
Base					
<u>Salaries & Benefits</u>					
COLA & OMERS contributions update, ITS & SPBP position reclass		332		332	
<u>Roads:</u>					
Roads Maintenance (Winter, Non-Winter)					
Conversions:					
Dispatchers (0.6 FTE)		0	0.0	0	0.0
Payment to Contractor - New tender for winter maintenance contracts.		305	0.5	305	0.7
Allocated Fleet Maintenance - Reflecting actual service provided as well as useful life extension.		164	0.3	164	0.4
Salt - CPI increase with a max cap of 3% as per contract.		117	0.2	117	0.3
Other Items - Increases include granular material, asphalt, paint, signs & contractor costs		85	0.1	85	0.2
All Other Programs					
Interdepartmental Recoveries - Allocation for re-org adjustment offset in Transit.		(177)	-0.3	(177)	-0.4
Insurance		239	0.4	239	0.6
Other - mainly fleet recovery allocations update		154	0.3	135	0.3
Total Roads:		887	1.5	867	1.5
<u>TM & ITS:</u>					
Conversions:					
Administrative Clerk Secretary (1.0 FTE)		0	0.0	0	0.0
Traffic Signal Maintenance - Increase in traffic signal maintenance cost & complexity (Council Report September 23, 2010)		1,208	2.0	1,208	2.9
Other - Fleet allocation for new vehicles, fleet maintenance costs update		97	0.2	97	0.2
Total TM & ITS:		1,305	2.2	1,305	3.1
<u>SP & BP:</u>					
Conversions:					
Accounting Clerk for Finance (1.0 FTE)		0	0.0	0	0.0
AODA & TMP consultant fees.		116	0.2	116	0.3
Total SB&BP:		116	0.2	116	0.3
<u>Forestry:</u>					
Street Tree					
Conversions:					
Administrative Support (1.0 FTE)		0	0.0	0	0.0
Asian Long Horned Beetle					
Payment to Contractor - Grinding cost increase.		49	0.1	49	0.1
York Regional Forestry					
Other - Sales from annual wood harvest expected to be lower, fleet recovery allocations update, 1 vehicle addition & 2 vehicle replacements.		67	0.1	124	0.3
Total Forestry:		116	0.2	172	0.4
Commissioners Office:		36	0.1	36	0.1
Capital Assets:		(5)	-0.0	(5)	-0.0
Base		2,786	4.7	2,824	6.7
Reductions/Efficiencies					
Mandatory/Legislated					
<u>Roads:</u>					
Roads Maintenance (Winter, Non-Winter)					
Other Services - Required removal of hogweed.		65	0.1	65	0.2
<u>TM & ITS:</u>					
Materials & Supplies - Maintain minimum reflectivity levels of signs per the Municipal Act		15	0.0	15	0.0
Mandatory/Legislated		80	0.1	80	0.2
Annualization					
<u>Roads:</u>					
Debenture Administration Fee		(76)	-0.1	(76)	-0.2
Debenture Payments (P+I)		(225)	-0.4	(75)	-0.2
Annualization		(301)	-0.5	(151)	-0.4
Total Base Change		2,565	4.3	2,752	6.6

Roads Branch

Growth

Roads Maintenance (Winter, Non-Winter):

Capital Delivery System Growth - related to lane kilometre growth (growth in lane kms is expected to be 27 km or 0.7%).	44	0.1	44	0.1
Other Services - Winter & non-winter maintenance of Enterprise Drive as per agreement with Town of Maintenance Costs - Assumed lane kilometres for 15th & 18th Sideroads.	75	0.1	75	0.2
	84	0.1	84	0.2

TM & ITS:

Payment to Contractor - Resulting increase from use of more sophisticated equipment & traffic signal growth.	162	0.3	162	0.4
Other Items - Hydro & water, telecom & consultant fee increases, traffic signal maintenance of Enterprise Drive as per agreement with Town of Markham.	61	0.1	61	0.1

Total Growth Approved	426	0.7	426	1.0
------------------------------	------------	------------	------------	------------

Enhancement

Roads:

Capital Delivery:

Traffic Noise Mitigation

Salaries & Benefits - Technologist (1.0 FTE)	99	0.2	99	0.2
Recovery From Capital	(99)	-0.2	(99)	-0.2
Total Approved	0	0.0	0	0.0

Roads Maintenance (Winter, Non-Winter):

Snow Management Strategy

Other Services - Consultant to review current snow management practices. (funded from Reserves)	300	0.5	0	0.0
---	-----	-----	---	-----

Pavement Marking Program

Salaries & Benefits - Superintendent (1.0 Casual) - Position pending approval	114	0.2	114	0.3
Contracted Services				
	114	0.2	114	0.3

Roads Maintenance Output Measures

Consultant Supplement (funded from Reserves)	60	0.1	0	0.0
--	----	-----	---	-----

Nuisance Sign Removal Program

Salaries & benefits - Maintenance Workers (2.0 Casual) - Position pending approval	145	0.2	145	0.3
Allocated Fleet Maintenance - 1/2T pickup truck	7	0.0	7	0.0
	152	0.3	152	0.4

Total Roads:

	626	1.1	266	0.6
--	------------	------------	------------	------------

Forestry:

Street Tree Program Optimization

Payment to Contractor - Block pruning contractor	50	0.1	50	0.1
--	----	-----	----	-----

Total Forestry:

	50	0.1	50	0.1
--	-----------	------------	-----------	------------

Total Enhancement Approved	676	1.1	316	0.8
-----------------------------------	------------	------------	------------	------------

2011 Departmental Approved (excluding Contribution to Capital)	62,801	6.2	45,445	8.3
--	--------	-----	--------	-----

Total Approved	3,667	6.2	3,494	8.3
-----------------------	--------------	------------	--------------	------------

Roads Branch

Budget Change Explanations 2012

Transportation Services - Roads

2012 (in \$000's)

Budget Change Explanations (2012/2011)		Gross		Net	
		Units	\$000's	%	\$000's
2011 Departmental Budget	(excluding Contributions to Capital)		63,135		45,779
Base					
Roads:					
Roads Maintenance (Winter, Non-Winter)					
	Salaries & Benefits		160	0.3	160 0.3
	Vehicle Rental costs subject to incremental increase for standby rates.		177	0.3	177 0.4
	Fleet to replace 11 vehicles.		26	0.0	26 0.1
	Salt costs subject to CPI increase with a max cap of 3% as per contract.		117	0.2	117 0.3
	All other accounts		74	0.1	74 0.2
All Other Programs					
	Salaries & Benefits		194	0.3	194 0.4
	All other accounts		130	0.2	130 0.3
Total Roads:			878	1.4	877 1.4
TM & ITS:					
	All Other Accounts		78	0.1	78 0.2
Total TM & ITS:			78	0.1	78 0.2
SP & BP:					
	Salaries & Benefits		43	0.1	43 0.1
			43	0.1	43 0.1
Forestry:					
Asian Long Horned Beetle					
	Payments to contractor for grinding costs to increase.		19	0.0	19 0.0
All Other Programs					
	Replacement of 1 forestry vehicle in addition to anticipated cost increase from professional forestry services to help manage growing inventory of aging trees.		35	0.1	35 0.1
Total Forestry:			54	0.1	54 0.1
Commissioners Office:					
	Salaries & Benefits		(40)	-0.1	(40) -0.1
			(40)	-0.1	(40) -0.1
Capital Assets:					
	Salaries & Benefits		2	0.0	2 0.0
			2	0.0	2 0.0
Base			1,053	1.7	1,053 2.3
Mandatory					
SP & BP:					
	Salaries & Benefits - Health & Safety Consultant (0.25 FTE)		25	0.0	25 0.1
Mandatory			25	0.0	25 0.1
Annualization					
Roads:					
	Debenture Payments (P+I)		10	0.0	10 0.0
Annualization			10	0.0	10 0.0
Total Base Change			1,088	1.7	1,087 2.4

Roads Branch

Growth

Roads:

Roads Maintenance (Winter, Non-Winter)				
Capital Delivery System Growth - related to lane kilometre growth (growth in lane kms is expected to be 32 km or 0.9%).	84	0.1	84	0.2

TM & ITS

Increase in volume of traffic signals in addition to maintenance costs remaining at current levels results in an overall increase to traffic signal maintenance.	244	0.4	244	0.5
--	-----	-----	-----	-----

SP & BP

Central Services				
Salaries & Benefits - Administrative Clerk (1.0 FTE)	32	0.1	32	0.1

Negotiated Specific				
Salaries & Benefits - Record Information Analyst (0.25 FTE)	20	0.0	20	0.0

Total SP & BP:	53	0.1	53	0.1
---------------------------	-----------	------------	-----------	------------

Total Growth Requested	381	0.6	381	0.8
-------------------------------	------------	------------	------------	------------

Enhancement

Roads:

Roads Maintenance (Winter, Non-Winter)				
Roads Output Measures				
Consultant Supplement	100	0.2	100	0.2

Corridor Approvals & Records				
Asset Management System				
Post implementation maintenance for CMS software from IT	100	0.2	100	0.2
Post implementation support for CMS software from IT	112	0.2	112	0.2

SP & BP:

Street Tree Delivery Program				
Salaries & Benefits - Forestry Technician (1.0 FTE)	87	0.1	87	0.2
Recovery from Capital	(87)	-0.1	(87)	-0.2

Total Roads:	312	0.5	312	0.7
---------------------	------------	------------	------------	------------

Total Enhancement Requested	312	0.5	312	0.7
------------------------------------	------------	------------	------------	------------

2012 Departmental Requested (excluding Contribution to Capital)	64,915	2.8	47,559	3.9
---	--------	-----	--------	-----

Roads Branch

Budget Change Explanations Outlook Years 2013/2014

Transportation Services - Roads

	Outlook Years (in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	64,827	47,470	66,787	49,431
Base				
Roads:				
Roads Maintenance (Winter, Non Winter)				
Salaries & Benefits	139	139	146	146
Vehicle Rental costs subject to incremental increase for standby rates.	197	197	195	195
Salt costs subject to CPI increase with a max cap of 3% as per contract.	81	81	88	88
All other accounts	170	170	10	10
All Other Programs				
All other accounts	165	164	190	192
Total Roads:	753	752	629	631
Forestry:				
All Programs				
All other accounts	46	46	52	52
SP&BP:				
All Programs				
All other accounts	117	117	44	44
Commisioners Office:				
Salaries & Benefits	4	4	4	4
Capital Assets:				
Salaries & Benefits	2	2	2	2
Base	922	920	724	726
Annualization				
Roads:				
Debenture Payments (P+I)	0	3	(4)	0
Annualization	0	3	(4)	0

Roads Branch

Growth

Roads:

Roads Maintenance (Winter, Non-Winter)				
Contractor Increases (system growth)	44	44	45	45
Increase in salt and sand due to KM growth	42	42	43	43
All other accounts	11	11	11	11

Total Roads:

97	97	99	99
----	----	----	----

TM & ITS:

Increase in volume of traffic signals in addition to maintenance costs remaining at current levels results in an overall increase to traffic signal maintenance.	419	419	533	533
--	-----	-----	-----	-----

SP&BP:

SP&BP Admin

Landscaping

Salaries & Benefits - Landscape Technician (1.0 FTE)	44	44	0	0
Recovery from Capital	(44)	(44)	0	0

Central Services

Salaries & Benefits - Admin Clerk Intermediate (1.0 FTE)	33	33	0	0
--	----	----	---	---

Consultant Fees

25	25	0	0
----	----	---	---

Growth

574	574	632	632
------------	------------	------------	------------

Enhancements

Roads:

Roads Maintenance (Winter, Non-Winter)

Pavement Marking Program

Salaries & Benefits - Operations Technician (1.0 FTE)	88	88	0	0
---	----	----	---	---

Established Street Tree Maintenance

Salaries & Benefits - Lead Operator (2.0 FTE)	84	84	85	85
---	----	----	----	----

Corridor Approvals & Records

Asset Management System

Salaries & Benefits - Project Manager & Admin Clerk (2.0 FTE)	197	197	0	0
---	-----	-----	---	---

Equipment Fleet Operations

Salaries & Benefits - Fleet Mechanics (4.0 FTE)	262	262	262	262
Salaries & Benefits - Fleet Technician (1.0 FTE)	88	88		
Interdepartmental Recovery - Fleet	(351)	(351)	(262)	(262)

Total Roads:

369	369	85	85
-----	-----	----	----

Forestry:

Street Tree

Salaries & Benefits - Horticultural Specialist (1.0 FTE)	100	100	0	0
--	-----	-----	---	---

Street Tree Optimization

Salaries & Benefits - Forestry Technician (2.0 FTE)	0	0	180	180
Payment to Contractor	0	0	70	70

Total Forestry:

100	100	250	250
-----	-----	-----	-----

Enhancements

469	469	335	335
------------	------------	------------	------------

Total Annual Incremental Budget Pressures

1,964.6	1,966.0	1,687.7	1,693.5
----------------	----------------	----------------	----------------

Total Annual Budget Request

66,791.2	49,436.1	68,474.3	51,125.0
-----------------	-----------------	-----------------	-----------------

Roads Branch

Transportation Services - Roads

2011 Approved New Staff Summary

Category/Description	Multi-Year Business Plan Priority	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated
New						
Noise Policy Coordinator	5	1.0	C	99	0	
Total New		1.0		99	0	
Conversion						
Dispatcher		0.6	B	0	0	
Total Conversion		0.6		0	0	
Total Permanent FTEs		1.6		99	0	

Allocated FTE's from:

Conversion

SP&BP

Accounting Clerk (Finance)

1.0

B

8

8

Admin Clerk Secretary (Forestry)

1.0

B

0

0

Admin Clerk Intermediate (Central Support)

0.5

B

0

0

TM&ITS

Admin Clerk Secretary

0.5

B

0

0

Allocated Total

3.0

8

8

Total Permanent FTEs with allocations

4.6

107

8

Note: Excluding 8 positions to be seconded from Roads to YRRTC

Priorities modified from initial values assigned in Multi-year Business Plan

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated
New					
Roads					
Total New		0.0	0	0	
Total Permanent FTEs		0.0	0	0	

Allocated FTE's from:

New

SP&BP

Admin Clerk - Intermediate

0.5

G

33

33

Forester

1.0

E

87

87

Health & Safety Consultant (Negotiated Specific)

0.25

M

25

25

Record Information Analyst (Negotiated Specific)

0.25

G

20

20

Allocated Total

2.0

132

132

Total Permanent FTEs with allocations

2.0

132

132

Roads Branch

2013-2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated
New					
<u>Roads</u>					
Fleet Mechanic	4.0	E	348	348	
Maintenance Worker - Maintain pavement marking program	1.0	E	88	88	
Lead Operator - Maintain established street trees	1.0	E	84	84	
Program Manager	1.0	E	132	132	
Admin Clerk - Intermediate	1.0	E	64	64	
Lead Operator - Maintain established street trees	1.0	E	84	84	
Fleet Technician	1.0	E	88	88	
Total New	10.0		888	888	
Total Permanent FTEs	10.0		888	888	

Allocated FTE's from:

New

SP&BP

Forestry Technician	2.0	E	180	180	
Admin Clerk - Intermediate	0.5	G	66	66	
Landscape Technician	0.5	G	45	45	
Horticultural Specialist	1.0	E	100	100	

TM&ITS

Technician Level 2	3.0	E	284	284	
Allocated Total	7.0		675	675	

Total Permanent FTEs with allocations 17.0 1,563 1,563

***Type of FTE's Legend:**

B	- Base
B-M	- Base-Mandatory
B-A	- Base-Annualization
G	- Growth
E	- Enhancement
C	- Capital

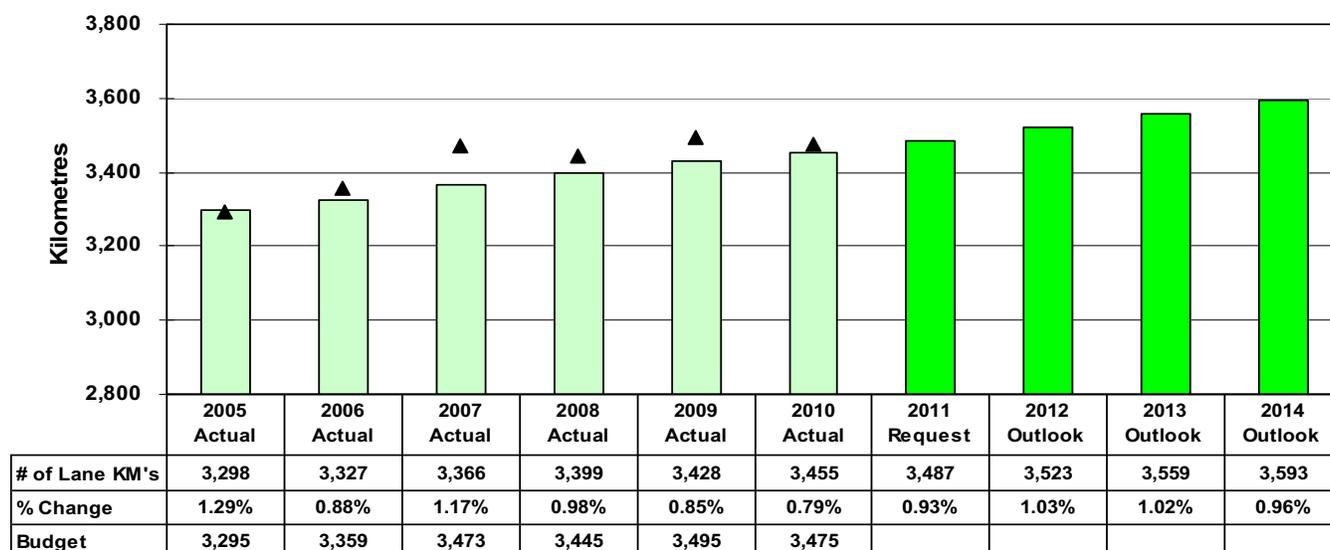
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions
 Yes
 No

Roads Branch

Service Level

Number of Lane Kilometres



Source: Lane Km records are maintained by the Roads Capital Delivery and Transportation Services Finance.

Lane Kilometres: A lane kilometre is a continuous lane of road that conveys traffic in one direction. Total lane kilometres are determined by multiplying the number of centre line kilometres by the number of lanes for each road.

What does the graph show?

- The total number of lane kilometres in the Regional road system.

Explanation of KPI Trend

2005 - Capital program completed 42 new lane kilometres including:

- Elgin Mills, Bayview to Markland 16 lane-kms
- Islington Ave, Langstaff Rd to Rutherford Rd 3 lane-kms
- Islington Ave, Rutherford Road to Major Mackenzie Dr 4 lane-kms
- Markham Bypass Phase I, Hwy 407 to Hwy 7 3 lane-kms
- Markham Bypass Phase II, 16th Ave to Major Mackenzie Dr 16 lane-kms

- 2006 - Capital program completed 29 new lane kilometres. These projects include

- Gamble Rd, Yonge St to Bathurst St 4 lane-kms
- Major Mackenzie Dr, Kennedy Rd to Hwy 48 8 lane-kms
- Markham Bypass Phase 3, Hwy 7 to 16th Ave 13 lane-kms
- St Johns Sdrd, Yonge Street to Bayview Ave 4 lane-kms

Roads Branch

- 2007 - 39 new lane kilometres were added to the road network. Capital delivery completed 8 new lane kilometres and 21 were assumed*:
 - Major Mackenzie Dr, Woodbine Ave to Kennedy Rd 8 lane-kms
 - 2nd Concession, Green Lane to Queensville Sdrd* 12 lane-kms
 - Warden Ave, Ravenshoe Rd to Baseline Rd* 19 lane-kms

- 2008 - Capital Delivery completed 13 new lane kilometres and 20 lane kilometres were assumed from the province:*
 - Hwy 427, Arterial Extension to Zenway Blvd. 4 lane-kms
 - Teston Rd, Dufferin St to Bathurst St 6 lane-kms
 - Warden Ave., McPherson to Hwy 407 3 lane-kms
 - Hwy 7, Markham Rd to Don Cousens Pkwy* 20 lane-kms

- 2009 - Capital Delivery completed 29 new lane kilometres as follows:
 - Bathurst - Mulock Dr to Davis Dr West 4 lane-kms
 - Dufferin - Steeles Ave to Glen Shields 4 lane-kms
 - Stouffville - McCowan to Hwy 48 4 lane-kms
 - Teston Rd - Weston Rd to Jane St 4 lane-Kms
 - Teston Rd at Hwy 400 Interchange 9 lane-kms
 - Weston Road - Major Mackenzie Dr to Teston Rd 4 lane-kms

- 2010 - Capital Delivery is expected to complete 11 new lane kilometres and 12 lane kilometres were assumed.*
 - Gamble Sdrd - Yonge St to Bathurst St 4 lane-kms
 - Ninth Line - Hwy 407 to the Markham by-pass 7 lane-kms
 - 15th Sdrd - Keele St to Bathurst St* 8 lane-kms
 - 18th Sdrd - from Dufferin St to Bathurst St* 4 lane-kms

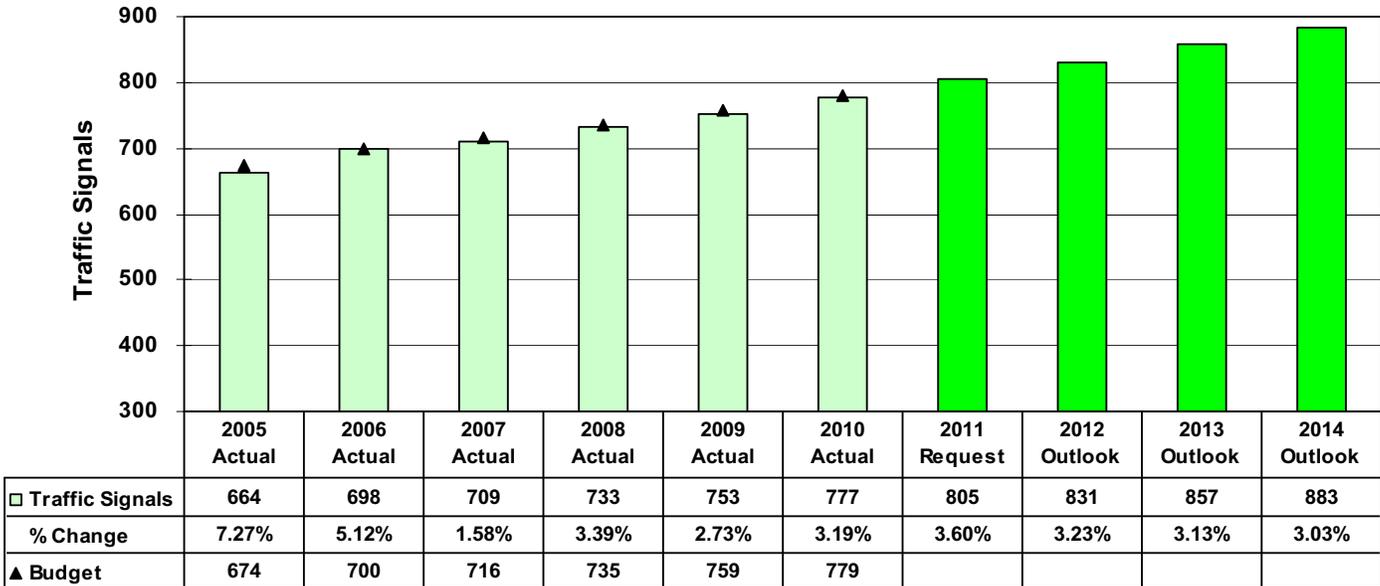
Comments / Background:

- York Region has approximately \$3.9 billion in assets and roads (3,455 lane kms). Roads infrastructure represents \$1.2 billion or approximately 31% of the Region's assets.

Roads Branch

Service Level

Number of Traffic Signals



Source: Signal intersection records are maintained by Roads Traffic Operations Technologist.

What does the graph show?

- The total number of traffic signal intersections maintained by the Region.

Explanation of KPI Trend

Rapid growth in the Region of York has resulted in an increase in the number of traffic control signals to ensure public safety and to improve traffic flow.

- 2005 - 20 signals were transferred to the Region's Centralized Traffic Control System from the area municipalities as a result of the Viva initiative, and an additional 25 signals were constructed.
- 2011 to 2014 the increased growth of urban areas is expected to continue resulting in steady growth of signalized intersections.

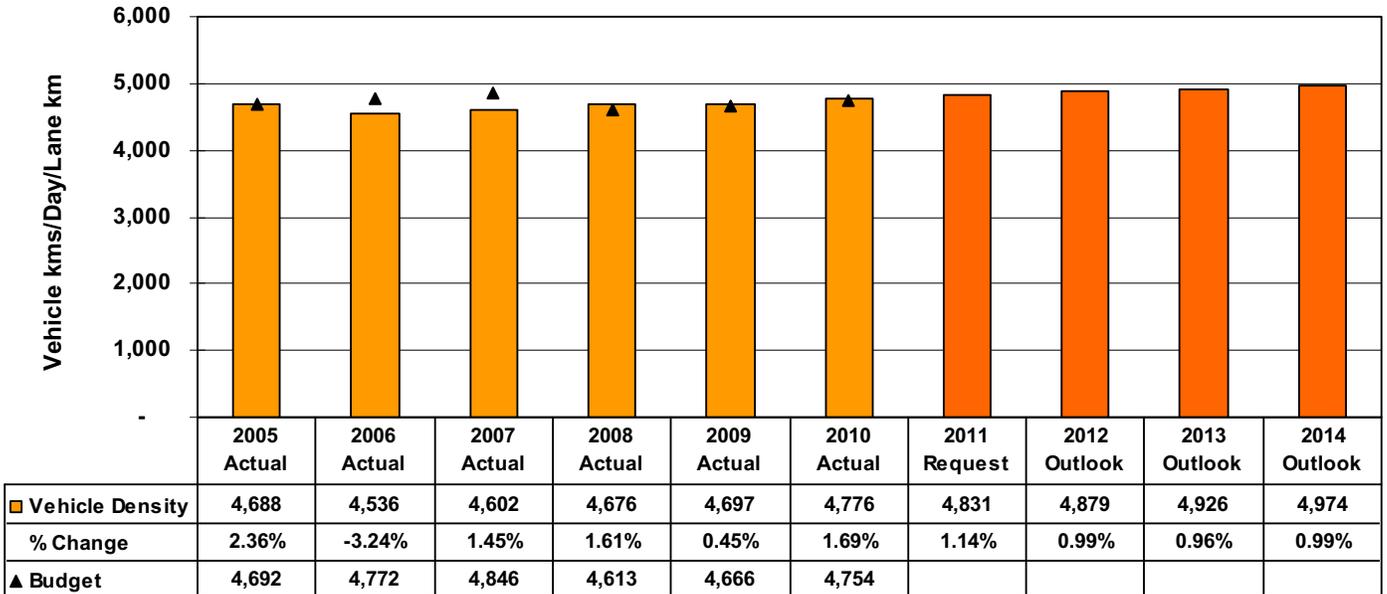
Comments / Background:

In 2010, the Region of York maintained 777 Traffic Signals including 658 Region owned signals and 119 from others (Highway 407, Provincial Highways and Local Municipalities).

Roads Branch

Community Impact

Vehicle Density - Congestion



Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
Vehicle kms/Day (000's)	15,460	15,091	15,490	15,893	16,100	16,501	16,844	17,187	17,530	17,873
Lane kms	3,298	3,327	3,366	3,399	3,428	3,455	3,487	3,523	3,559	3,593
△ Vehicle kms (000's)/Day	549	-369	399	403	207	401	343	343	343	343
△ Lane kms	42	29	39	33	29	27	32	36	36	34

Source: Vehicle Density records are maintained by Roads Traffic Safety Operations Technologist

Vehicle Kilometres: Total number of vehicle kilometres travelled on the Regional road system on a 24-hour basis.

Lane Kilometres: The total number of lane kilometres in the Regional road system.

What does the graph show?

- Average utilization (vehicle kms) per day that travel over one lane kilometre of Regional road.

Explanation of KPI Trend

- The population growth has exceeded the increase in road lane kilometres over the past number of years. From 2005 to 2010 the average population per year has been 2.9% outpacing the average increase in lane kilometres of 1.0% per year.

Roads Branch

Comments / Background:

Count data is calculated using an estimated Average Daily Vehicle Kilometre travelled on York Region Roads based on the Annual Average Daily Traffic volumes. As historically noted, this data represents only roads within York's ownership / jurisdiction and does not reflect all roads in the Region (local municipal / Provincial).

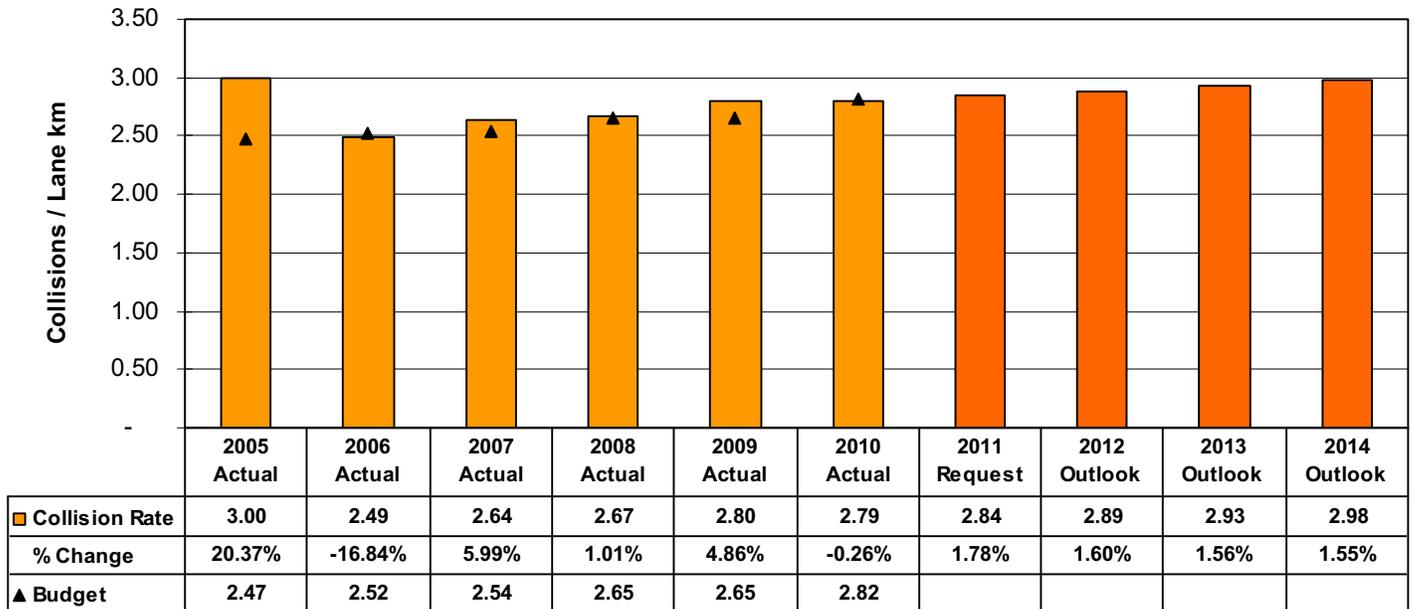
The road system continues to be under significant pressure due to the peak hour congestion experienced by the travelling public. Congestion is now being experienced during non-peak hours throughout the day.

In order to combat this, the Region is making an effort to encourage greater utilization of public transport.

Roads Branch

Community Impact

Vehicle Collision Rate



Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
Collisions	9,894	8,568	8,818	9,296	9,286	9,650	9,913	10,176	10,440	10,703
Lane kms	3,298	3,327	3,366	3,399	3,428	3,455	3,487	3,523	3,559	3,593
△ Accidents	1,779	-1,326	250	478	-10	364	263	263	264	263
△ Lane kms	42	29	39	33	29	27	32	36	36	34

Source: Vehicle Density records are maintained by Roads Traffic Safety Operations Technologist.

Collisions: Total number of vehicle collisions reported during the year.

Lane Kilometres: Total number of lane kilometres in the Regional road system.

What does the graph show?

- Average number of vehicle collisions per year for one lane kilometre of Regional road.

Explanation of KPI Trend

The Region of York uses a scientific process based on historic collision rates to measure safety at intersections and target key areas that may require safety improvements.

- In 2006, the collision rate decreased significantly due to very favourable weather conditions. The decrease in 2006 was also due to increased police enforcement, a decrease in self reporting of minor collisions and roadway improvements to the Regional road network, improving safety levels.

Roads Branch

- In 2005, 2007 and 2008 the collision rate increased due to adverse winter weather conditions and increased road congestion. The Region experienced 75 winter events in 2005, 85 in 2007 and 87 in 2008, in comparison to an average of 55 events per winter season.
- For 2009, the collision rate increased due to increased road congestion even though the Region experienced a milder winter with reduced winter events relative to previous years.
- This trend is expected to increase for 2010 to 2014 as the population is forecasted to continue a steady pace of growth.

Comments / Background:

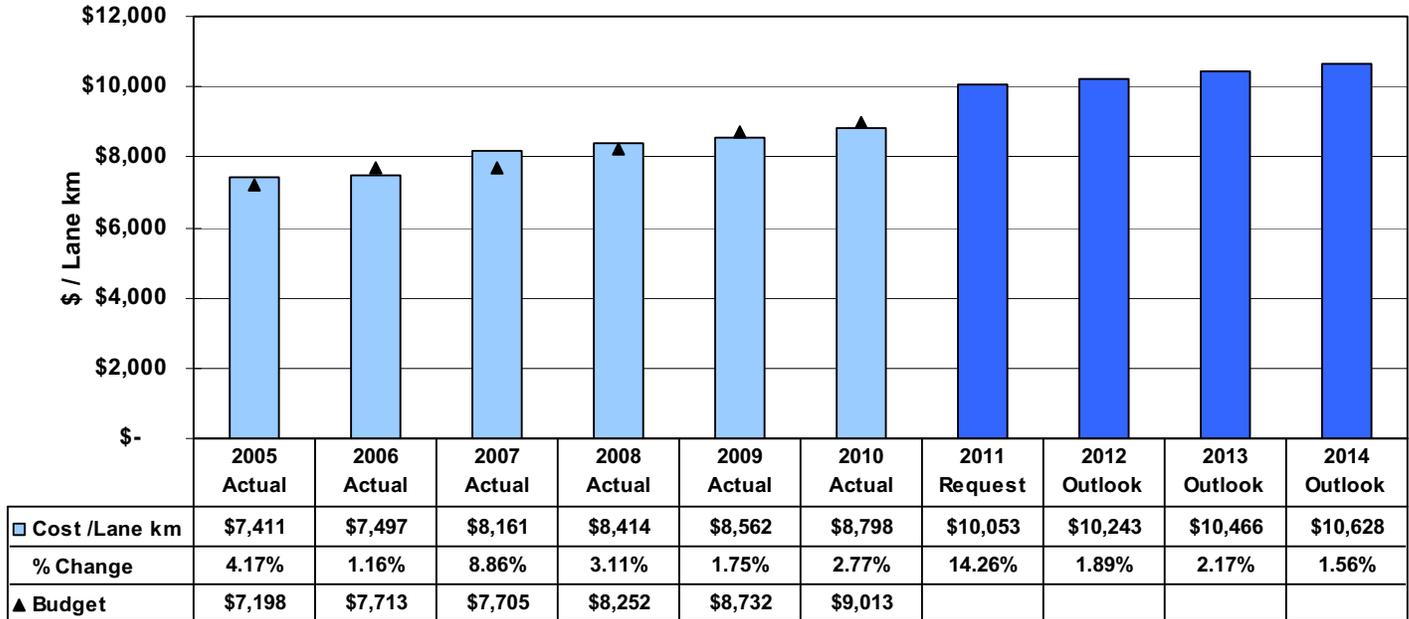
The Region is committed to improve road safety levels. The Transportation Services Department in conjunction with Regional Police and Public Health developed a 3 year traffic safety strategy. This strategy includes reducing aggressive driving, increasing pedestrian safety, reducing impaired driving and increasing seatbelt and child restraint use.

The changes in collision rate are primarily related to weather conditions and increased road congestion. Both conditions will increase the collision rate.

Roads Branch

Efficiency

Cost per Lane Kilometre - All Roadway Operations



Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
Total Cost \$000's	\$24,441	\$24,941	\$27,468	\$28,600	\$29,349	\$30,398	\$35,056	\$36,087	\$37,247	\$38,187
Lane kms	3,298	3,327	3,366	3,399	3,428	3,455	3,487	3,523	3,559	3,593
△ Total Cost \$000's	\$1,277	\$501	\$2,527	\$1,132	\$749	\$1,049	\$4,658	\$1,031	\$1,160	\$941
△ Lane kms	42	29	39	33	29	27	32	36	36	34

Source: Non-winter (program #37010), Winter Maintenance (program #37040), Traffic Signals (program #36203) and Administration (programs #37002 & 36200)

Total Costs: Total operating costs for road maintenance (including winter maintenance and non-winter), traffic signal maintenance and administrative support costs. Excludes - Fleet costs and Forestry programs.

Lane Kilometres: The total number of lane kilometres in the Regional road system.

What does the graph show?

- The total annual operating costs per lane kilometre of Regional road including all road maintenance and traffic signal maintenance costs.

Explanation of KPI Trend

- 2005 - Costs increased 4% due to increased contractor standby charges and internal costs associated with increased winter events. In 2005, the Region experienced 75 winter events in comparison to an average of 55 events per winter season.

Roads Branch

- 2006 - In the budget, numerous items increased the cost per lane km including the T&W reorganization, the move to the Bales Facility, increases in salt requirements and the delay of cellular communication networks upgrades. A reduced contribution to the LED reserve has partially offset these increases. However, the cost per lane km did come in under budget due to mild weather conditions. Mild winter weather in 2006 resulted in 7 less winter events (snow storms) than budgeted.
- 2007 - The actual cost per lane kilometre exceeded budget. There were 17 more winter events than anticipated increasing this cost. The cost increases included:
 - \$0.8M winter contractors new tender for Southeast patrol yard tender.
 - \$0.3M salt and sand driven by increased winter events.
 - \$0.2M from delayed conversion from land line to cellular technology on traffic signals.
- 2008 - Roadway operations exceeded budget by \$0.2M. The winter season was one of the worst on record. Approximately 87 winter events were experienced, exceeding budgeted events by 43%. This pressure resulted in the following costs exceeding budget:
 - \$0.6M salt and sand.
 - \$0.2M winter contractors from increase in winter events and Southwest Patrol Yard contract tender was 35% higher than the previous tender.
 - \$(0.5M) credit from hydro as we were billed at incandescent rates instead of LED rates for the past 4 years in error.
- 2009 - The total cost for Roadway Operations is \$29.3 M, a decrease of \$0.8 M over the 2008. Even though the Region experienced a mild winter season with low winter events that reduced the cost of Roadway Operations significantly, the supplies and contractor cost increased:
 - \$0.6 M winter contractor tender increases (12.4%)
 - \$0.5 M in system growth, 2% in lane kms and 3% in traffic signals
 - \$0.3 M municipal contractor cost increase (25.8%). Works completed by the area municipalities on behalf of the Region for winter snow removal and grass cutting are higher than anticipated due to higher fuel costs.
 - \$0.2 M winter salt price increase (6.0%)
- 2010 - The total for Roadway Operations is \$30.4M which exceeds 2009 by \$1.0M, despite the first half of the winter season being mild. The costs contributing to this variance include:
 - \$1.0M Electrical maintenance contract increased volume and cost of repairs (September 23rd, 2009 council report).
 - \$0.3M hydro increase comparative to 2009 which was lower due to a credit issued.
 - (\$0.2M) line painting costs due to contract award process deferring some projects to following year.

Roads Branch

- 2011 – The total budgeted cost for Roadway Operations is \$35.1M an increase of \$3.9M over the 2010 budget. The following cost pressures and initiatives have contributed to this increase:
 - \$1.2M Electrical maintenance contract increased volume and cost of repairs (September 23rd, 2009 council report).
 - \$0.4M maintenance costs lane kilometre and signalized intersection growth.
 - \$0.4M pavement marking program enhancement
 - \$0.3M winter maintenance contract increases for new tenders.
 - \$0.3M development of a snow management strategy
 - \$0.2M salt and sand contract increases for new tenders.
 - \$0.2M increased insurance costs.
- 2012 to 2014 – the outlook years include moderate increases for roadway maintenance. The main pressures contributing to the increases in these years are:
 - Winter maintenance contracts.
 - Salt and sand
 - System growth in lane kilometres and signalized intersections.

Comments / Background:

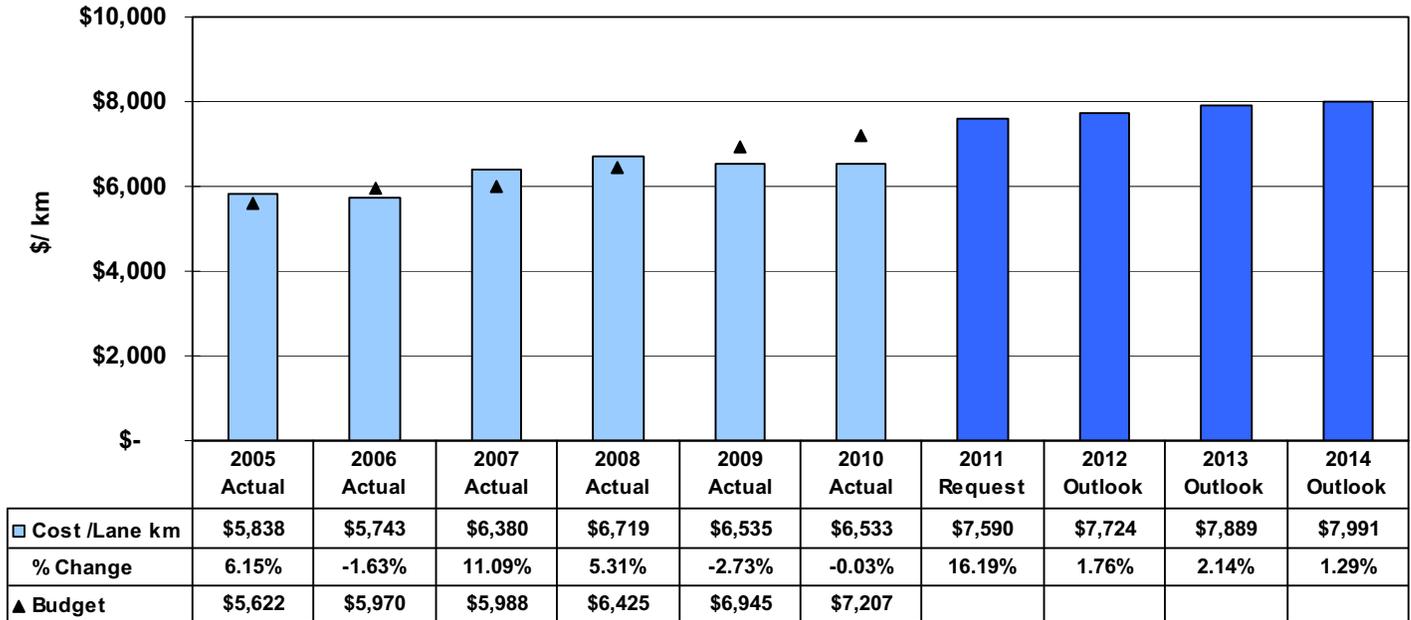
The number of winter events and wind storms has a significant effect on the cost of roadway operations. Winter events drive the expenditures on winter maintenance contracts, salt and sand, while wind storms drive expenditures on signal maintenance and summer maintenance activities.

The increased urbanization in York Region is also driving the need for a snow management strategy and increasing the summer maintenance demands per kilometre as more effort is required to maintain urban roadways.

Roads Branch

Efficiency

Cost per Lane Kilometre of Road Maintenance



Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
Total Cost \$000's	\$19,254	\$19,107	\$21,474	\$22,836	\$22,401	\$22,570	\$26,467	\$27,211	\$28,077	\$28,710
Lane kms	3,298	3,327	3,366	3,399	3,428	3,455	3,487	3,523	3,559	3,593
△ Total Cost \$000's	\$1,346	-\$147	\$2,367	\$1,362	-\$435	\$169	\$3,896	\$744	\$866	\$633
△ Lane kms	42	29	39	33	29	27	32	36	36	34

Source: Non-winter (program #37010), Winter Maintenance (program #37040 and Administration (program #37002)

Road Maintenance costs: Total operating costs for road maintenance including winter maintenance and non-winter maintenance (i.e. drainage, safety, associated fleet, surface patching, and roadside costs such as grass cutting, tree trimming, guide rail repairs, signs and other expenditures) and administrative support costs.

Lane Kilometres: The total number of lane kilometres in the Regional road system.

What does the graph show?

- The annual operating cost for road maintenance per lane kilometre of Regional road.

Explanation of KPI Trend

- 2005 - Costs increased 6% due to increased contractor standby charges and internal costs associated with increased winter events. In 2005, the Region experienced 75 winter events in comparison to an average of 55 events per winter season.

Roads Branch

- 2006 - In the budget, numerous items increased the cost per lane km including the T&W reorganization, and the move to the Bales. However, the cost per lane km did come in under budget due to mild weather conditions. Mild winter weather in 2006 resulted in 7 less winter events (snow storms) than budgeted. As a result, salt purchases were 13,716 tonnes below budget of 41,127. Similarly, snow removal vehicles plowed 242,382 kilometres of road compared to a budget of 566,938.
- 2007 - The actual cost per lane kilometre exceeded budget. There were 17 more winter events than anticipated increasing this cost. The cost increases included:
 - \$0.8M winter contractors new tender for Southeast patrol yard tender.
 - \$0.3M salt and sand driven by increased winter events.
- 2008 - Road Maintenance costs exceeded budget by \$0.7M. The winter season was one of the worst on record. Approximately 87 winter events were experienced, exceeding budgeted events by 43%. This pressure resulted in the following costs exceeding budget:
 - \$0.6M salt and sand.
 - \$0.2M winter contractors from increase in winter events and Southwest Patrol Yard contract tender was 35% higher than the previous tender.
- 2009 - The Road Maintenance cost of \$22.4 M remains slightly lower than 2008 due to lower number of winter events, even with the cost increase of:
 - \$0.6 M winter contractor tender increases (12.4%)
 - \$0.3 M municipal contractor cost increase (25.8%). Works completed by the area municipalities on behalf of the Region for winter snow removal and grass cutting are higher than anticipated due to higher fuel costs.
 - \$0.4 M in system growth, 2% in lane kms and 3% in traffic signals
 - \$0.2 M winter salt price increase (6.0%)
- 2010 - The 2010 Road Maintenance cost is \$1.9M under budget due mainly to the mild winter experienced. While the number of winter events in 2010 is marginally higher than 2009, it is still under budget. Therefore actual results for 2010 only exceed 2009 by \$0.2M. The costs contributing to this variance include:
 - \$0.1M salt and sand resulting from tender increase and mild 2009 season.
 - \$0.2M winter vehicle stand-by rates for new tender.
 - (\$0.2M) line painting costs due to contract award process deferring some projects to following year.
- 2011 - The total budgeted cost for Road Maintenance is \$26.5M an increase of \$2.0M over the 2010 budget. The following cost pressures and initiatives have contributed to this increase:
 - \$0.4M maintenance costs lane kilometre and signalized intersection growth.
 - \$0.4M pavement marking program enhancement
 - \$0.3M winter maintenance contract increases for new tenders.
 - \$0.3M development of a snow management strategy
 - \$0.2M increased insurance costs.

Roads Branch

- 2012 to 2014 – the outlook years include moderate increases for roadway maintenance. The main pressures contributing to the increases in these years are:
 - Winter maintenance contracts.
 - Salt and sand
 - System growth in lane kilometres.

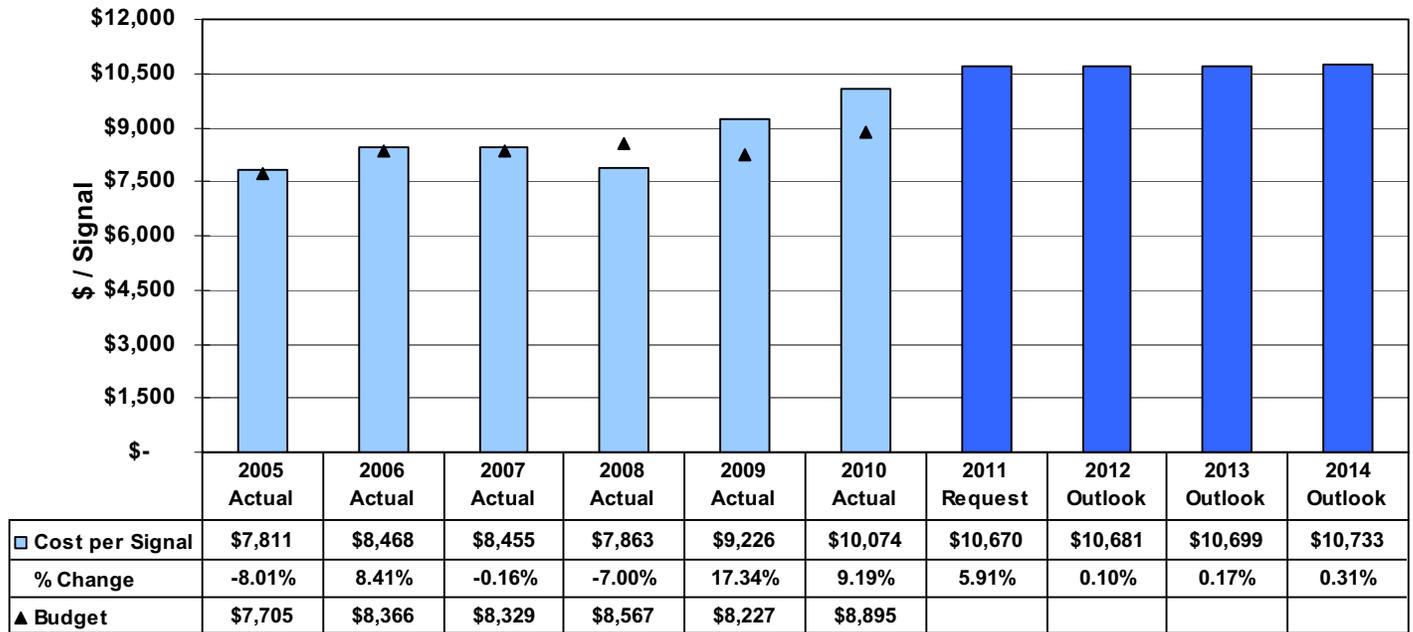
Comments / Background:

Urbanization of region roads continues to be a pressure on the maintenance costs of maintaining the regional road network. Increased urbanization requires more frequent roadside maintenance than on rural roads and increases the complexity of winter maintenance activities. The Roads Operations team will start the development of a snow management strategy in 2011.

Roads Branch

Efficiency

Cost per Traffic Signal



Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
Signal Costs \$000's	\$5,187	\$5,834	\$5,994	\$5,764	\$6,948	\$7,828	\$8,589	\$8,876	\$9,169	\$9,477
# of Signals	664	689	709	733	753	777	805	831	857	883
△ Total Cost \$000's	-\$70	\$648	\$160	-\$231	\$1,184	\$880	\$762	\$286	\$294	\$308
△ Lane kms	45	25	20	24	20	24	28	26	26	26

Source: Traffic Signals (program #36203) and Administration (program #36200)

Traffic Signal costs: Total operating costs for signal maintenance including illumination, associated signage, and administrative support costs.

Number of Signals: Total number of traffic control signals maintained by the Region.

What does the graph show?

- The average annual cost for operation of a Regional traffic signal.

Explanation of KPI Trend

- 2006 - Inflationary pressures, growth in signals, the delay of cellular communication networks upgrades, T&W reorganization, and move to the Bales Facility have contributed to increased costs. A reduced contribution to the LED reserve has partially offset these increases.

Roads Branch

- 2007 - Planned Traffic Signal savings of \$0.2M were not realized due to delayed conversion from land line to cellular technology. Difficulty finding a successful bidder deferred the completion date to July 2007. Savings of \$200K per year are anticipated in the coming years.
- 2008 - Traffic signal costs were under budget by \$0.5M primarily due to a hydro credit for incorrect billings over the last 4 years. We were charged at incandescent rates instead of LED rates. In addition, Roads was incorrectly billed for W&Ww expenses.
- 2009 - Traffic Signals cost was \$6.9 M, an increase of \$1.2M over 2008. Inflationary and growth increases are \$0.2 M. An increase in motor vehicle accidents and contractor costs also contributed.
- 2010 - Traffic Signals cost is \$7.8 M, an increase of \$0.9M over 2009. This increase is from the signal maintenance contract as the volume, cost and complexity of repairs has increased (September 23rd 2009 council report). Slightly offsetting this is an increase in the fees collected from MVA recoveries.
- 2011 - The request for Traffic Signals is \$8.6M, an increase of \$0.8M over the 2010 actual results and \$1.9M over the 2010 budget. In 2011 the budget includes \$1.2M increase for the traffic signal maintenance contract pressures experienced in 2010 and \$0.2M for traffic signal system growth.
- 2012 to 2014 - The outlook years include only moderate increases for system growth and contract pressures.

Comments / Background:

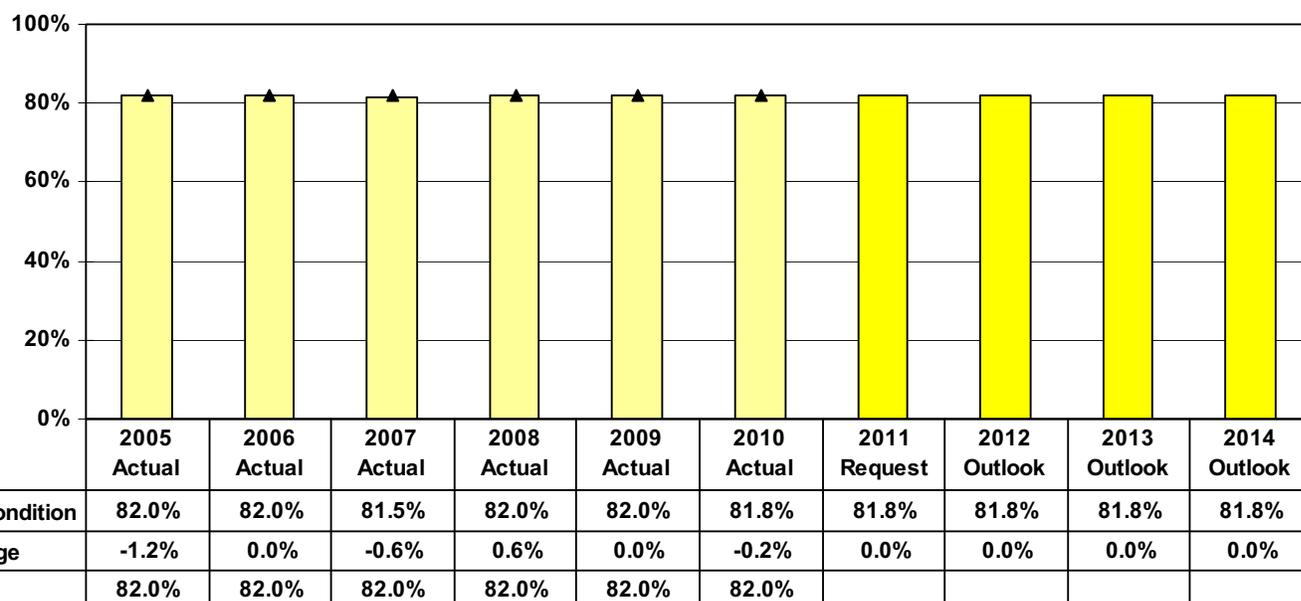
The cost pressures on traffic signals result from a combination of network growth (from increased population growth and urbanization), increased technology, and wind storms causing signal damage.

In 2010 the signalized intersections contain significantly more technology than 10 years ago. Signalized intersections now contain a combination of LED lighting, cellular communication, and traffic cameras.

Roads Branch

Customer Service

Road Condition Index (RCI)



Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
Good/V. Good	1,229	1,253	1,267	1,288	1,298	1,313	1,320	1,338	1,358	1,385
Lane kms Tested	1,499	1,528	1,555	1,570	1,583	1,605	1,614	1,636	1,660	1,693
△ Rating	0	24	14	20	11	15	7	18	20	20
△ kms Tested	18	29	27	15	13	22	9	22	24	24

Source: Road Condition Index is maintained by Roads Traffic Operations Technologist.

What does the graph show?

- Overall road quality of the paved portion of the Regional road system.

Explanation of KPI Trend

- 2005 to 2009 - The RCI is level due to increased funding of the resurfacing program.
- 2010 to 2014 - The RCI is slightly lower due to assumption of additional lane kilometres from King, as these additional lane kilometres, are in poorer condition than the average kilometre in the York Region road network.

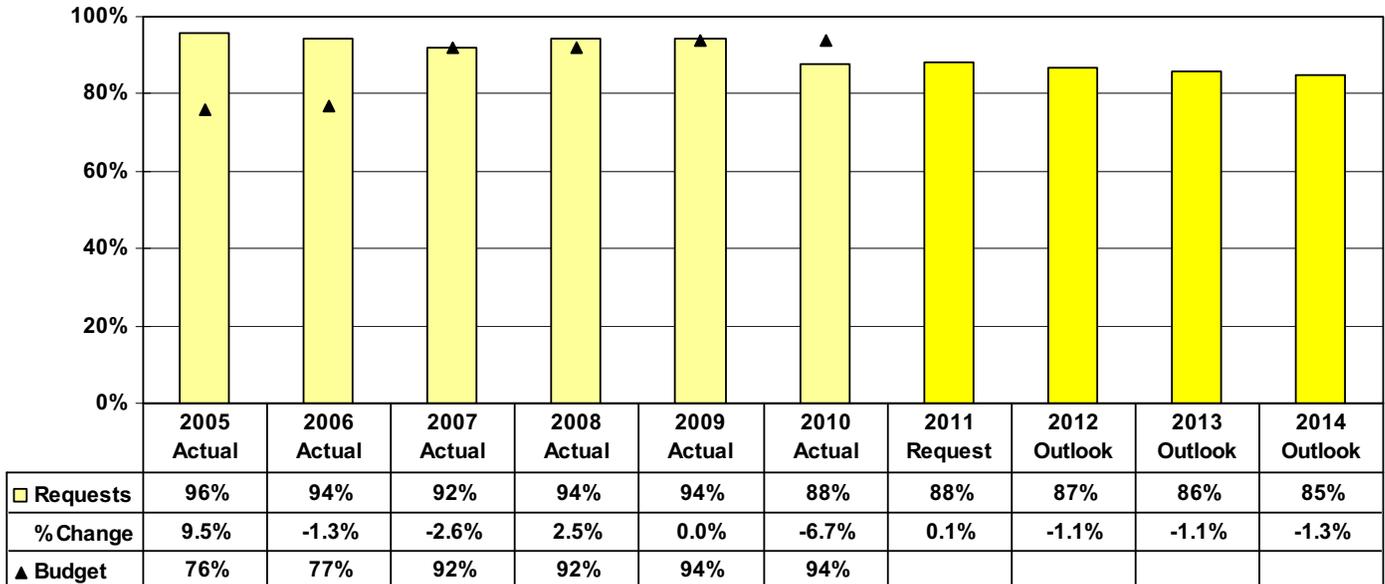
Comments / Background:

The Road Condition Index (RCI) is a way of evaluating the overall acceptance of the road surface to the driver. Currently the Region measures one-half of the road system each year which is representative of the entire road system. The road condition index has been relatively stable. The current index at 81.8% is considered satisfactory and consistent with the target of our maintenance program.

Roads Branch

Customer Service

% of Customer Service Requests to Standard



Data Table	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
Requests to Standard	546	521	447	397	413	481	530	530	531	530
Total Requests	571	552	486	421	438	547	602	609	617	624
△ Requests to Standard	-72	-25	-74	-50	16	68	49	0	1	1
△ Total Requests	-137	-19	-66	-65	17	109	55	7	8	8

Source: CARES Database

Requests: The number of traffic service requests that meet standard response time.

What does the graph show?

- The percentage of customer service requests logged into T&W Cares that meet standard response time.

Explanation of KPI Trend

On average a reasonable response time to complete a customer request is 10 days.

Response time varies according to type of request. Maintenance requests such as traffic signal not functioning are immediately repaired. Signal timing requests take up to 1 week and traffic counts up to 8 weeks to complete.

Roads Branch

Comments / Background:

Traffic Safety respond to requests and concerns from the public in an efficient and timely manner as set out by the customer service corporate policy. Public concerns are investigated and, if necessary, studies are created.

The urbanized areas in the Region have increased as a result of population growth. This trend is likely to continue for future years. This will add significant pressure to current resources. To maintain the current level of service additional staff and contractors will be required.

Water & Wastewater

Departmental Description

Water and Wastewater services are delivered by the Environmental Services Department which is responsible for water supply and wastewater treatment for the Region.

This service is delivered through the following four program areas:

- **Operations, Maintenance & Monitoring** – Responsible for the day to day delivery of water and wastewater services through maintaining and operating numerous facilities owned by the Region.
- **Capital Planning & Delivery** – Responsible for delivering infrastructure projects both for new assets and major rehabilitation of existing assets.
- **Environmental Promotion & Protection** – Responsible for providing input into and implementing the long term Water and Wastewater Master Plans, promoting Region-wide water, wastewater and waste management sustainability programs, developing promotion and public education programs and leading regulatory and reporting activities for the Department.
- **Strategy & Business Planning** – Responsible for developing and implementing the Department’s strategic business planning, asset management, financial and budget services as well as managing inter-municipal agreements vital for long term servicing, technology support and administrative services.



Water & Wastewater

Mission

Our innovative people provide environmental services that protect public health and the environment and meet the needs of our thriving communities.

Vision

We will provide sustainable environmental services through integrated efforts in an organizational culture of opportunity, trust, leadership and partnership.

Mandate

Water and Wastewater Services Mandate is to:

- Operate water and wastewater assets in accordance with applicable legislation
- Ensure the health and safety of all staff
- Secure water sources, provide treatment, and bulk distribution to our nine area municipalities
- Provide bulk collection and treatment of wastewater from our nine area municipalities
- Ensure adequate infrastructure is available for future needs through a capital delivery program
- Ensure responsible asset management practices are in place to maximize life of existing infrastructure and optimize costs
- Negotiate and manage inter-regional water and wastewater supply agreements to meet the long-term needs of the Region
- Enforce the Regional Sewer Use By-law

Strategic Goals 2011 - 2014

Water and Wastewater service delivery has seven core Strategic Goals:

- To deliver water and wastewater services as they relate to the creation / acquisition, operation, maintenance and management of infrastructure in compliance with all regulatory requirements
- To apply the principles of sustainability in the creation / acquisition, operation, maintenance and management of infrastructure by considering the environmental, social and economic impacts in decision making
- To responsibly deliver quality projects in a timely fashion with design consistency to accommodate the needs for the growing population in York Region
- To attract, retain and develop highly qualified staff to effectively deliver water and wastewater services and proactively plan for their succession
- To proactively manage and maintain infrastructure to ensure short and long term adequacy and reliability of water and wastewater services
- To proactively manage the application of business support practices, processes, data, technology and staff over the planning, execution and monitoring cycle required to monitor performance and drive continuous improvement
- To ensure that water and wastewater service levels are understood and achieved by encouraging collaboration, communication and involvement with stakeholders

Water & Wastewater

Key Highlights

Planned Initiatives for 2011 and 2012

- Develop Data Management Strategy and schedule based on Performance Metric Framework so that an integrated business and asset management system is available for optimized decision making
- Develop the 10-year Infrastructure Improvement Plan including Stage 3 Duffin Creek and Solid Waste Facilities to ensure future rehabilitation and replacement capital needs and associated funding requirements are identified
- Continued development and implementation of the Infrastructure Management Program, including Sewer Management Framework implementation and Lifecycle Modelling pilot, to support predictive long-term planning
- Development of an Asset Management Framework for Duffin Creek Water Pollution Control Plant Stage 3 in order to keep informed of capital rehabilitation and replacement processes and timelines
- Continue incentives for residents and businesses to conserve water
- Implementation of a Municipal Leak Detection Program
- Develop Integrated Management Systems including the integration of the Geospatial Information System (GIS) and Maximo as an integrated Asset Management System to manage the lifecycle of infrastructure including maintenance and capital needs
- Approval and implementation of the Inflow and Infiltration Reduction Program to reduce excess flows into the sewer system while adding capacity, reducing the potential for spills and overflows and reducing operational costs
- Implement revised Sewer Use Bylaw Program including enhanced enforcement abilities and more stringent requirements for fiscally responsible sewer use to protect staff as well as public health and safety, existing infrastructure, and the environment
- Develop enhanced audit program for wastewater facilities to ensure compliance, manage risk and identify areas for continuous improvement
- Develop and manage Departmental Business Continuity Plan to ensure the sustainability of the services provided by the Environmental Services Department in the event of loss of staff, technology or infrastructure
- Drive business process improvements based on business needs analysis including, but not limited to, an Infrastructure Documentation Management Review, Business Continuity Plan, Data Management Strategy and Sludge Haulage Practice Review
- Deliver Energy Management Programs including hydro cost savings initiatives and Greenhouse Gas (GHG) emission reductions to reduce operating costs and improve air quality in York Region
- Develop a risk management program to meet Section 47 of the Clean Water Act to protect drinking water source waters through mandatory and voluntary actions which control land use activities that may threaten the quality or quantity of drinking water
- Review current spare parts inventory to ensure critical spare parts are available to complete timely repairs and ensure compliance and customer service expectations are met

Water & Wastewater

- Enhance partnerships and share information with Conservation Authorities to protect assets near streams and riverbanks to reduce the risk of infrastructure failure and to protect the environment
- Develop detailed health and safety audit program to manage risk and ensure compliance

2011 Base Drivers

- Annualization of debt cost increases of 27% for water and 11% for wastewater
- Rate increases of 9.8% for Peel and 6.45% for Toronto water purchases
- Peel Wastewater Treatment Plant cost increase of 3%
- Current salary contract increase of 2.35%

2010 Accomplishments

- Scored 100% on Ministry of Environment inspections for water facilities
- All nine Drinking Water Works Permits and Municipal Drinking Water Licenses received
- Full scope accreditation certificates for all nine drinking water systems received
- Development of a Service Level Framework and associated Key Performance Indicators for the Department to link customer expectations to infrastructure performance and program delivery in order to reduce costs and minimize risks in service delivery
- Pilot of the BSmart data management process to improve efficiency and accuracy of water and wastewater billing process; pilot includes running new system in parallel with existing system for quality assurance and quality control purposes
- Continued development and implementation of the Infrastructure Management Program to understand asset performance and required improvement plan resulting in the 2011 Infrastructure Improvement Plan
- Driving business process improvements based on business needs analysis ensuring key business processes are properly developed, documented and consistently used by required staff; accomplishments include: Public Sector Accounting Board 3150 Compliance, Maintenance Management Strategy and Water and Wastewater Billing Process Improvements
- Developed Integrated Management Systems including Geospatial Information System (GIS) and Infrastructure Improvement Program (IIP) as well as PeopleSoft Financials and Eclipse for integrated business and asset management systems to optimize decision making
- Development of the Inflow and Infiltration Reduction Strategy in conjunction with Local Area Municipalities to ensure proper monitoring and analysis, performance assessment, capital rehabilitation and consistent standards and practices
- Completed Financial Plan in support of Drinking Water System Licenses and Ontario Regulation 453/07 presented to and approved by Regional Council
- Energy Management Program focused on analyzing water and wastewater facilities and establishing process deficiencies related to energy usage. Other program components include studying renewable energy sources, purchasing green energy

Water & Wastewater

and selling diesel engine produced energy to the grid. Recommendation to be included in 2011 planning phase.

- Developed an additional four modules of the Mechanical Skills Enhancement Operator training program with George Brown College
- Developed maintenance strategy assessment for Hubs 1,4 and 7 to increase proactive maintenance and enhance level of service
- Completed key research work with University of Toronto Drinking Water Research Group on key treatment processes to ensure compliance and reduce chemical usage and costs

Key Challenges

Financial Constraints

Over 60% of the gross operating costs are directed to financing infrastructure capital. Growth in Capital requirements has caused the Region to incur debt to pay for the capital costs. The cost of debt repayment for water and wastewater infrastructure resides in the operating budget. Debt servicing costs for the capital program to service approved growth will continue to significantly impact operating costs over the next 10 to 15 years. This results in increased rate pressures as operating costs continue to be funded through reserves.

While the Capital Delivery program continues to be in significant growth mode, current infrastructure is aging and approaching a point where major investment in rehabilitation and replacement is required. These projects are non-growth related and will be funded solely from rate revenues.

Successful water efficiency programs such as Water for Tomorrow put additional pressures on the rates. As water consumption decreases, revenue declines which results in pressure on the water rates to recover the cost of service delivery.

Regional Growth

Growth pressures continue to impact operations as over 60% of gross operating costs are driven by financing infrastructure capital. Delays in infrastructure projects also restrict transmission capacity in certain areas resulting in system operating risks. This is particularly acute on the water system through the summer months when outdoor watering is at its peak and on the wastewater system during the fall and spring when excess wet weather flows impact sewer system capacity.

Regulatory Demands

Addressing increased demands from emerging legislation and new regulatory requirements including the Lake Simcoe Act, Water Opportunities Act, Clean Water Act, Source Water Protection, Sewer Use Bylaw and Intra-Basin Transfer will continue over the next five year horizon as the province continues its commitment to implementing all of the Walkerton recommendations. Changes to the Occupational Health and Safety Act

Water & Wastewater

(OHA) are also increasing staffing requirements and other resource demands, as well as the need to improve worker safety and protect the public. These business drivers will impact staff levels to address these requirements.

Service Challenges

Service challenges for the 2011 budget year include:

- Increased costs for hydro, chemicals and sludge management
- Retaining and attracting staff in an extremely competitive market
- Increased costs and resource requirements for minor capital (rehabilitation and replacement) and repairs due to aging infrastructure, compliance requirements, maintenance inspections, replacement parts, and health and safety equipment
- Compliance with legislative and regulatory requirements including the Occupational Health and Safety Act, Safe Drinking Water Act, Clean Water Act and proposed Lake Simcoe Protection Plan, the Drinking Water Quality Management System, Sewer Use By-law, Public Sector Accounting Board and ISO, and continuing to implement recommendations of the Long-Term Water Conservation Strategy, Intra-Basin Transfer conditions and Inflow and Infiltration Reduction Plan.

Water & Wastewater

Staffing Resources

Permanent FTE's	2008 Budget	2009 Budget	2010 Budget	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Operations							
Maintenance and Monitoring	84	88	88	95	100	105	110
Capital Planning & Delivery	40	49	63	66	70	74	79
Environmental Promotion & Protection	18	25	30	33	37	41	41
Strategy & Business Planning	37	37	38	40	44	49	54
Commissioner's Office	3	3	3	4	4	4	4
Total Permanent FTE	182	202	222	238	255	273	288
Net Change	0	20	20	16	17	18	15
Casual (FTE Equivalent)*	2.6	3.0	3.0	7.0	7.0	7.0	7.0

*Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

Water & Wastewater

Environmental Services - Water & Wastewater

Water & Wastewater Overview										
	\$000's				\$000's					
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook	
Water	(1,815)	(2,292)	(2,070)	(2,399)	(2,466)	3%	(2,541)	(2,591)	(2,643)	
Wastewater	(2,047)	(2,386)	(2,155)	(2,497)	(2,566)	3%	(2,644)	(2,697)	(2,751)	
Prior to Allocations	(3,862)	(4,678)	(4,225)	(4,896)	(5,033)	3%	(5,184)	(5,288)	(5,394)	
Financial Summary										
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook	
Expenditures										
Salaries and Benefits	14,449	15,558	18,025	23,506	26,215	12%	28,415	30,364	31,862	
Program Specific Expenses	52,194	50,889	58,424	66,103	73,037	10%	77,479	83,781	90,400	
Professional Contracted Services	714	284	285	1,567	1,559	(1%)	1,535	1,581	1,626	
General Expenses	2,529	2,627	2,932	4,510	4,819	7%	5,201	5,307	5,415	
Occupancy Costs	7,824	8,198	8,424	10,671	10,630	(0%)	11,032	11,463	11,911	
Minor Capital	754	906	1,190	2,036	2,426	19%	2,636	2,726	2,819	
Expenditures	78,464	78,462	89,280	108,394	118,686	9%	126,299	135,222	144,032	
Financing Costs and Contributions to Reserves										
Financing Costs	99,329	113,595	128,135	153,051	178,644	17%	213,172	242,202	265,297	
Contribution to Reserves	16,480	15,320	22,917	21,777	26,397	21%	28,505	27,913	31,948	
Contribution to Capital	16,423	24,313	8,724	21,871	21,645	(1%)	18,703	25,079	27,476	
Financing Costs and Contributions to Reserves	132,232	153,228	159,776	196,699	226,686	15%	260,379	295,194	324,721	
Gross Expenditures	210,696	231,689	249,056	305,093	345,372	13%	386,678	430,416	468,753	
Revenues										
User Fees	(127,801)	(128,786)	(141,028)	(163,961)	(182,588)	11%	(201,928)	(219,060)	(233,011)	
Fees and Charges	(926)	(1,262)	(1,134)	(1,505)	(1,540)	2%	(1,563)	(1,619)	(1,677)	
Development Charges	(65,436)	(79,062)	(89,843)	(115,126)	(140,452)	22%	(174,208)	(202,829)	(226,791)	
Contribution from Reserves	(16,026)	(22,081)	(21,996)	(19,144)	(15,317)	(20%)	(2,936)	0	0	
Revenues	(210,189)	(231,191)	(254,000)	(299,736)	(339,897)	13%	(380,636)	(423,507)	(461,479)	
Negotiated Specific & Recoveries										
Negotiated Specific	2,849	2,796	3,635	3,755	4,101	9%	4,217	4,301	4,387	
Departmental Charges & Recoveries	996	1,068	1,117	(9,585)	(9,967)	4%	(10,614)	(11,579)	(12,044)	
Capital Recoveries	(8,215)	(9,040)	(4,034)	(4,423)	(4,643)	5%	(4,828)	(4,919)	(5,011)	
Negotiated Specific & Recoveries	(4,370)	(5,176)	719	(10,254)	(10,508)	2%	(11,226)	(12,197)	(12,667)	
Gross Expenditures including Negotiated Specific & Recoveries	206,326	226,513	249,775	294,840	334,864	14%	375,452	418,219	456,086	
Prior to Allocations and Recoveries	(3,862)	(4,678)	(4,225)	(4,896)	(5,033)	3%	(5,184)	(5,288)	(5,393)	
% Change					2.8%		3.0%	2.0%	2.0%	

Water & Wastewater

Environmental Services - Water and Wastewater

2011 (in \$000's)

Budget Change Explanations (2011/2010)

	Gross \$000's	%
2010 Departmental Budget (excl Interdepart'l Allocations and Cont'n to Capital)	\$ 272,968.7	
<u>Base - Price Pressure</u>		
Water		
Staff Costs - Salaries & Benefits	689.3	0.3%
OMERS Rate Increase	20.8	0.0%
Peel Water Purchases (increase from 29.05 cents/m3 to 31.90 cents/m3)	1,154.7	0.4%
Toronto Water Purchases (increase from 29.79 cents/m3 to 31.7 cents/m3)	1,144.0	0.4%
Minor Capital - Operating Equipment, Spare Equipment	227.9	0.1%
Contribution to Reserves	213.8	0.1%
Water Base Increase	3,592.3	1.3%
Wastewater		
Staff Costs - Salaries & Benefits	343.6	0.1%
OMERS Rate Increase	16.8	0.0%
Duffin Creek	431.3	0.2%
Peel Ww Treatment (increase from \$35.37/m3 to \$36.39/m3)	136.0	0.0%
Wastewater Treatment - Treatment Chemicals, Sludge Removal, Lab Fees, R&M sewer mains	620.4	0.2%
Occupancy Costs, Repairs and Maintenance, Hydro, Insurance	136.8	0.1%
Minor Capital - Operating Equipment, Spare Equipment, Office Furniture	215.8	0.1%
Contribution to Reserves	673.5	0.2%
Wastewater Base Increase	2,572.6	0.9%
Base	6,164.9	2.3%
<u>Reductions & Efficiencies</u>		
Water		
Other - Program Reductions & Efficiencies	(420.3)	(0.2%)
Water Program Cost Reduction	(420.3)	(0.2%)
Wastewater		
Other - Program Reductions & Efficiencies	(122.7)	(0.0%)
Wastewater Program Cost Reduction	(122.7)	(0.0%)
Efficiencies	(543.0)	(0.2%)
<u>Mandatory / Legislated</u>		
Intra Basin/ Lake Simcoe Protection Plan/ Clean Water Act		
1 FTE Water Quality Analyst - to implement water quality plans to partner with local municipalities and share system/ water science knowledge to deal with increasing regulatory needs	99.3	0.0%
1 FTE Program Manager (RMO) - required to satisfy requirements of the Province and ensure on-going regulatory compliance of water resources	126.4	0.0%
1 FTE Hydrogeologist - required to satisfy requirements of the Province and ensure on-going regulatory compliance of water resources	115.7	0.0%
5 FTE Water & Wastewater Operator I-IV - required to comply with MOE's stringent regulations, audits and inspections programs for drinking water and wastewater for Region's built assets	458.6	0.2%
Mandatory / Legislated	800.0	0.3%
<u>Annualization</u>		
Water		
Financing Charges	15,547.3	5.7%
Wastewater		
Financing Charges	10,045.3	3.7%
Annualization	25,592.6	9.4%
Total Base Change	32,014.5	11.73%

Water & Wastewater

Growth		
Capital - New Staff		
1 FTE Project Manager - administer capital cost shared work agreements with the City of Toronto and Peel Region	126.4	0.0%
1 FTE Program Manager - manage programs for conditions of approval pertaining to water conservation and inflow and infiltration reduction	126.4	0.0%
1 FTE Design Technologists - reviews designs, assists with contract drawings, tender documents, specifications and estimated to help deliver capital plan	99.3	0.0%
Recovery from Capital	(352.1)	(0.1%)
	<u>0.0</u>	
New Staff		
1 FTE Engineer - Chemical or Environmental Engineer required to maintain expected levels of service with respect to sewer use by-law	118.4	0.0%
1 FTE PCS Technologist - support design, construction and commission of new capital through long-term network support and maintenance of new infrastructure	99.3	0.0%
1 FTE Staffing Support Coordinator - required for coordination of increasing departmental staffing requirements due to increasing regulatory environment	85.6	0.0%
	<u>303.3</u>	<u>0.1%</u>
Water		
Toronto Purchased Water	2,600.9	1.0%
Facilities - Hydro, Office Equipment, Computer Equipment	196.9	0.1%
Contribution to Reserves	85.0	0.0%
Sub-total Water Growth Increase	2,882.8	1.1%
Wastewater		
Peel Wastewater flows	470.5	0.2%
Duffin Creek (includes 1 FTE - Infrastructure Engineer to be paid by Duffin Creek)	931.3	0.3%
Sub-total Wastewater Growth Increase	1,401.7	0.5%
Other Growth		
	0.0	0.0%
Sub-total Other Growth Increase	0.0	0.0%
Total Growth Approved	4,587.8	1.7%
Enhancement		
	0.0	0.0%
Total Enhancement Approved	0.0	0.0%
Total Base, Growth and Enhancements	36,602.3	13.41%

Water & Wastewater

Environmental Services - Water and Wastewater

2012(in \$000's)

Budget Change Explanations (2012/2011)	Gross (\$000's)	%
2011 Departmental Budget excl Interdepart'l Allocations and Cont'n to Capital	\$ 309,570.9	
<u>Base - Price Pressure</u>		
Water		
Staff Costs - Salaries & Benefits	324.7	0.1%
Peel Water Purchases (increase from 31.90 cents/m3 to 33.49 cents/m3)	477.4	0.2%
Toronto Water Purchases (increase from 31.71 cents/m3 to 33.74 cents/m3)	1,603.9	0.5%
Water Treatment - Treatment Chemicals, Lab Fees, R&M water mains	47.9	0.0%
Occupancy Costs, Repairs and Maintenance, Hydro	466.6	0.2%
Minor Capital - Operating Equipment	87.3	0.0%
Contribution to Reserves - from Water Municipal Revenues	243.1	0.1%
Other- Intradepartment, Negotiated	(180.2)	(0.1%)
Sub-total Water Base Increase	3,070.6	1.0%
Wastewater		
Staff Costs - Salaries & Benefits	316.8	0.1%
Duffin Creek	490.3	0.2%
Peel Ww Treatment (increase from \$36.39/m3 to \$37.69/m3)	190.3	0.1%
Wastewater Treatment - Treatment Chemicals, Sludge Removal, Lab Fees, R&M sewer mains	161.2	0.1%
Occupancy Costs, Repairs and Maintenance, Hydro	279.3	0.1%
Minor Capital - Operating Equipment	176.9	0.1%
Contribution to Reserves - from Wastewater Municipal Revenues	78.8	0.0%
Other- Intradepartment, Negotiated	(173.3)	(0.1%)
Sub-total Wastewater Base Increase	1,520.3	0.5%
1 FTE - Administrative Clerk Intermediate	0.0	0.0%
Base	4,590.9	1.5%
<u>Reductions & Efficiencies</u>		
Water		
Other - Administration, Direct Negotiated Specifics	0.0	0.0%
Water Program Cost Reduction	0.0	0.0%
Wastewater		
Other - Administration, Direct Negotiated Specifics	(121.7)	(0.0%)
Wastewater Program Cost Reduction	(121.7)	(0.0%)
<u>Mandatory / Legislated</u>		
New Staff		
<u>Accessibility Act</u>		
1 FTE AODA Coordinator	104.1	0.0%
<u>Clean Water Act/ MOE</u>		
1 FTE Public Outreach Coordinator	95.4	0.0%
<u>PSAB</u>		
1 FTE Accounting Clerk Intermediate	68.3	0.0%
<u>MOE</u>		
2 FTE's Water & Wastewater Operator I-IV	190.1	0.1%
<u>Clean Water Act</u>		
1 FTE Technical Specialist (RMI)	111.8	0.0%
Total Mandatory / Legislated	569.7	0.2%
<u>Annualization</u>		
Water		
Financing Charges	19,006.7	6.1%
Wastewater		
Financing Charges	15,521.0	5.0%
Total Annualization	34,527.7	11.2%
Total Base Change	39,566.6	12.78%

Water & Wastewater

Growth		
Capital - New Staff		
1 FTE Design Production Coordinator	108.1	0.0%
1 FTE Construction Coordinator	102.9	0.0%
1 FTE Program Manager	130.5	0.0%
1 FTE Design Technologists	102.9	0.0%
Recovery from Capital	<u>(444.5)</u>	(0.1%)
	0.0	
New Staff		
1 FTE Flow Technologist	100.7	0.0%
1 FTE Senior Sewer Use By-law Officer	96.6	0.0%
1 FTE RMO By-law Enforcement	85.3	0.0%
1 FTE Electrician	86.4	0.0%
1 FTE Purchaser	87.5	0.0%
1 FTE Instrumentation Technician	87.7	0.0%
Water		
Toronto & Peel Purchased Water	1,229.1	0.4%
Contribution to Reserves	165.1	0.1%
Sub-total Water Growth Increase	<u>1,394.2</u>	<u>0.5%</u>
Wastewater		
Peel Wastewater Treatment	47.5	0.0%
Sub-total Wastewater Growth Increase	<u>47.5</u>	<u>0.0%</u>
Other Growth		
Sub-total Other Growth Increase	<u>0.0</u>	<u>0.0%</u>
Total Growth Request	<u>2,342.7</u>	<u>0.8%</u>
Enhancement		
Total Enhancement Request	<u>0.0</u>	<u>0.0%</u>
Total Base, Growth and Enhancements	<u>41,909.3</u>	<u>13.54%</u>

Water & Wastewater

2011 Budget Change Explanations Outlook Years

Environmental Services Water & Wastewater

2011 Base Outlook Years (in \$000's)

	2013	2014
	Gross	Gross
Budget excl. Interdepartmental & Contribution to Capital	356,749	393,140
Base		
Water		
Salary & Benefit Increases	318	291
Peel Water Purchase	729	1,322
Toronto Water Purchase	1,604	2,462
Water Treatment	1,266	(76)
Occupancy Costs & R&M Costs	209	218
Minor Capital	51	53
Contribution to Reserves	499	519
Other (General Expenses, Internal Charges, Negotiated Specifics, Professional/Contracted Services)	<u>(3,824)</u>	<u>(1,384)</u>
Wastewater		
Salary & Benefit Increases	279	249
Peel Wastewater Treatment	517	608
Duffin Creek	724	746
Wastewater Treatment	186	128
Occupancy Costs & R&M Costs	222	230
Minor Capital	38	40
Contribution to Reserves	592	612
Other (General Expenses, Internal Charges, Negotiated Specifics, Professional/Contracted Services)	<u>(3,980)</u>	<u>(1,440)</u>
	(1,422)	1,172
Base Sub-Total	<u>(570)</u>	<u>4,575</u>
Mandatory/Legislated		
Water		
Salary & Benefits	239	101
Wastewater		
Salary & Benefits	249	105
Mandatory/Legislated Sub-Total	<u>488</u>	<u>205</u>
Annualization		
Water		
Financing Costs	12,068	10,250
Wastewater		
Financing Costs	16,962	12,846
Annualization Sub-Total	<u>29,030</u>	<u>23,096</u>
Total Base	28,947.5	27,876.1
Growth		
Water		
Salary & Benefits	424	369
Toronto Water Purchase	862	1,101
Peel Water Purchase	367	264
Contribution to Reserve	(3)	(5)
Wastewater		
Salary & Benefits	441	384
Peel Wastewater Treatment	48	65
Contribution to Reserve	18	23
Total Growth	<u>2,156</u>	<u>2,200</u>
Total	387,852	423,217

Water & Wastewater

**Department: Environmental Services
Water & Wastewater**

2011 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)
<u>Capital Planning and Delivery</u>			
Project Manager	1.0	C	\$ 126.4
Program Manager	1.0	C	\$ 126.4
Design Technologists	1.0	C	\$ 99.3
			(\$ 352.1)
<u>Strategy and Business Planning</u>			
Infrastructure Engineer (to be paid by Duffin Creek)	1.0	G	\$ 0.0
Staffing Support Coordinator	1.0	G	\$ 85.6
<u>Operations and Maintenance</u>			
PCS Technologist	1.0	G	\$ 99.3
Water & Wastewater Operator I- IV	5.0	B-M	\$ 458.6
Water Quality Analyst	1.0	B-M	\$ 99.3
<u>Environmental Promotion and Protection</u>			
Program Manager (RMO)	1.0	B-M	\$ 126.4
Hydrogeologist	1.0	B-M	\$ 115.7
Engineer	1.0	G	\$ 118.4
Total W&WW New Staff Summary	15.0		1,103.3
<u>Commissioner's Office</u>			
Administrative Assistant	1.0	G	\$ 75.2
Total Commissioners and Negotiated Specifics New Staff Summary	1.0		75.2
Total Environmental Services New Staff Summary	16.0		1,178.5

Water & Wastewater

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$ 000's)
<u>Capital Planning and Delivery</u>			
Design Production Coordinator	1.0	C	\$ 108.1
Construction Coordinator	1.0	C	\$ 102.9
Program Manager	1.0	C	\$ 130.5
Design Technologists	1.0	C	\$ 102.9
			(\$ 444.4)
<u>Strategy and Business Planning</u>			
Administrative Clerk Secretary	1.0	B	\$ 66.0
AODA Coordinator	1.0	B-M	\$ 104.1
Accounting Clerk Intermediate	1.0	B-M	\$ 68.3
Flow Technologist	1.0	G	\$ 100.7
<u>Operations and Maintenance</u>			
Instrumentation Technician	1.0	G	\$ 87.7
Water & Wastewater Operator I-IV	2.0	B-M	\$ 190.1
Electrician	1.0	G	\$ 86.4
Purchaser	1.0	G	\$ 87.5
<u>Environmental Promotion and Protection</u>			
Public Outreach Coordinator	1.0	B-M	\$ 95.4
Senior Sewer Use By-law Officer	1.0	G	\$ 96.6
Technical Specialist (RMI)	1.0	B-M	\$ 111.8
RMO By-law Enforcement	1.0	G	\$ 85.3
Total W&WW New Staff Summary	17.0		1,179.9
Total Environmental Services New Staff Summary	17.0		1,179.9

Water & Wastewater

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE* (B/G/E/C)	Gross (\$ 000's)
<u>Capital Planning and Delivery</u>			
Program Manager	1.0	C	\$ 119.3
Scheduler	1.0	C	\$ 89.4
Risk Mangement	1.0	C	\$ 103.6
Senior Budget Advisor	1.0	C	\$ 116.0
<u>Strategy and Business Planning</u>			
Records & Electronic Document Mgt Support Coordinator	1.0	G	\$ 97.4
Statistical Data Coordinator	1.0	G	\$ 97.4
Administrative Clerk Secretary	1.0	G	\$ 67.3
Local Systems Support	1.0	G	\$ 95.7
Senior Financial Advisor	1.0	B-M	\$ 116.0
<u>Operations and Maintenance</u>			
Water & Wastewater Operator I - IV	1.0	B-M	\$ 82.0
SCADA Support Systems Specialist	1.0	G	\$ 112.5
Inspection Contract Administrator	1.0	G	\$ 83.5
Process Engineer / Reliability Engineer	1.0	G	\$ 123.6
Maintenance Mechanics	1.0	G	\$ 88.7
<u>Environmental Promotion and Protection</u>			
Policy Coordinator	1.0	B-M	\$ 97.4
By-Law Enforcement Officer	1.0	G	\$ 98.5
Compliance Technologist	1.0	B-M	\$ 108.8
Risk Inspector	1.0	B-M	\$ 83.5
Total W&WW New Staff Summary	18.0		1,352.3
Total Environmental Services New Staff Summary		18.0	1,352.3

Water & Wastewater

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE* (B/G/E/C)	Gross (\$ 000's)
<u>Capital Planning and Delivery</u>			
Construction Coordinator	1.0	C	\$ 96.8
Project Manager	1.0	C	\$ 134.6
Design Technologist	1.0	C	\$ 109.8
Risk Management	1.0	C	\$ 105.7
Senior Budget Advisor	1.0	C	\$ 118.3
<u>Strategy and Business Planning</u>			
Accounting Clerk Intermediate	1.0	G	\$ 71.1
Program Manager - Learning & Development	1.0	B-M	\$ 121.7
Document Policies & Procedures Specialist	1.0	G	\$ 91.2
Accounting Supervisor	1.0	G	\$ 121.7
Financial Analyst	1.0	G	\$ 99.3
<u>Operations and Maintenance</u>			
Instrumentation Technician	1.0	G	\$ 90.2
Water & Wastewater Operator I - IV	1.0	B-M	\$ 83.6
Inventory Control Technician - Store Keeper	1.0	G	\$ 90.2
SCADA Network Analyst	1.0	G	\$ 91.2
OMM Special Projects Support	1.0	G	\$ 97.6
Total W&WW New Staff Summary	15.0		957.8

Total Environmental Services New Staff Summary	15.0	957.8
---	-------------	--------------

Type of FTE's Legend:

B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

Space Needs Accommodations:

Space needs accommodation have been considered above requested positions

Yes
 No

Water & Wastewater

2011 Water Rate Summary

	2010 RESTATED BUDGET			2011 BUDGET			2010/2011 INC/(DEC)		
	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	Flow (m ³ 000's)	Budget (\$ 000's)	% Rate Impact
EXPENDITURES									
Operations									
York Operations	24,764.0	23,876.2	19.12	18,082.0	25,269.3	19.98	(6,682.0)	1,393.1	1.39
Recoveries - Operations		(526.0)	(0.42)		(547.0)	(0.43)		(21.0)	(0.02)
		23,350.2	18.7	18,082.0	24,722.3	19.5		1,372.1	1.4
Purchased Water									
Toronto - 31.71 cents/m3 (2011) (29.79 cents/m3 in 2010)	59,581.6	17,749.3	14.21	78,475.0	24,884.4	19.67	18,893.4	7,135.1	8.79
Peel - 31.90 cents/m3 (2011) (29.05 cents/m3 in 2010)	40,558.4	11,782.1	9.43	29,930.0	9,546.7	7.55	(10,628.4)	(2,235.4)	(3.03)
	100,140.0	29,531.4	23.6	108,405.0	34,431.1	27.2	8,265.0	4,899.7	5.8
Total Operating Expenditures		52,881.6			59,153.4			6,271.8	
Capital - Related									
Financing Charges - Gross		58,182.4	46.58		73,729.7	58.29		15,547.3	18.85
Less Recoveries - DC Reserve Fund - Capital Financing (Growth Related)		(47,692.4)	(38.18)		(63,089.9)	(49.88)		(15,397.5)	(18.82)
Contribution to Capital Replacement Reserve		6,494.2	5.20		6,940.0	5.49		445.8	0.46
Contribution to Capital Construction (Non-growth)		9,368.0	7.50		6,142.0	4.86		(3,226.0)	(4.26)
Total Capital Related Expenditures		26,352.2			23,721.8			(2,630.4)	
TOTAL EXPENDITURES	124,904.0	79,233.8	63.4	126,487.0	82,875.2	65.5	1,583.0	3,641.4	3.4
REVENUES									
Water Rate Revenues									
Aurora	6,178.0	3,836.2	62.13	6,030.0	4,118.8	68.29	(148.0)	282.6	9.92
East Gwillimbury	1,410.7	876.8	62.13	1,408.7	963.1	68.29	(2.0)	86.3	9.92
Georgina	3,345.8	2,077.3	62.13	3,508.7	2,396.3	68.29	162.9	319.0	9.92
King	1,112.6	690.9	62.13	1,089.6	676.7	68.29	(23.0)	(14.2)	9.92
Markham	35,770.0	22,221.2	62.13	37,350.0	25,523.3	68.29	1,580.0	3,302.1	9.92
Newmarket	9,199.0	5,709.5	62.13	9,455.0	6,455.3	68.29	256.0	745.8	9.92
Richmond Hill	22,380.0	13,901.6	62.13	21,030.0	14,369.5	68.29	(1,350.0)	467.9	9.92
Vaughan	42,534.5	26,438.6	62.13	43,582.5	29,799.4	68.29	1,048.0	3,360.8	9.92
Whitchurch - Stouffville	2,973.2	1,848.4	62.13	3,032.2	2,073.6	68.29	59.0	225.2	9.92
TOTAL REVENUES	124,904.0	77,600.5	62.1	126,487.0	86,376.0	68.3	1,583.0	8,776.0	9.9
Contribution (to)/from Reserve - (Surplus) / Shortfall		1,633.3	1.3		(3,500.8)	(2.8)		(5,134.6)	(6.6)

Note: Above 2011 Water Rate of 68.29 cents/m3 is the "effective annual" rate. Actual 2011 rate is 63.39 cents/m3 from January to March 2011, and 69.73 cents/m3 from April to December 2011.

Water & Wastewater

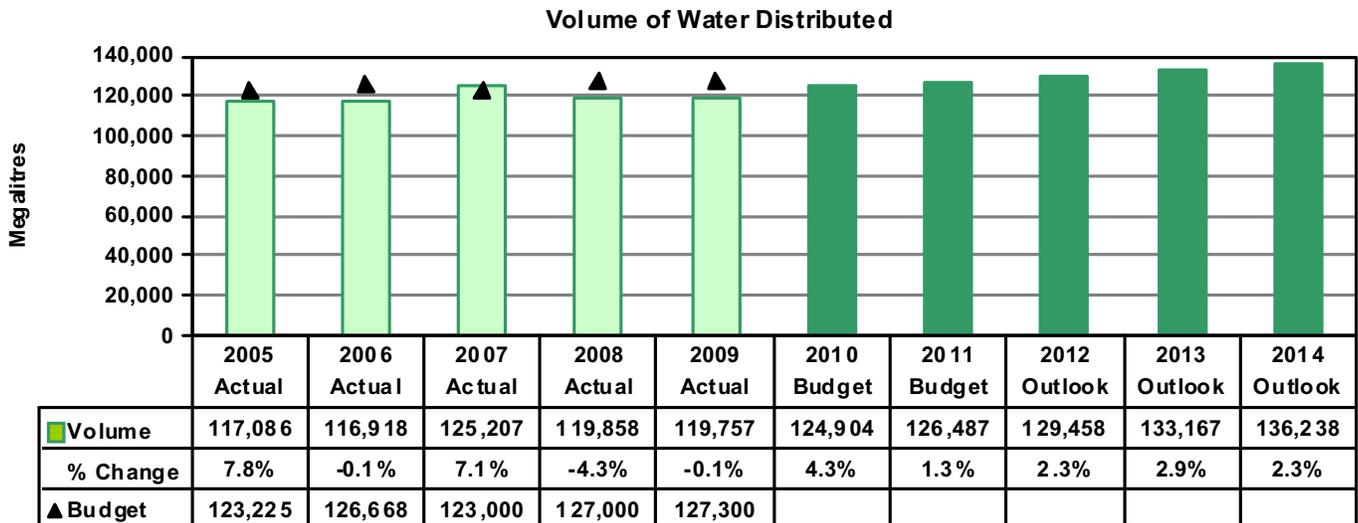
2011 Wastewater Rate Summary

	2010 RESTATED BUDGET			2011 BUDGET			2010/2011 INC./[DEC]		
	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	Flow (m ³ 000's)	Amount (\$ 000's)	% Rate Impact
EXPENDITURES									
Operations									
York Operations	4,612.7	22,334.5	18.20	4,754.6	24,205.2	19.48	141.9	1,870.7	1.81
Recoveries - Operations		(978.9)	(0.80)		(992.9)	(0.80)		(14.0)	(0.00)
Duffin Creek Operations	104,736.0	23,354.9	19.04	104,873.2	24,759.00	19.92	137.2	1,404.1	1.26
Peel Wastewater Treatment	13,340.0	4,718.3	3.85	14,632.7	5,324.84	4.29	1,292.7	606.6	0.62
Total Operating Expenditures		49,428.8			53,296.2			3,867.4	
Capital - Related									
Financing Charges - Gross		94,868.9	77.32		104,914.2	84.43		10,045.3	10.09
Less Recoveries - DC Reserve Fund - Capital Financing (Growth Related)		(67,433.4)	(54.96)		(77,361.8)	(62.26)		(9,928.4)	(10.36)
Contribution to Capital Replacement Reserve		14,503.8	11.82		15,177.3	12.21		673.5	0.56
Contribution to Capital Construction (Non - Growth)		12,503.0	10.19		15,503.0	12.48		3,000.0	3.25
Total Capital Related Expenditures		54,442.3			58,232.7			3,790.4	
TOTAL EXPENDITURES	122,688.7	103,871.1	84.7	124,260.5	111,528.9	89.8	1,571.8	7,657.8	7.2
REVENUES									
Wastewater Rate Revenues									
Aurora	6,178.0	4,346.4	70.39	6,030.0	4,666.4	77.43	(148.0)	320.0	10.00
East Gwillimbury	653.5	460.0	70.39	659.8	510.9	77.43	6.3	50.9	10.00
Georgina	3,345.8	2,353.5	70.39	3,508.7	2,714.9	77.43	162.9	361.4	10.00
King	286.7	201.5	70.39	248.6	192.2	77.43	(38.1)	(9.3)	10.00
Markham	35,770.0	25,176.9	70.39	37,350.0	28,917.3	77.43	1,580.0	3,740.4	10.00
Newmarket	9,199.0	6,468.9	70.39	9,455.0	7,313.7	77.43	256.0	844.8	10.00
Richmond Hill	22,380.0	15,750.6	70.39	21,030.0	16,280.3	77.43	(1,350.0)	529.7	10.00
Vaughan	42,316.7	29,801.3	70.39	43,357.5	33,587.0	77.43	1,040.8	3,785.7	10.00
Whitchurch - Stouffville	2,559.0	1,801.5	70.39	2,621.0	2,029.6	77.43	62.0	228.1	10.00
TOTAL REVENUES	122,689.0	86,360.6	70.4	124,261.0	96,212.3	77.4	1,572.0	9,852.0	10.0
Contribution (to)/from Reserve - (Surplus) / Shortfall		17,510.5	14.3		15,316.6	12.4		(2,194.2)	(2.8)

Note: Above 2011 Wastewater Rate of 77.43 cents/m³ is the "effective annual" rate. Actual 2011 rate is 71.82 cents/m³ from January to March 2011, and 79.00 cents/m³ from April to December 2011.

Water & Wastewater

Service Level - Water



Source: Total water distributed.

What does the graph show?

- The volume of water distributed for wholesale to the York Region area municipalities.

Explanation of KPI Trend

- Water consumption is primarily affected by weather, conservation, industrial and commercial use, as well as population growth.
- 2005 and 2007 were hotter/drier summers than the historic average resulting in higher than average annual demands.
- 2003, 2004, 2006, 2008 and 2009 were cooler/wetter summers compared to the historic average resulting in lower average annual demands.
- There is an underlying increasing trend which is correlated with population growth.

Comments/Background:

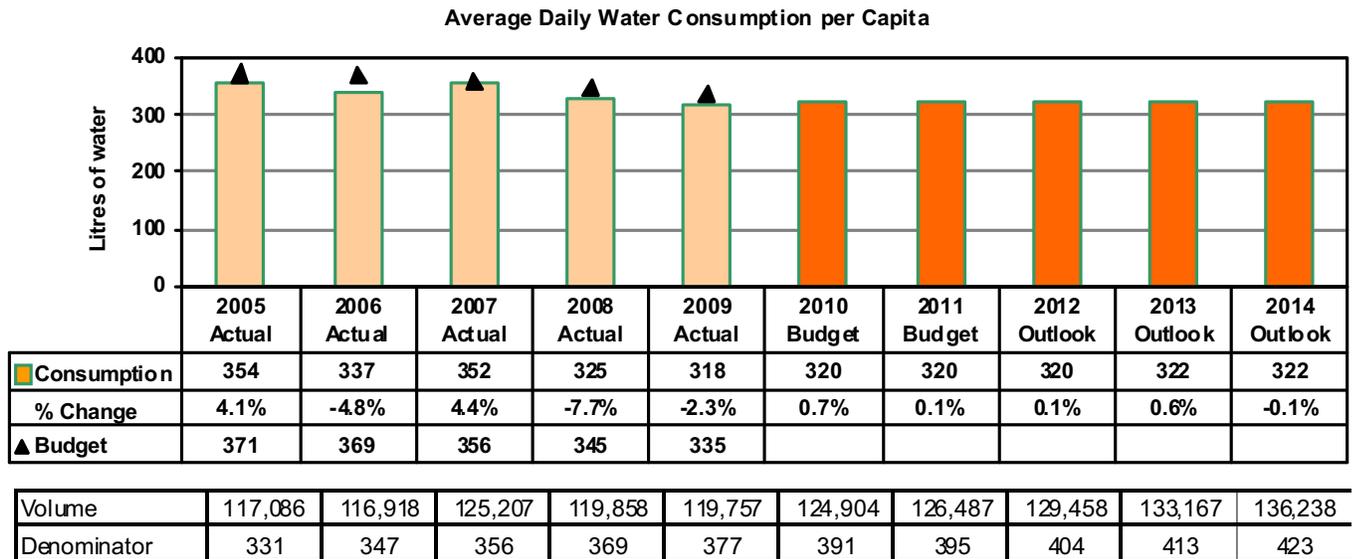
Water purchased from the City of Toronto represents 67% of the total water distributed in 2009 and is dispersed to 5 of the 9 Local municipalities in York Region.

Water purchased from Peel Region represents 18% of the total water distributed in 2009 and is dispersed to 5 of the 9 Local municipalities in York Region.

Groundwater supplies account for 13% of water volume distributed and Lake Simcoe accounts for the remaining 2%.

Water & Wastewater

Community Impact - Water



Source: Numerator - Flows are captured by meters at York facilities.

Denominator - Total York Region population multiplied by 365 days in one year and then divided by 1,000,000 to convert megalitres to litres.

What does the graph show?

- The average volume of water consumed on a per person basis.

Explanation of KPI Trend

- Water consumption is dependant on weather conditions. 2003, 2004, 2006, 2008 and 2009 experienced higher than anticipated wet weather conditions, resulting in lower than average annual demands. 2005 and 2007 experienced hotter/dryer conditions than anticipated, resulting in higher than average annual demands.
- The per capita consumption is expected to decrease in future years as a result of continued efforts in conservation and public education through the Water for Tomorrow Program.

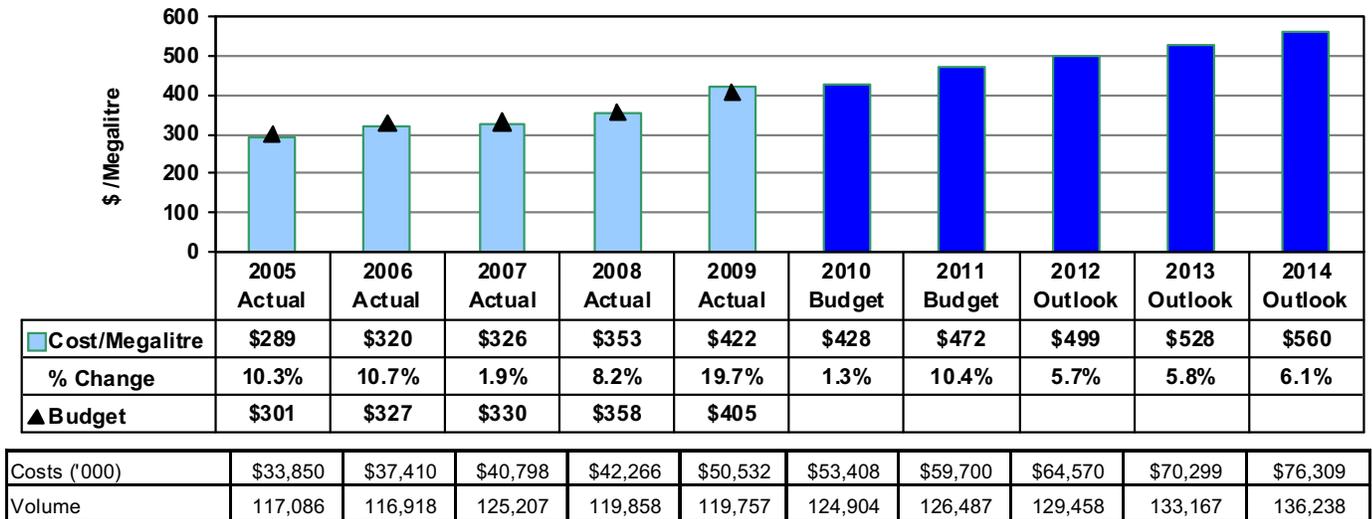
Comments/Background:

The Planning Department has estimated that the population at the end of 2009 was 1,032,606 (2010 - 1,069,900; 2011 - 1,082,650; 2012 - 1,107,650; 2013 - 1,132,650).

Water & Wastewater

Efficiency - Water

Cost per Megalitre of Water - Treated and Distributed



Source: Numerator includes - Surface Water Treatment - Sutton (program 46200), Keswick (program 46210), Georgina (program 46220), Ground Water - Mount Albert (program 46110), King City (program 46300), Nobleton (program 46310), Schomberg (program 46320), Yonge St Aquifer (program 46510) Oak Ridges (program 46610), Kleinberg (program 46710), Whitchurch Stouffville (program 46800), Ballantrae (program 46810), Ansnorveldt (program 46820), Toronto Supply - York Water System (program 46900), Water - Purchased (program 46940), Ground Water Supply Water Special Projects (program 46980).
Denominator - Flows are captured by meters at York facilities.

What does the graph show?

- The total operating cost (excluding financing costs) for the treatment and distribution per million litres of drinking water, for wholesale to the Region's Local municipalities.

Explanation of KPI Trend

- The increasing cost trend is related to upward cost pressures in labour, energy and chemical costs and increasing operational requirements resulting from significant regulatory changes over the past 5 years.

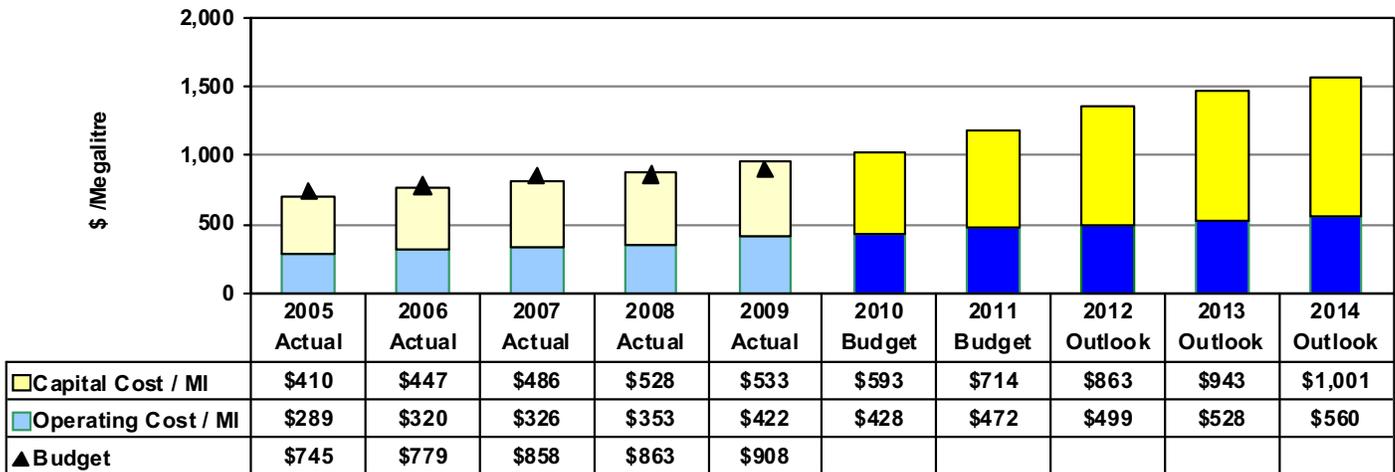
Comments/Background:

Water Treatment and Distribution Operations is a registered ISO 9001:2000 Quality Management System.

Water & Wastewater

Efficiency - Water

Total Gross Expenditures per Megalitre of Water - Treated and Distributed



Total Cost	\$699	\$767	\$811	\$881	\$954	\$1,020	\$1,186	\$1,362	\$1,471	\$1,561
% Change	27.8%	9.7%	5.8%	8.6%	8.4%	6.9%	16.2%	14.9%	8.0%	6.2%

Capital ('000)	\$48,015	\$52,242	\$60,791	\$63,302	\$63,773	\$74,045	\$90,313	\$111,778	\$125,535	\$136,417
Operating ('000)	\$33,850	\$37,410	\$40,798	\$42,266	\$50,532	\$53,408	\$59,700	\$64,570	\$70,299	\$76,309
Total Cost	\$81,865	\$89,652	\$101,589	\$105,568	\$114,305	\$127,452	\$150,013	\$176,348	\$195,834	\$212,727
Volume	117,086	116,918	125,207	119,858	119,757	124,904	126,487	129,458	133,167	136,238

Source: Numerator includes - Surface Water Treatment - Sutton (program 46200), Keswick (program 46210), Georgina (program 46220), Ground Water - Mount Albert (program 46110), King City (program 46300), Nobleton (program 46310), Schomberg (program 46320), Yonge St Aquifer (program 46510) Oak Ridges (program 46610), Kleinberg (program 46710), Whitchurch Stouffville (program 46800), Ballantrae (program 46810), Ansnorveldt (program 46820), Toronto Supply - York Water System (program 46900), Water - Purchased (program 46940), Ground Water Supply Water Special Projects (program 46980).

Denominator - Flows are captured by meters at York facilities.

What does the graph show?

- The total gross expenditures for the treatment and distribution per million litres of drinking water for wholesale to the Region's local municipalities.

Explanation of KPI Trend

- Operational cost increases are relatively minor compared to capital cost increases.
- Capital cost increase trend is indicative of regional growth pressures and need to build increased treatment and distribution capacity in the short term.

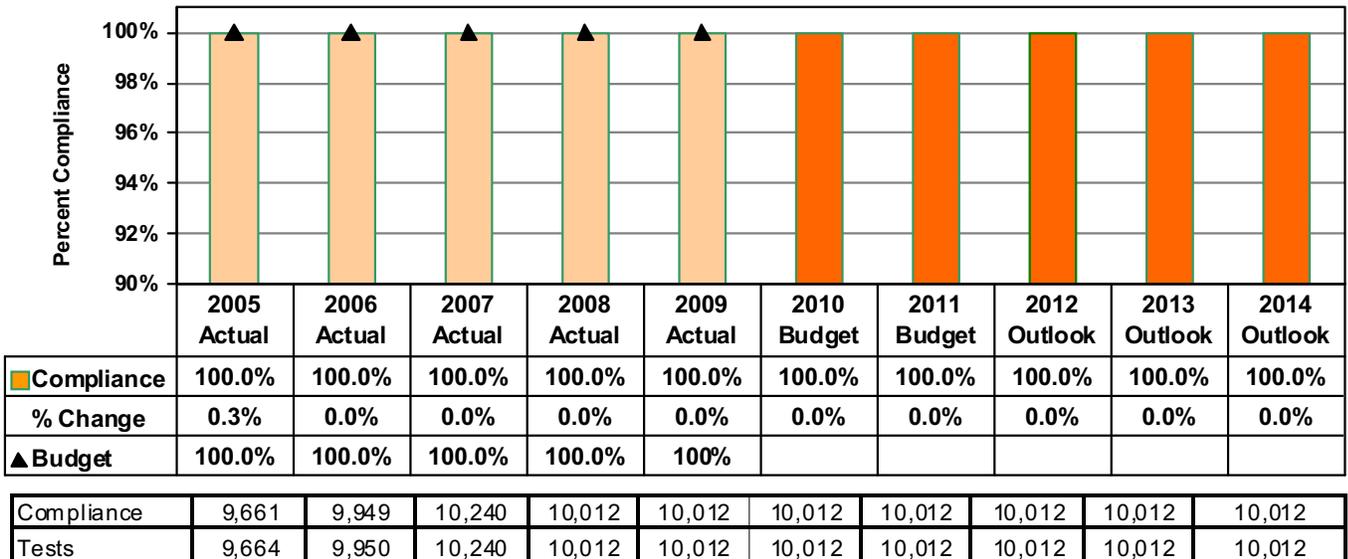
Comments/Background:

Water Treatment and Distribution Operations is a registered ISO 9001:2000 Quality Management System.

Water & Wastewater

Community Impact

Compliance with Drinking Water Standards



Source: Numerator & Denominator - Test Results are sent to the Water Resources Technologist and the W & Ww Technologist.

What does the graph show?

- Percentage of microbiological test samples that comply with drinking water standards set out by The Ministry of the Environment.

Explanation of KPI Trend

- York Region consistently achieved high standards of drinking water quality and is striving to achieve 100% compliance.
- All initial non-compliance samples reported above, were re-sampled and returned as 100% in compliance. Nevertheless, The Ministry of Environment counts all tests despite lab errors.

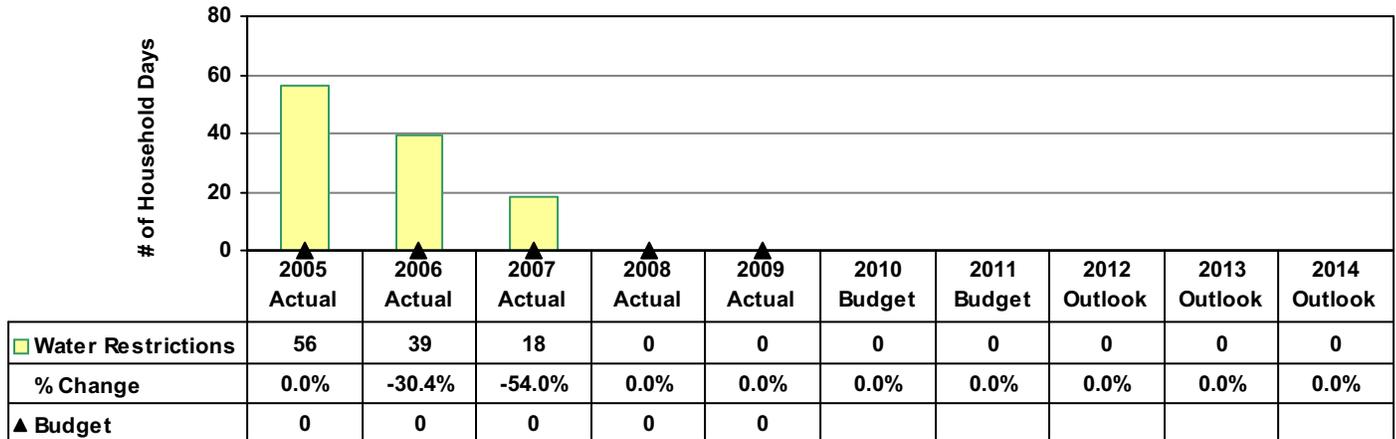
Comments / Background:

York Water System and North Water System are both registered to ISO 9001:2000 standard (Quality Management System).

Water & Wastewater

Customer Service

Number of Household Days with Water Restrictions



Source: Municipal area populations affected.

What does the graph show?

- The number of household days affected by water restrictions.

Explanation of KPI Trend

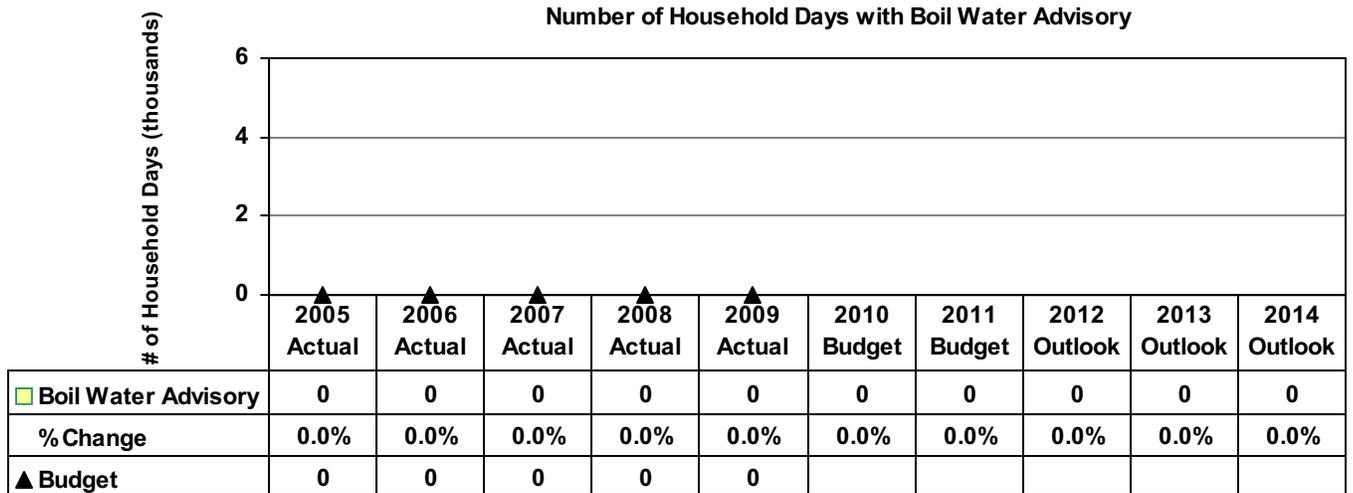
- The 2003 water restriction was in place over a 15 day period as a result of the August blackout.
- The 2005 water restriction was in place over a 56 day period due to extremely hot dry summer conditions.
- The 2006 water restriction was in place over a 39 day period due to a hot dry summer and performance issues with wells in Kleinburg and King City.
- 2007 was a hot dry summer and the restriction was in place for 18 days. An improvement over the prior year was as a result of immediate resident compliance with the ban and no unusual performance issues at any wells.
- There were no water restrictions in 2008 and 2009.

Comments/Background:

The York Region makes recommendations to the individual local municipalities regarding implementing water restrictions and enforcing their water restriction by-laws.

Water & Wastewater

Customer Service



Source: Municipal area populations affected.

What does the graph show?

- The number of household days that a boil water advisory was in effect (defined as the number of days with an advisory multiplied by the municipal area population affected).

Explanation of KPI Trend

- The Region did not issue any boil water advisories in 2009.

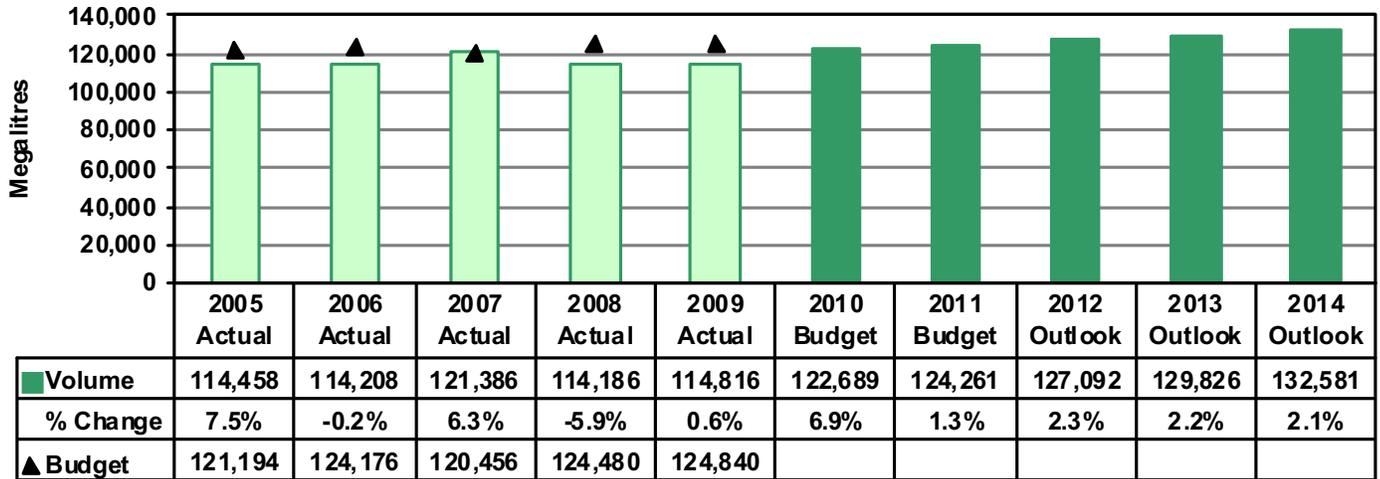
Comments/Background:

Boil water advisories are the responsibility of the Regional Health Department.

Water & Wastewater

Service Level - Wastewater

Volume of Wastewater - Collection and Treatment



Source: Total wastewater treated.

What does the graph show?

- The volume of York Region wastewater collected and treated for safe return to the environment.

Explanation of KPI Trend

- Wastewater collection is correlated with water consumption.
- Conservation measures initiated through the Water for Tomorrow program (low flow showerheads, water saving toilet flappers) has successfully reduced flow volume increases below population growth in York Region.
- A steady increase in annual volumes of wastewater collected is consistent with current and projected population growth in York Region.

Comments/Background:

About 84% of the total wastewater generated in York Region is treated at the Duffin Creek Water Pollution Control Plant (WPCP) of the York-Durham Sewage System. The Duffin Creek facility is jointly owned by York and Durham Regions. York Region funds about 80% of the operating costs of this shared use treatment facility.

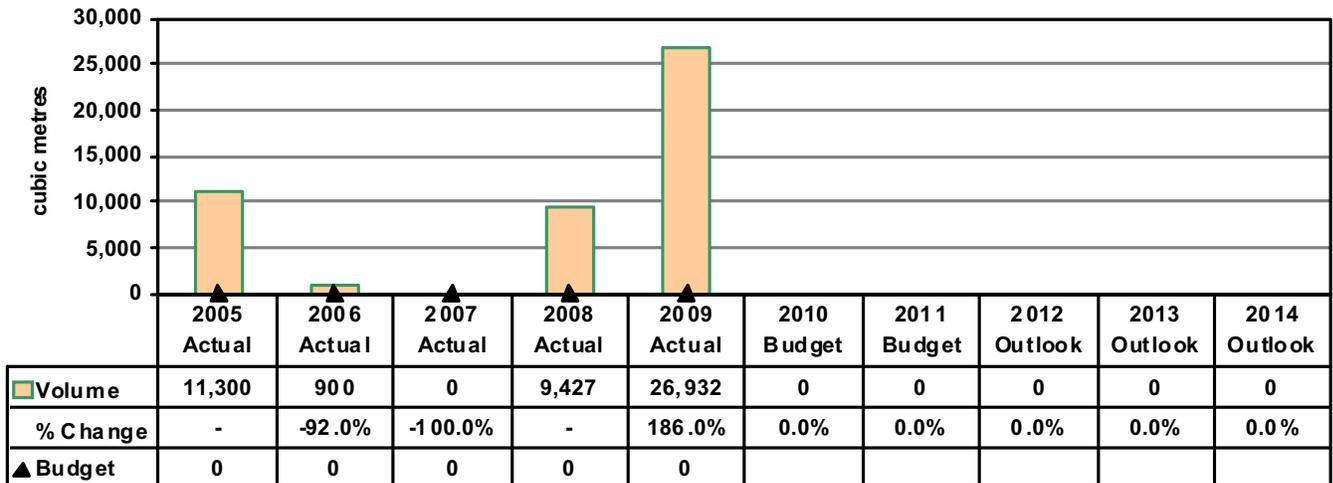
Wastewater treated by the Peel Sewage System accounts for 10% of the wastewater flows for York Region.

The remaining 6% of wastewater for the Region is treated at smaller Sewage Treatment Plants, Lagoons and other treatment facilities in York Region.

Water & Wastewater

Community Impact

Volume of Untreated Sewage Released into the Environment



Source: Numerator & Denominator - Technician's log.

What does the graph show?

- The volume of wastewater that bypassed treatment and went directly into the environment.

Explanation of KPI Trend

- In August 2003 one spill occurred at the Aurora pumping station. A large scale power failure (due to Provincial power blackout) shut down the sewage pumps; backup generators were running however they failed to adequately power the pumps. As a result, raw sewage was discharged directly into Tannery Creek for approximately two hours.
- In 2005 two large storm events occurred across the GTA in August, resulting in a washout of a Regional sewer along Rainbow Creek in Vaughan from the first event, and serious flooding and high wet well levels at pumping stations located along Steeles Avenue from the second event.
- In May 2006 one minor spill occurred into the Holland River. The spill resulted from equipment failure.
- In April, 2008 one spill occurred at the Newmarket Sewage Pumping Station due to flooding and high flow conditions.
- In February 2009 one spill occurred at the Newmarket Sewage Pumping Station due to rapid spring thaw and heavy rain. In September 2009 a blockage at the Kleinburg Pumping Station resulted in a spill.

Water & Wastewater

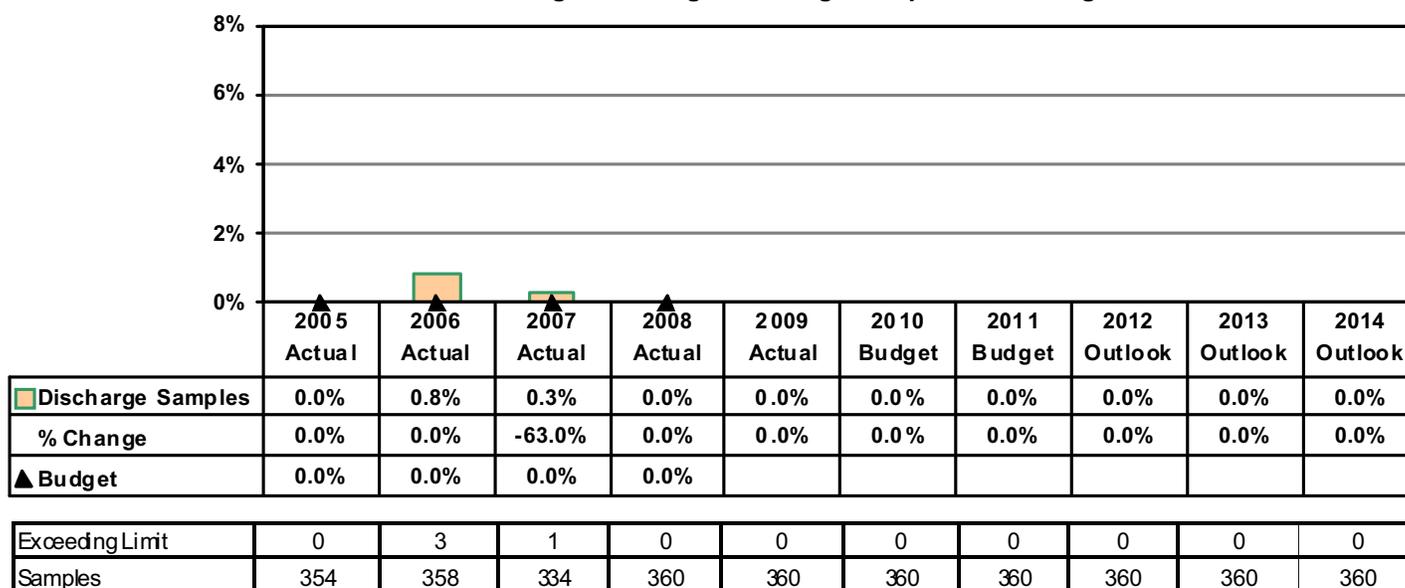
Comments/Background:

Measures have been taken to minimize system wastewater spills. Equalization tanks were built in Newmarket and Aurora which extend the service capacity of the pumping stations by buffering wet weather peak flows to the pumping station, providing additional capacity and aid in minimizing downstream capacity risks. The Peel Diversion also alleviates constraints through the diversion of flows into the South Peel System for treatment.

Water & Wastewater

Community Impact

Percentage of Sewage Discharge Samples Exceeding Limits



Source: Numerator & Denominator - Samples are collected weekly and a reported average sent monthly to the Ministry.

What does the graph show?

- Effluent quality of treated sewage discharged into the environment.

Explanation of KPI Trend

- Benefits of the ISO 14001 Environmental Management System in 2001 resulted in improved sampling procedures that reduced laboratory testing errors.
- Samples which exceeded regulatory limits were a result of instrument and lab errors. Effluent quality was maintained. The Ministry of Environment counts all tests despite lab errors.
- Commissioning of the new Sutton and Mount Albert wastewater treatment plants in early 2005, has introduced an increase in the sampling frequency. Also, many of the wastewater treatment facilities have undergone certificate of approval renewal, increasing the sampling frequency to meet new, more stringent effluent limits and requirements.

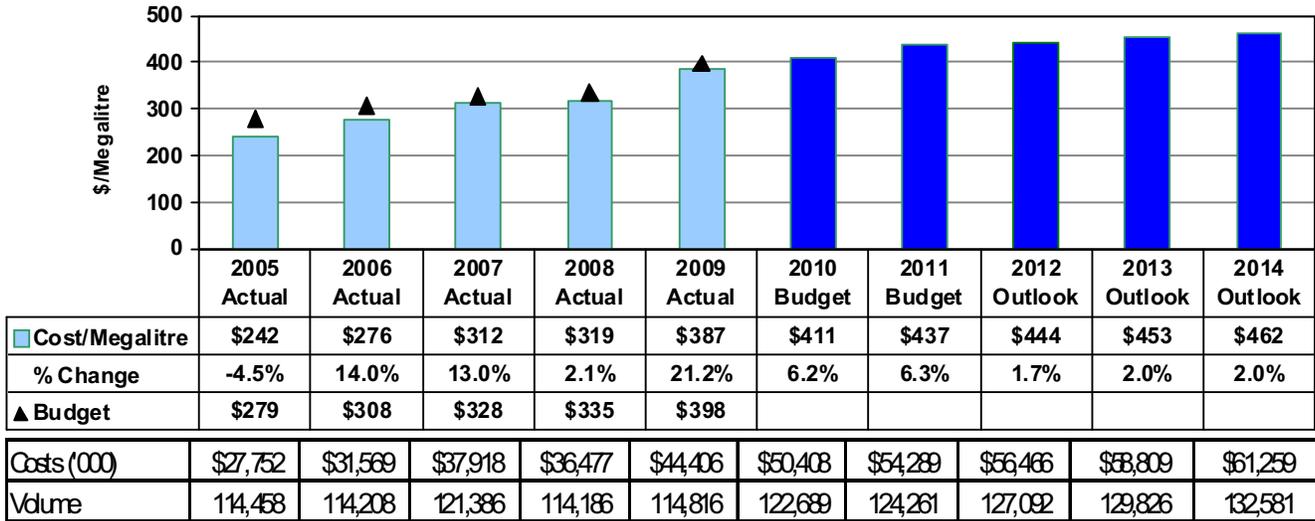
Comments/Background:

Wastewater Treatment and Collection is registered under ISO 14001. York Region is consistently aiming to achieve high standards in effluent quality of wastewater and is currently striving to achieve 100% compliance. Regulations under the Ontario Water Resources Act were met.

Water & Wastewater

Efficiency - Wastewater

Cost per Megalitre of Wastewater - Collection and Treatment



Source: Numerator includes: Holland Landing (program 44100), Mount Albert (program 44110), Sutton (program 44200), Keswick (program 44210), Nobleton (program 44310), Schomberg (program 44320), Kleinburg (program 44710), Whitchurch Stouffville (program 44800), Peel Wastewater Treatment (program 44810), York Durham (program 44900), and Duffin Creek (program 44930), Special Projects (program 44980).

Denominator: Flows are captured at each York wastewater facility.

What does the graph show?

- The total operating cost (excluding financing costs) for the collection, treatment and disposal per million litres of the Region's wastewater.

Explanation of KPI Trend

- 2003 increased as a result of higher maintenance costs at the York Durham System, Aurora and at the Humber pumping stations. Treatment and Disposal costs also increased as a result of higher incineration costs at the Duffin Creek plant.
- 2004 increased resulting from the deferral of various equipment purchases and plant maintenance from 2003 to 2004 including the surface ground water chemical consultant assessment, sewage pumps and various facilities maintenance.
- 2005 costs decreased resulting from incinerating sludge rather than shipping it to Michigan.
- 2006 costs increased due to higher operational costs at the York Durham system.
- 2007 costs increased due to higher operational costs at the York Durham system and the first full year of operations of the Peel WPCP.
- 2008 costs increased due to higher operational costs at the York Durham system.
- 2009 costs increased due to higher operational costs at the York Durham system and Duffin Creek Plant.

Water & Wastewater

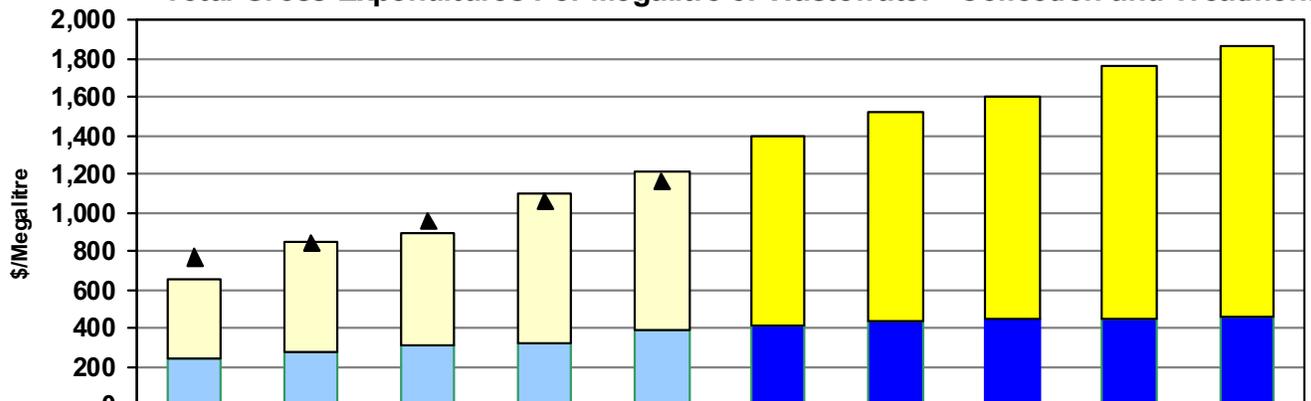
Comments/Background:

Wastewater Collection, Treatment and Disposal Operations are conducted with a registered ISO 14001:2004 Environmental Management System.

Water & Wastewater

Efficiency - Wastewater

Total Gross Expenditures Per Megalitre of Wastewater - Collection and Treatment



	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Capital Cost/MI	\$410	\$574	\$582	\$781	\$830	\$993	\$1,091	\$1,163	\$1,314	\$1,406
Operating Cost/MI	\$242	\$276	\$312	\$319	\$387	\$411	\$437	\$444	\$453	\$462
▲ Budget	\$769	\$846	\$954	\$1,065	\$1,165					

Total Cost	\$653	\$850	\$895	\$1,100	\$1,217	\$1,404	\$1,528	\$1,607	\$1,767	\$1,868
% Change	17.7%	30.3%	5.3%	23.0%	10.6%	15.4%	8.8%	5.2%	9.9%	5.7%

Capital ('000)	\$46,937	\$65,511	\$70,682	\$89,146	\$95,289	\$121,876	\$135,595	\$147,822	\$170,580	\$186,344
Operating ('000)	\$27,752	\$31,569	\$37,918	\$36,477	\$44,406	\$50,408	\$54,289	\$56,466	\$58,809	\$61,258
Total Cost	\$74,689	\$97,080	\$108,600	\$125,623	\$139,695	\$172,283	\$189,884	\$204,288	\$229,389	\$247,602
Volume	114,458	114,208	121,386	114,186	114,816	122,689	124,261	127,092	\$129,826	\$132,581

Source: Numerator includes: Holland Landing (program 44100), Mount Albert (program 44110), Sutton (program 44200), Keswick (program 44210), Nobleton (program 44310), Schomberg (program 44320), Kleinburg (program 44710), Whitchurch Stouffville (program 44800), Peel Wastewater Treatment (program 44810), York Durham (program 44900), and Duffin Creek (program 44930), Special Projects (program 44980).
Denominator: Flows are captured at each York wastewater facility.

What does the graph show?

- Total gross expenditures for the collection and treatment per million litres of the Region's wastewater.

Explanation of KPI Trend

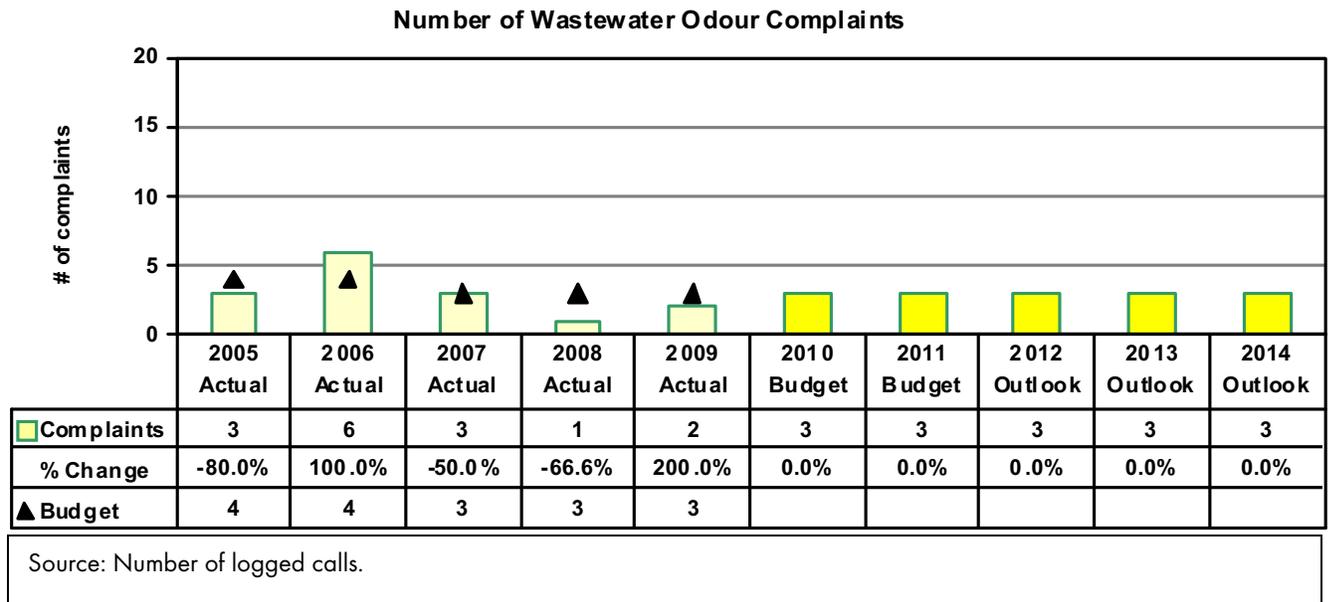
- Operational cost increases are relatively minor compared to capital cost increases.
- Capital cost increase trend is indicative of regional growth pressures and need for building increased treatment and distribution capacity in the short term.

Comments/Background:

Wastewater Collection, Treatment and Disposal Operations are conducted with a registered ISO 14001:2004 Environmental Management System.

Water & Wastewater

Customer Service



What does the graph show?

- The number of wastewater odour complaints received from residents in the York Region.

Explanation of KPI Trend

- The 2004 complaints were mainly the result of one resident's persistent disapproval.
- Odour complaints were received in 2004, 2005 and 2006 relating to the Bayview and Steeles area in the Town of Markham. Solutions were implemented to mitigate the odour issues, including increased frequency in carbon replacement and sealing of manholes and continuous monitoring of hydrogen sulphide. A project is underway to build an Odour Control Facility to resolve the problem.
- Odour complaints were received regarding the Keswick Sewage Pump Station No. 4 shortly after it was commissioned in 2006.
- The 2008 complaint was a result of a manhole cave-in at the Aurora Pumping Station. The manhole has since been repaired.
- The 2009 complaints pertained to the Holland Landing Lagoons and a chamber at Major Mackenzie Drive and Leslie Street.

Comments/Background:

All odour complaints are reported to the Ministry of the Environment and are documented as required by ISO 14001:2004 Environmental Management System.

Solid Waste Management

Departmental Description

Regional Solid Waste Management, including waste processing, diversion and disposal services, is delivered by the Environmental Services Department.

This Regional service is delivered through the following program areas:

- **Environmental Promotion & Protection** - Responsible for providing day-to-day contract operations oversight, program planning and policy, promotion and public education programs and regulatory reporting activities to ensure sustainable waste management services are provided to our residents.
- **Capital Planning & Delivery** - Responsible for delivering infrastructure projects both for new assets and major rehabilitation of existing assets.
- **Strategy & Business Planning** - Responsible for developing and implementing the Department's strategic business planning, asset management, financial and budget services as well as managing inter-municipal agreements vital for long-term servicing, technology support and administrative services.



Mission

Our innovative people provide environmental services that protect public health and the environment and meet the needs of our thriving communities.

Vision

We will provide sustainable environmental services through integrated efforts in an organizational culture of opportunity, trust, leadership and partnership.

Solid Waste Management

Mandate

The Region's solid waste management program mandate is to:

- Operate waste management facilities and programs in accordance with applicable legislation
- Ensure health and safety of all staff
- Provide high quality, sustainable waste management services to our residents
- Collaborate with our Local Municipal partners to enhance program effectiveness
- Ensure adequate infrastructure is available for future needs through a capital delivery program
- Ensure responsible asset management practices are in place to maximize life of existing infrastructure and optimize costs



The Region's waste management business unit is responsible for:

- Waste diversion programs to achieve a minimum target of 65% diversion from landfill
- Waste Transfer Services through facilities located in Georgina, Markham and East Gwillimbury. The Georgina Transfer Station and Waste Management Centre in East Gwillimbury are owned by the Region and operate six and five days per week respectively. The Earl Turcott Transfer Station located in Markham, is owned and operated by Miller Waste Systems and provides transfer services under contract to the Region five days per week.
- McCleary Court Community Environmental Center located in Vaughan, is a public drop off facility open to residents five days a week. It is owned by the Region and operated by National Waste Services.

Solid Waste Management

- Waste haulage and disposal services. The Region's residual waste is hauled to the Dongara Pelletization Plant located in Vaughan, and Green Lane Landfill in St. Thomas, Ontario, which is owned by the City of Toronto.
- Managing contingency recycling and disposal plans, including additional landfill capacity for residual waste in Niagara Falls, Ontario and source separated organics at Twin Creeks and Petrolia landfills in south-western Ontario. The Region currently contracts ECL Carriers GP Inc. for haulage services.
- Blue Box recyclables processing at the Region's Waste Management Centre on Garfield Wright Blvd., East Gwillimbury
- Yard waste composting at Miller Waste's Bloomington Road Composting site in Richmond Hill. This facility is open six days per week to residents during yard waste collection season.
- Source Separated Organics composting under contracts with Orgaworld Canada Ltd., in London, Ontario, Universal Resource Recovery in Welland, Ontario and WeCare Organics in Massachusetts
- Household hazardous waste management services through four drop-off depots owned by the Region and located in East Gwillimbury, Georgina, Markham and Vaughan. These facilities are operated under contract by Hotz Environmental and are open to the public Thursday to Monday, with the exception of Georgina which operates every Saturday.
- Tires, scrap metals and electronic waste diversion services at selected sites throughout the Region
- Award winning public education and outreach services to promote waste diversion
- Coordinating data submissions to Waste Diversion Ontario (WDO) to secure available blue box and household hazardous waste program funding

Strategic Goals 2011 – 2014

Solid Waste service delivery has seven core Strategic Goals:

- To deliver solid waste services as they relate to the creation/acquisition, operation, maintenance and management of infrastructure in compliance with all regulatory requirements.
- To apply the principles of sustainability in the creation/acquisition, operation, maintenance and management of infrastructure by considering the environmental, social and economic impacts in decision making.
- To responsibly deliver quality projects in a timely fashion with design consistency to accommodate the needs for the growing population in York Region.
- To attract, retain and develop highly qualified staff to effectively deliver solid waste services and proactively plan for their succession.
- To proactively manage and maintain infrastructure to ensure short and long-term adequacy and reliability of solid waste services.
- To proactively manage the application of business support practice, process, data, technology and staff over the planning, execution and monitoring cycle required to monitor performance and drive continuous improvement.
- To ensure that solid waste service levels are understood and achieved by encouraging collaboration, communication and involvement with stakeholders.

Solid Waste Management

▪ **Key Highlights**

Planned Initiatives for 2011

- Developing the Integrated Waste Management Master Plan (IWMMP) in conjunction with the nine local municipalities and stakeholders to guide waste management decisions over the next 25 years
- Securing short and long-term source separated organics processing capacity to ensure source separated organics processing is optimized while minimizing source separated organics landfill disposal
- Operation of a new Community Environmental Centre in Richmond Hill to increase accessibility to sustainable waste management options for York Region residents and maximize diversion from landfill
- Promotional campaigns to increase participation in the Blue Box and Green Bin programs, including implementation of the compostable bag campaign to reduce residual waste, improve source separated organics processing efficiency and improve end product compost quality
- Incorporation of additional waste management facilities into the department's Environmental Management System to prevent pollution, comply with applicable legislation and enable continuous improvement
- Initiate Asset Management strategy in conjunction with Strategy and Business Planning to ensure the Region's assets are maintained to achieve optimal processing efficiency
- Refinement and ongoing monitoring of key performance metrics to enable continuous improvement

2011 Base Drivers

Commodity markets directly impact blue box market revenues. The basket of goods price for 2011 has been budgeted at \$90 per tonne compared to \$55 per tonne in 2010, an increase in revenue of \$3M.

- Contractual agreements with Consumer Price Index factoring will increase processing costs by approximately 2%.
- Tonnage transfer from disposal to higher cost diversion programs will put added pressure on costs.
- Population growth of an estimated 1.9% will increase processing volumes.

2010 Accomplishments

- Incorporated majority of solid waste management facilities to the Environmental Management System (ISO 14001).
- Minister of the Environment approved the Durham/York Environmental Assessment for residual waste management.
- Developed a residual waste tonnage model to manage waste flows and contractual obligations with contractors.

Solid Waste Management

- Successfully re-negotiated and extended operating contract for Waste Management Centre with Miller Waste Systems that included processing equipment upgrades to increase the capacity of the facility.
- Secured additional source separated organics processing capacity (30,000 tonnes per year) at WeCare Organics in Massachusetts.
- Developed a contract management best practices guide for waste management.
- Advocated to the Provincial government, the Association of Municipalities of Ontario, Waste Diversion Ontario and the broader waste management industry on a number of key issues including amendments to the Waste Diversion Act, development of new Composting Guidelines and numerous extended producer responsibility programs including waste electrical and electronic equipment, municipal hazardous and special waste and the blue box plan.
- Developed re-branding for communication materials and website.
- Held 10 public WEEE drop-off days that serviced over 1,800 cars and 84 tonnes of electrical and electronic equipment.

Key Challenges

The following trends and issues will have an impact on the Department over the 2011 to 2014 timeframe:

Financial Constraints

Economic conditions influence revenues generated from the sale of blue box recyclables by the Region. In 2011, blue box revenues are expected to offset the program's gross operating budget by 46%. An increase in cost for source separated organics at \$178 per tonne compared to disposal at \$115 per tonne will impact the operating budget by \$5.8M.

Regional growth

Population growth, service levels, waste management program components and economic conditions are key factors driving the Solid Waste business plan. The total amount of waste managed by the Region is expected to increase with a population growth of 1.9% in 2011. Budgeted tonnages are calculated using 2010 forecasted tonnages plus 1.9% growth. In addition, economic down-turns reduce blue box and residual waste tonnages as consumer spending declines. The Region expects blue box and residual tonnages to recover from 2009 levels based on a gradually improving economic outlook.

Regulatory issues

Extended Producer Responsibility (EPR) programs see the brand owner or first importer of a designated product responsible for the end-of-life management of the unused product and packaging. Municipalities in Ontario have been advocating for more EPR to drive sustainability as end-of-life costs will be incorporated into products and the specific consumers of these products rather than being borne by the general taxpayer. As brand-owners assume full responsibility for the management of unused products and packaging, the municipal role in

Solid Waste Management

waste management will likely change from complete responsibility for providing waste management services, to that of a contracted service provider to the stewards. This shift has occurred for several waste streams including Waste Electronic and Electrical Equipment (WEEE), used tires and to some extent, Municipal Hazardous and Special Waste. The Blue Box program is scheduled to undergo a review as part of revisions to the Waste Diversion Act in 2012.

Environmental issues

In 2006, Council adopted a joint municipal diversion strategy and a goal of diverting 65% of municipal household waste from landfill by 2010. The Region continues to introduce new programs to achieve this diversion target, placing significant pressures on the Department's operating and capital budgets. Council has adopted a goal of moving from landfill waste disposal to technologies that recover energy from waste such as Dongara Pelletization and the Durham/York Energy From Waste facility. These facilities offer more sustainable solutions, however in the short term, these facilities are more expensive than landfill options.

Consumer Packaging Trends

Changes are occurring in products and packaging that are managed in the municipal system. Heavier materials such as paper and glass are decreasing and lighter materials such as plastics and waxed cardboard (polycoat) packaging is increasing. Over the longer term, these changes will affect performance and efficiency of York Region's processing facilities and modifications may be required to the assets and/or the operating contracts for these facilities to manage these changes.

Service Challenges

Specific service challenges were identified as priorities for funding for 2011.

Processing Capacity

- With full implementation of the Source Separated Organics (SSO) program in September 2007, organic tonnage has increased by approximately 50% in 2010 from 2007. Long-term processing solutions for management of organics will be finalized in 2011.

Contractual Obligations

- The 2011 operating budget includes provisions for new Community Environmental Centres (CEC) in Richmond Hill and Georgina. These new sites will handle reusable and recyclable materials dropped off by residents and small businesses. This will increase actual operating costs in 2011 by \$580K and \$1,105K in 2012.

Environmental Issues

- The Community Environmental Centre's are expected to increase diversion tonnage by 2,500 tonnes annually by providing enhanced public drop-off services to the public.

Solid Waste Management

- The end of waste exports to Michigan in 2008 and government mandated waste diversion targets have placed significant pressure on the Region to develop innovative means of managing waste and expanding its diversion programs.

Regulatory Issues

- Shifting the burden of managing Blue Box materials off the municipal tax base and on to the producers/stewards is currently being contemplated by the province and may have significant impacts to service level expectations by the public, depending on the model adopted by the Province.
- Additional funding for Municipal Hazardous and Special Waste (MHSW) collection cost has been reflected in the budget as the Expanded Producer Responsibility program was expanded in July 2010. Details have not been finalized, but funding is expected for the majority of materials, (Phase I and II). Municipalities will continue to fund Phase III materials.
- Consistent delivery of service across the Region will provide efficiencies, and improve education and promotion which will lead to improved diversion and reduced contamination. Consistent service delivery across the Region will also position York Region and our local municipalities well, once the Province moves forward with further Extended Producer Responsibility programs.

Intensification Issues

- Planning for growth particularly the long-term trend towards intensification within the urban core will result in a significant increase in multi-residential dwellings. The Integrated Solid Waste Management Master Plan will fully explore implications resulting from intensification and its impacts on quality of diversion while maintaining service delivery.

Solid Waste Management

Staffing Resources

Permanent FTE's	2008 Budget	2009 Budget	2010 Budget	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Operations Maintenance and Monitoring	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Planning & Delivery	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Environmental Promotion & Protection	13.0	14.0	16.0	18.0	18.0	19.0	24.0
Strategy & Business Planning	7.0	7.0	8.0	8.0	8.0	8.0	8.0
Commissioner's Office	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Permanent FTE	22.0	23.0	26.0	28.0	28.0	29.0	34.0
Net Change	3.0	1.0	3.0	2.0	0.0	1.0	5.0
Casual (FTE Equivalent)*	2.0	4.0	2.0	4.0	4.0	4.0	4.0

* Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

Solid Waste Management

Environmental Services Department - Solid Waste Management

	Solid Waste Management Overview									
	\$000's				\$000's					
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook	
Diversion	10,595	13,849	20,717	26,629	26,538	(0.3%)	28,440	30,713	34,499	
Disposal	11,432	9,720	10,343	12,565	13,168	4.8%	14,539	15,740	17,519	
Tax Levy Prior to Allocations	22,028	23,569	31,060	39,193	39,706	1.3%	42,979	46,453	52,018	

Financial Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits	1,285	1,473	1,707	2,032	2,589	27.4%	2,648	2,796	2,950
Program Specific Expenses	9,439	7,548	8,272	11,186	9,452	(15.5%)	9,970	10,200	10,559
Professional Contracted Services	20,668	24,677	26,959	31,033	32,677	5.3%	34,222	35,437	36,886
General Expenses	1,144	1,213	838	1,283	1,340	4.5%	1,381	1,461	1,545
Occupancy Costs	54	77	140	132	216	64.1%	233	237	243
Minor Capital	2	39	1	16	31	87.7%	31	32	32
Expenditures	32,592	35,027	37,917	45,681	46,304	1.4%	48,485	50,164	52,216
Financing Costs and Contributions to Reserves									
Financing Costs	2,438	2,427	2,540	3,538	3,894	10.1%	5,079	7,283	11,047
Contribution to Reserves	2,317	2,412	2,326	3,748	6,768	80.6%	6,873	7,010	7,157
Financing Costs and Contributions to Reserve	4,755	4,840	4,866	7,285	10,661	46.3%	11,952	14,293	18,204
Gross Expenditures	37,347	39,866	42,783	52,967	56,965	7.5%	60,436	64,457	70,420
Revenues									
Fees and Charges	(10,736)	(11,428)	(5,629)	(7,893)	(9,487)	20.2%	(9,675)	(9,910)	(10,145)
Contribution from Reserves	(25)	(22)	(23)	0	(80)		0	0	0
Third Party Recoveries	(4,630)	(4,796)	(5,938)	(5,860)	(7,740)	32.1%	(7,853)	(8,154)	(8,307)
Revenues	(15,390)	(16,246)	(11,590)	(13,754)	(17,307)	25.8%	(17,528)	(18,064)	(18,452)
Negotiated Specific & Recoveries									
Negotiated Specific	207	192	199	196	253	28.8%	257	262	268
Departmental Charges & Recoveries	(137)	(242)	(251)	(216)	(206)	(4.8%)	(187)	(202)	(218)
Negotiated Specific & Recoveries	71	(50)	(133)	(20)	47		71	60	50
Gross Expenditures including Negotiated Specific & Recoveries	37,418	39,816	42,650	52,947	57,012	7.7%	60,507	64,517	70,470
Tax Levy Prior to Allocations	22,028	23,569	31,060	39,193	39,706	1.3%	42,979	46,454	52,018
							8.2%	8.1%	12.0%

Solid Waste Management

Budget Change Explanations 2011

Environmental Services - Solid Waste

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Gross			Net	
	Tonnes	\$000's	%	\$000's	%
2010 Departmental Budget (excluding Interdept'l and Contributions to Capital)	352,662	\$ 52,946.7		\$ 39,193.1	
Base - Price Pressure					
Diversion					
Salary		352.6	0.7%	352.6	0.9%
Fuel Surcharge		18.0	0.0%	18.0	0.0%
Source Separated Organics	1	925.2	1.7%	925.2	2.4%
Household Hazardous Waste	537	8.8	0.0%	(10.4)	(0.0%)
Yard Waste	502	1.0	0.0%	(6.0)	(0.0%)
CEC Vaughan		116.5	0.2%	94.3	0.2%
Blue Box	-	574.5	1.1%	574.5	1.5%
Blue Box - market revenues		0.0	0.0%	(2,250.5)	(5.7%)
Georgina Transfer Station diversion	(23)	(1.8)	(0.0%)	(1.8)	(0.0%)
Waste Diversion Ontario - Third Party Payments		768.9	1.5%	0.0	0.0%
Waste Diversion Ontario - Contribution to Solid Waste Reserve		768.9	1.5%	(0.0)	(0.0%)
Blue Box Market Revenue - Contribution to Solid Waste Reserve		2,250.5	4.3%	2,250.5	5.7%
Multi Residential / Parks and Recreation		20.0	0.0%	20.0	0.1%
Waste Reduction Advocacy		7.8	0.0%	7.8	0.0%
Administration 67% diversion		(42.0)	(0.1%)	(42.0)	(0.1%)
Fleet Allocation		12.6	0.0%	12.6	0.0%
Other Diversion Tonnes (CEC's+GTS+HHW)	50				
Disposal					
Waste Disposal	3,130	276.5	0.5%	239.7	0.6%
Fuel Surcharge		26.5	0.1%	26.5	0.1%
Administration 33% disposal		(20.7)	(0.0%)	(20.7)	(0.1%)
Total Base - Price Pressure	356,858	6,063.8	11.5%	2,190.3	5.6%
Reductions / Efficiencies					
Diversion					
HHW Stewardship Ontario Funding - processing cost		(694.3)	-1.3%	(148.7)	-0.4%
HHW Stewardship Ontario Funding - collection cost				(887.0)	
Blue Box tonnage reduction	(10,534)	(346.6)		(346.6)	
CEC Vaughan tonnage reduction	(4,083)	(1,570.7)		(577.8)	
Disposal					
Dongara \$6 MT bulky item fee - no longer required		(588.4)	(1.1%)	(588.4)	(1.5%)
Total Reductions / Efficiencies		(3,199.9)	(6.0%)	(2,548.5)	(6.5%)
Annualization					
Diversion					
CEC Elgin Mills, Richmond Hill - program related costs	756	559.3	1.1%	454.2	1.2%
Financing costs		(363.1)	(0.7%)	(363.1)	(0.9%)
Disposal					
Total Annualization		196.1	0.4%	91.0	0.2%
Total Base Change	342,996	3,060.0	5.8%	(267.1)	(0.7%)

Solid Waste Management

Growth

Diversion

Priority						
n/a	Source Separated Organics - tonnage growth from population increc	1,719	260.4	0.5%	260.4	0.7%
n/a	Yard Waste - tonnage growth from population increase	711	40.3	0.1%	40.3	0.1%
n/a	Blue box - tonnage growth from population increase	1,710	210.7	0.4%	64.9	0.2%

1 FTE Senior Program Analyst

Technical reports, research & analysis of efficiencies,
program management of 3rd party contractors

111.1 0.2% 111.1 0.3%

1 FTE Public Depot Coordinator

Contract management at Elgin Mills CEC

93.3 0.2% 93.3 0.2%

Additional operating cost for 2 FTE's (prgm 42001)

11.2 0.0% 11.2 0.0%

Disposal

n/a	Waste disposal - tonnage growth from population increase	2,379	198.6	0.4%	198.6	0.5%
-----	--	-------	-------	------	-------	------

Total Growth Approved	6,519	925.6	1.7%	779.8	2.0%
------------------------------	--------------	--------------	-------------	--------------	-------------

Enhancements

Diversion

Priority						
	ISO program implementation costs		80.0	0.2%	80.0	0.2%
	Funding from Reserve				(80.0)	

Disposal

Total Enhancements Approved	-	80.0	0.2%	0.0	0.0%
------------------------------------	----------	-------------	-------------	------------	-------------

Total		57,012.3	7.7%	39,705.8	1.3%
--------------	--	-----------------	-------------	-----------------	-------------

Solid Waste Management

Budget Change Explanations 2012

Environmental Services - Solid Waste

2012 in(\$000's)

Budget Change Explanations (2012/2011)	Gross			Net	
	Tonnes	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Interdept'l and Contributions to Capital)	349,516	\$ 57,012.2		\$ 39,705.7	
Base - Price Pressure					
Diversion					
Salary		59.5	0.1%	59.5	0.1%
Fuel Surcharge		3.8	0.0%	3.8	0.0%
Source Separated Organics	(0)	196.9	0.3%	196.9	0.5%
Household Hazardous Waste	121	29.3	0.1%	29.3	0.1%
Household Hazardous Waste - MSHW recovery of costs			0.0%	13.1	0.0%
Yard Waste	(0)	26.3	0.0%	26.3	0.1%
CEC Vaughan		13.8	0.0%	10.0	0.0%
CEC Richmond Hill		47.2	0.3%	9.0	0.0%
Blue Box	(165)	147.1	0.0%	147.1	0.4%
Blue Box - market revenues			0.2%	(41.9)	(0.1%)
Georgina Transfer Station diversion	(29)	95.2	0.1%	95.2	0.2%
Waste Diversion Ontario - Third Party Payments		63.0	0.1%	0.0	0.0%
Waste Diversion Ontario - Contribution to Solid Waste Reserve		63.0	0.1%	0.0	0.0%
Contribution to Solid Waste Reserve		41.9	0.0%	41.9	0.1%
Multi Res. / Parks and Rec.		2.7	0.0%	2.7	0.0%
Waste Reduction Advocacy		4.3	(0.0%)	4.3	0.0%
Administration 67% diversion		(1.6)	0.0%	52.0	0.1%
Fleet Allocation		1.5	0.0%	1.5	0.0%
Other Diversion Tonnes (CEC's+GTS+HHW)	1,861				
Disposal					
Waste Disposal - program related costs	(392)	172.8	(0.0%)	202.0	0.5%
Fuel Surcharge		(0.4)	(0.0%)	(0.4)	(0.0%)
Administration 33% disposal		(0.8)	0.0%	25.6	0.1%
Total Base - Price Pressure	350,913	965	1.7%	878	2.2%
Annualization					
Diversion					
CEC Elgin Mills, Richmond Hill - opened in April 2011		143.0	0.3%	143.0	0.4%
Principal and Interest on capital projects		1,114.9	2.0%	1,114.9	2.8%
Disposal					
Total Annualization		1,257.9	2.2%	1,257.9	3.2%
Total Base Change	350,913	2,223.3	3.9%	2,135.7	5.4%

Solid Waste Management

**Growth
Diversion**

Priority						
n/a	Source Separated Organics - tonnage growth from population i	2,129	327.1	0.6%	327.1	0.8%
n/a	Yard Waste - tonnage growth from population increase	881	50.6	0.1%	50.6	0.1%
n/a	Blue box - tonnage growth from population increase	2,112	243.3	0.4%	109.9	0.3%

Disposal

n/a	Waste disposal - tonnage growth from population increase	2,946	282.1	0.5%	282.1	0.7%
-----	--	-------	-------	------	-------	------

Total Growth Request		8,068	903.1	1.6%	769.7	1.9%
-----------------------------	--	--------------	--------------	------	--------------	------

Enhancements

Diversion	Georgina Transfer Stn. Upgrade to a CEC, increased cost		369.0	0.6%	369.0	0.9%
------------------	---	--	-------	------	-------	------

Priority

Disposal

Total Enhancements request		-	369.0	0.6%	369.0	0.9%
-----------------------------------	--	---	--------------	------	--------------	------

Total			60,507.5	6.1%	42,980.0	8.2%
--------------	--	--	-----------------	------	-----------------	------

Solid Waste Management

Budget Change Explanations Outlook Years 2013/2014

Environmental Services -Solid Waste

Outlook Years (in \$000's-Incremental values)

	2013 Gross	2013 Net	2014 Gross	2014 Net
Base				
Diversion				
Salary	148	148	154	154
Fuel Surcharge	46	46	48	48
Source Separated Organics	591	591	624	624
Household Hazardous Waste	30	(129)	32	32
Yard Waste	83	83	88	88
Blue Box	244	244	507	507
Blue Box - market revenue		(171)		(171)
Community Environmental Center - Vaughan	14	11	15	12
Community Environmental Center - Richmond Hill	14	11	15	12
Waste Diversion Ontario	142	0	153	0
Muliti Res. Parks & Rec.	2	0	2	0
Principal and Interest on capital projects	2,129	2,129	3,682	3,682
Other	89	90	94	94
Disposal				
Waste Disposal	469	412	529	472
Fuel Surcharge	11	11	12	12
Base	4,013	3,477	5,954	5,564
Total Annual Net Budget Pressures	4,013	3,477	5,954	5,564

Solid Waste Management

Department: Environmental Services
Business Unit: Solid Waste

2011 Approved New Staff Summary

Category/Description	# of FTE's	Type of FTE's (B/G/E/C)	Gross (\$000's)	Net (\$ 000's)
<u>Diversion</u>				
1 FTE Senior Program Analyst	1.0	G	\$ 111.1	\$ 111.1
1 FTE Public Depot Coordinator	1.0	G	\$ 93.3	\$ 93.3
Total Permanent FTEs		2.0	\$ 204.3	\$ 204.3

2012 Proposed New Staff Summary

Category/Description	# of FTE's	Type of FTE's (B/G/E/C)	Gross (\$000's)	Net (\$ 000's)
<u>Diversion</u>				
Total Permanent FTEs		0.0	\$ 0.0	\$ 0.0

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE's	Type of FTE's (B/G/E/C)	Gross (\$000's)	Net (\$ 000's)
<u>Diversion</u>				
Project Coordinator - Solid Waste Promotion & Education	1.0	G	\$ 95.0	\$ 95.0
Project Coordinator - Implement/Maintenance of IWMMP	1.0	G	\$ 95.0	\$ 95.0
Project Coordinator - Infrastructure Planning and Implementation	1.0	G	\$ 95.0	\$ 95.0
Project Coordinator - HHW datacall, ISO Compliance	1.0	G	\$ 95.0	\$ 95.0
Project Coordinator - CEC	1.0	G	\$ 95.0	\$ 95.0
Project Coordinator - SSO Facility	1.0	G	\$ 95.0	\$ 95.0
Total Permanent FTEs		6.0	\$ 570.0	\$ 570.0

Type of FTE's Legend:

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

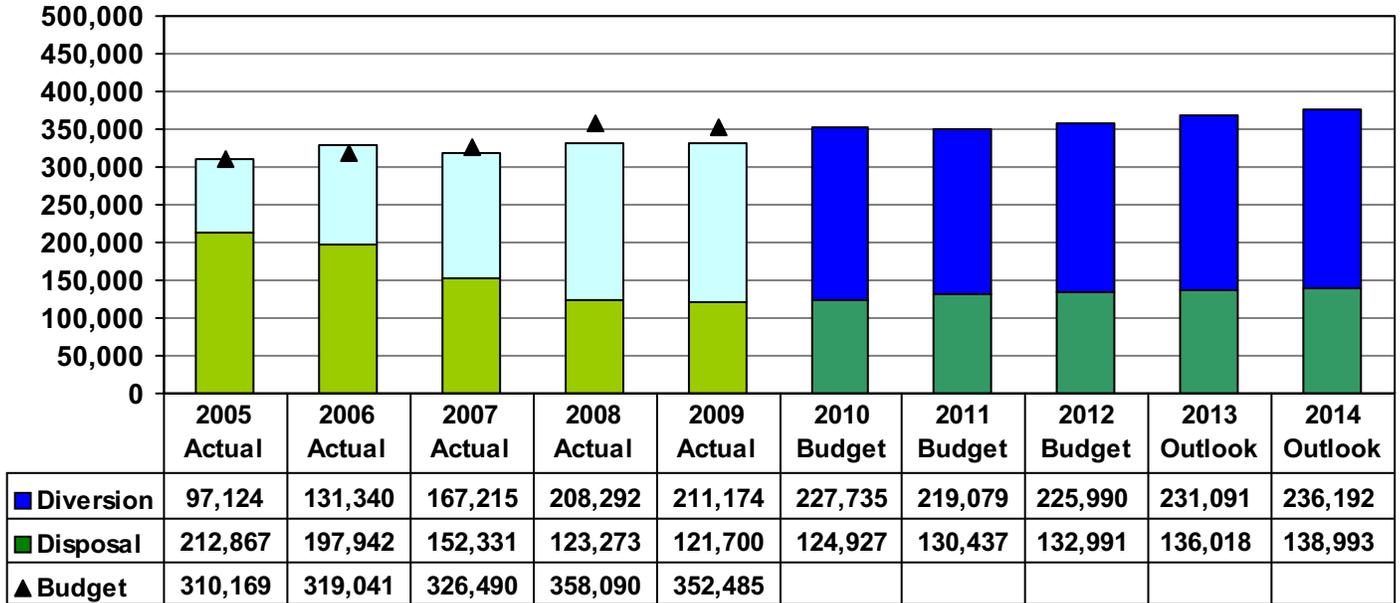
Space Needs accommodations:

Space needs accommodations have been considered for the above requested positions

Solid Waste Management

Service Level

Total Tonnes of Solid Waste Managed



% Change	2.4%	6.2%	-3.0%	3.8%	0.4%	5.9%	-0.9%	2.7%	2.3%	2.2%
Diversion %	31.3%	39.9%	52.3%	62.8%	63.4%	64.6%	62.7%	63.0%	62.9%	63.0%

Total	309,991	329,282	319,546	331,565	332,874	352,662	349,516	358,981	367,109	375,185
△ Diversion	23,136	34,216	35,875	41,077	2,882	16,561	-8,656	6,911	5,101	5,101
△ Disposal	-15,831	-14,925	-45,611	-29,058	-1,573	3,227	5,510	2,554	3,027	2,975

Source: SWM Summary of Tonnes Diverted and Disposed File - F16

What does the graph show?

- The total metric tonnes of solid waste managed by the Region
- Diversion equals inbound tonnes of blue box, green bin, yard waste, household hazardous waste, electronics, scrap metal, tires, and clean fill. Blue box residues are deducted and moved to disposal. No other residuals are deducted as the Region only manages blue box processing.
- Disposal equals inbound residual waste plus blue box residue.
- The annual percentage change
- Diversion as a % of total tonnes

Solid Waste Management

Explanation of KPI Trend

- Quantity of waste produced in the Region is driven by consumer habits, population growth and to a lesser extent, economic conditions.
- 2011 budgeted tonnes have been revised down by 0.9% from the 2010 budget, as a result of reduced consumer spending during the economic downturn in 2008 and 2009.
- Outlook years are expected to increase with population growth of 2.3%, gradually improving economic conditions and new materials collected at Community Environmental Centers.

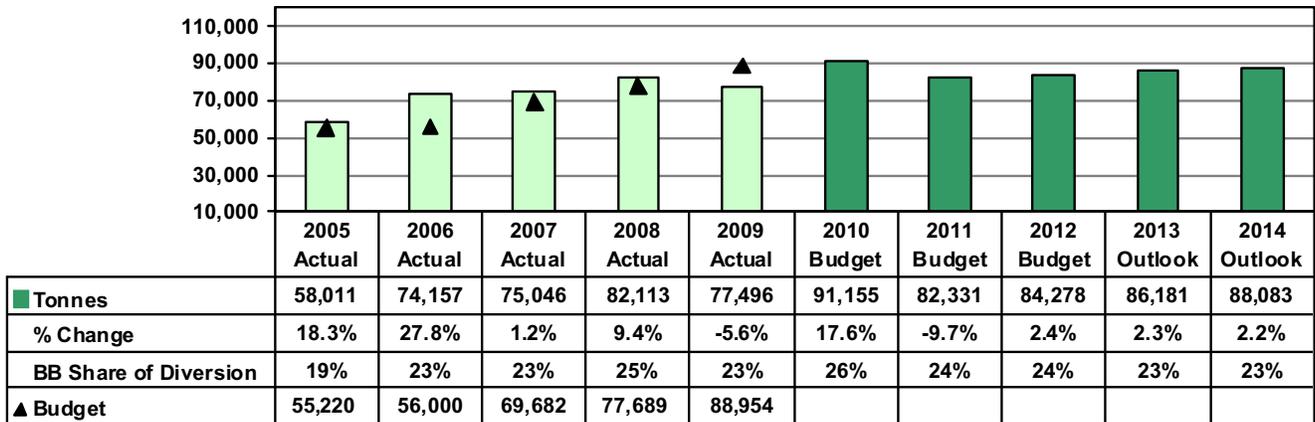
Comments/Background:

Solid Waste management involves the disposal and haulage of waste to St.Thomas landfill and the Dongara facility in Vaughan and the management of the blue box program, source separated organics, yard waste composting, household hazardous waste, electronics, collection of tires, scrap metal and textiles.

Solid Waste Management

Service Level

Total Tonnes of Recyclable Blue Box Material



Source: SWM Summary of Tonnes Diverted File - F16

What does the graph show?

- The total metric tonnes of marketed recyclable blue box material managed by the Region
- The annual percentage change
- The total tonnes of recyclable blue box material diverted from landfill as a percentage of the total tonnes of solid waste managed by the Region

Explanation of KPI Trend

- Total tonnes of blue box material managed fluctuate with population growth, economic conditions and public participation as a result of promotion and education efforts.
- 2006 increase is the result of a full year of processing new blue box materials at the East Gwillimbury Facility.
- 2011 budget has been reduced to reflect the downturn in blue box generation as a result of the recent economic slowdown.

Comments/Background:

- Recycling blue box materials are comprised of 78% fibre, 18% plastics & glass and 4% aluminium and steel.
- Aluminium represents 12% of total revenue.
- With the implementation of the Waste Management Center in East Gwillimbury in July 2005, the Region was able to increase the number of blue box materials removed from the waste stream. These items were plastics no.3 through 7, empty paint and aerosol cans, polycoat (gable top containers) and aluminium foil.

Solid Waste Management

Service Level

Total Tonnes of Source Separated Organics



	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Budget	2012 Budget	2013 Outlook	2014 Outlook
■ Tonnes	11,833	24,806	60,290	86,266	88,671	90,475	92,194	94,323	96,452	98,581
% Change	1293.8%	109.6%	143.0%	43.1%	2.8%	2.0%	1.9%	2.3%	2.3%	2.2%
SSO Share of Diversion	4%	8%	19%	26%	27%	26%	26%	26%	26%	26%
▲ Budget	8,000	23,200	52,760	74,694	87,925					

Source: SWM Summary of Tonnes Diverted File - F16

What does the graph show?

- The total metric tonnes of source separated organic material managed by the Region
- The annual percentage change
- The total tonnes of inbound source separated organics (SSO) received by the Region as a percentage of the total tonnes of solid waste managed by the Region

Explanation of KPI Trend

- Total tonnes of source separated organics managed are expected to increase with population growth and promotion & education efforts in the outlook years.
- Tonnage for 2007 increased by 143% due to the roll-out of the program across the remaining Northern 6 municipalities in September 2007.
- 2011 budget increased by population growth of 1.9%. Tonnages do not fluctuate significantly as economic conditions have less impact on SSO generation compared to blue box.

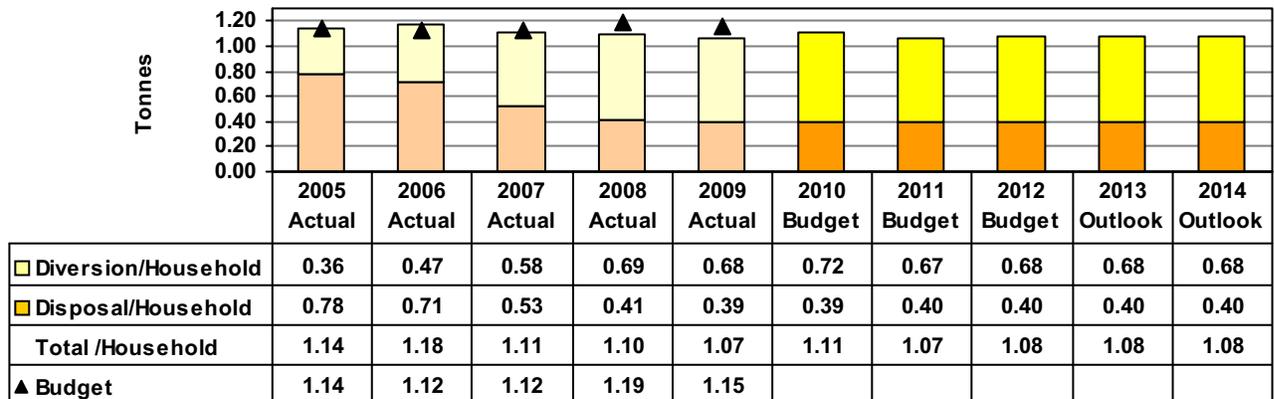
Comments/Background:

- Collection of SSO materials began in 2004 with the introduction of a Markham pilot project, expanded to town-wide in 2005.
- Vaughan began SSO collection in November 2006 and Richmond Hill began in April 2007. The remaining six municipalities completed their roll-out in September 2007.
- The implementation of this program is part of the overall waste diversion strategy to reduce waste disposal to landfill.
- Cost per tonne of \$173 (fully burdened) is much higher than blue box because there are no revenues from sales of materials to offset the cost.

Solid Waste Management

Community Impact

Tonnes of Solid Waste Per Household



Diversion	97,124	131,340	167,215	208,292	211,174	227,735	219,079	225,990	231,091	236,192
Disposal	212,867	197,942	152,331	123,273	121,700	124,927	130,437	132,991	136,018	138,993
Households	273,358	277,986	288,156	303,043	308,852	317,964	325,449	332,934	340,419	347,904
△ Diversion	23,136	34,216	35,875	41,077	2,882	16,561	-8,656	6,911	5,101	5,101
△ Disposal	-15,831	-14,925	-45,611	-29,058	-1,573	3,227	5,510	2,554	3,027	2,975
△ Households	8,992	4,628	10,170	14,887	5,809	9,112	7,485	7,485	7,485	7,485

Source: SWM Summary of Tonnes and Household File - F16

What does the graph show?

- The average amount of solid waste, diversion and disposal, per household, collected per year in the Region.
- The annual tonnage and household change.

Explanation of KPI Trend

- Total waste generated remains fairly constant, with a slight decline beginning in 2007 which is attributed to bi-weekly garbage collection, promotion and education programs and slower economic growth. 2008 and 2009 tonnage was under budget, primarily due to the economic slow down and the resulting impact on consumer spending.

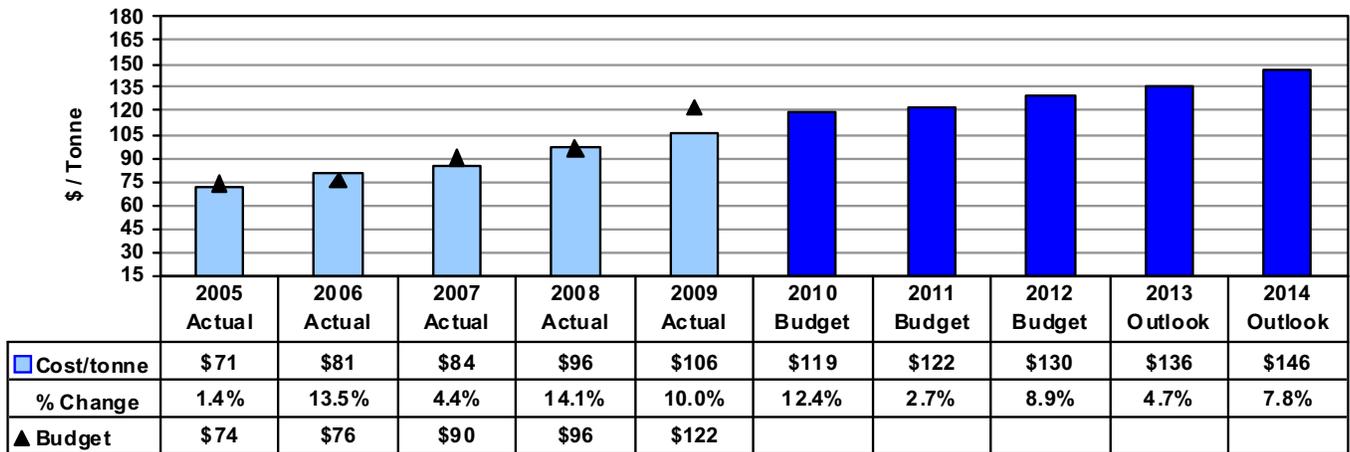
Comments/Background:

- OMBI Provincial average for tonnes diverted per household is 0.44 in 2008. The Region's OMBI average is higher at 0.57 in 2008. (Note: OMBI numbers are reduced by IC&I and residual waste where as KPI tonnages are pre-processing tonnages).

Solid Waste Management

Efficiency

Disposal Cost Per Tonne



Cost(000's)	\$15,043	\$15,946	\$12,814	\$11,834	\$12,854	\$14,831	\$15,916	\$17,227	\$18,440	\$20,315
Tonnes Disposed	212,867	197,942	152,331	123,273	121,700	124,927	130,437	132,991	136,018	138,993
Δ Cost (000's)	-\$898	\$903	-\$3,132	-\$981	\$1,020	\$1,977	\$1,086	\$1,320	\$1,213	\$1,874
Δ Tonnes	-15,831	-14,925	-\$45,611	-29,058	-1,573	3,227	5,510	2,554	3,027	2,975

Source: ENV SWM MMR and SWM Summary of Tonnes Disposed File - F16

What does the graph show?

- The gross unit costs to dispose of solid waste.
- The annual percentage change.

Explanation of KPI Trend

- 2008 and 2009 increase is due to the diversion of waste from landfill to the Dongara Facility (higher cost) for processing as a pelletized fuel source, which began operations late 2008.
- 2009 actual was lower than budget due to fewer tonnes sent to Dongara as a result of contractor capacity issues.

Solid Waste Management

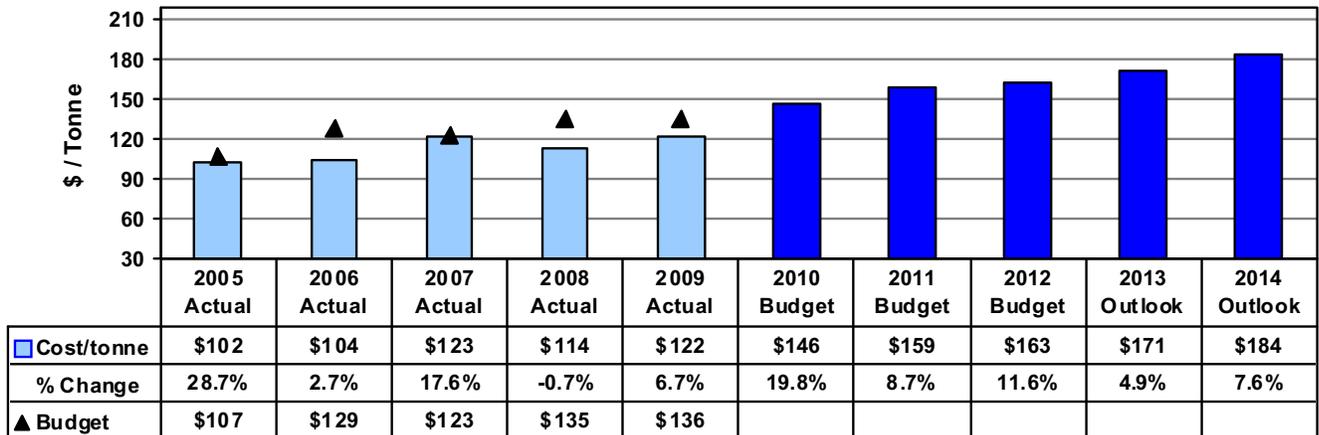
Comments/Background:

- In 2003 the Region became responsible for all costs of disposal. The Region is now shipping solid waste to landfill in St Thomas, Ontario and Dongara Facility in Vaughan (energy recovery).
- Regional council has recognized energy recovery as a sustainable waste management option, (environmentally preferable to landfill disposal despite the higher cost).

Solid Waste Management

Efficiency

Diversion Cost Per Tonne



Cost (000's)	\$9,876	\$13,714	\$20,541	\$23,802	\$25,749	\$33,262	\$34,787	\$36,829	\$39,497	\$43,438
Tonnes Diverted	97,124	131,340	167,215	208,292	211,174	227,735	219,079	225,990	231,091	236,192
△ Cost (000's)	\$4,009	\$3,838	\$6,827	\$3,262	\$1,947	\$7,513	\$1,524	\$3,567	\$2,668	\$3,940
△ Tonnes	23,136	34,216	35,875	41,077	2,882	16,561	-8,656	-1,745	5,101	5,101

Source: T&W SWM MMR and SWM Summary of Tonnes Disposed File - F16

What does the graph show?

- The gross unit costs for diversion of material.
- The annual percentage change.

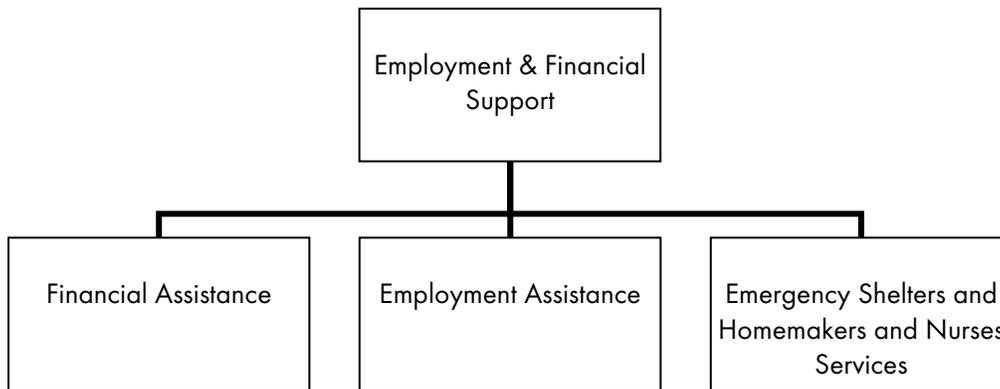
Explanation of KPI Trend

- Commencing in 2004, Source Separated Organics (SSO) was introduced on a pilot basis in the Town of Markham and was expanded in 2006 with the addition of Vaughan. The remaining six municipalities were fully on-line with the SSO program as of 2007.
- Actual costs in 2008 and 2009 were lower than budget due to lower organics costs for tonnes sent directly to landfill or incineration due to processing capacity issues.
- Outlook year increases are attributed to increased debenture financing for capital projects.

Comments/Background:

INTENTIONAL BLANK

Employment and Financial Support



Mission/Vision

Provision of employment and financial assistance to residents of York Region in a manner that maintains legislative integrity and fiscal responsibility while enriching individual and community quality of life.

Mandate

To provide services to eligible residents under the Ontario Works Act, other applicable legislation, and council approved municipal programs including:

- Financial Assistance
 - Food and shelter
 - Drug, dental care and other supports
 - Community support referrals
- Employment Assistance
 - Pre-employment and job search supports
 - Career exploration
 - Return-to-work training and job placement
 - Assistance with employment-related expenses
- Emergency Shelters and Homemakers and Nurses Services (HNS)
 - Emergency Shelter and Homemaking and Nursing services for the homeless and temporarily ill

Strategic Goals 2011 - 2014

- Monitor and respond to a slowly recovering economy and changing job market, closely tracking demographic and labour market trends and their impact on the Ontario Works caseload.
- Continue to adapt programs and services to those challenged by the changing labour market through pre-employment supports, training and referral services for new Canadians including recent immigrants and foreign-trained professionals.
- Strengthen partnerships with Ministry of Training, Colleges and Universities and Employment Ontario service providers to enhance labour market opportunities for Ontario Works participants as result of recently introduced amendments to the Employment Ontario service model.

Employment and Financial Support

- Implement strategies that assist homeless individuals and promote the sustainability of emergency shelter services.
- Undertake an emergency shelter system review to develop evidence-based practices and program standards.
- Continued to assess and respond to the Ontario Poverty Reduction Strategy, Employment Ontario Transformation, Social Services Solutions Modernization Project, Provincial-Municipal Fiscal and Service Delivery Review, recommendations for an Ontario Income Security Review, and other emerging movements for comprehensive income security reform.
- Continue to work with Departmental branches and units to promote more integrated service approaches for our clients.
- Continue to work with community partners to provide innovative and cost effective services that meet the changing and growing needs of Ontario Work participants.

Key Highlights

Planned Initiatives for 2011 and 2012

- Respond to continued pressures created by the economic downturn through creative workforce development methods that support out-of-work and underemployed Ontario Works participants to transition to sustainable employment.
- Adapt the new local employment service delivery model to support the continuum of training and employment needs of participants, from those with multiple barriers to employment to job ready individuals requiring limited supports.
- Provide targeted employment supports for newcomers including career exploration assistance, referrals to community pre-employment and language-based services, and utilize feedback from a York-lead Cross Municipal Reference Group to better meet the needs of internationally trained individuals.
- Utilize family strengthening programs to increase access to parenting supports and recreation (back pack and winter coat allowances, fee assistance for camp, PLAY program) to enable fuller client participation in skill development and pre-employment training programs.
- Improve customer service through the development of an employment-related Participant Handbook and consumer-friendly changes to Ontario Works dental treatment practices.
- Leverage existing community and organizational capacity through collaborative relationships to create enhanced opportunities for vulnerable groups, barriered individuals, and participants with diverse needs (Welcome Centre, new Employment Ontario service providers, York Region's Planning and Economic Development and Public Health services).
- Continue to provide supports under the province's Enhanced Employment Services (EES) initiative to assist vulnerable Ontario Works participants toward employment, and investigate opportunities for sustainable base funding of this 100% provincially funded pilot beyond 2011.

Employment and Financial Support

- Monitor and assess implications of emerging policy research advocating moving Ontario's social assistance system from a program of income support to one of workforce development.
- Work closely with the ministry in the planning and implementation of stage one of the Social Services Solutions Modernization Project which includes an online application targeted for 2011.
- Plan and implement services and program standards for the emergency shelter system including the new women's shelter and review and assess requests for expanded shelter services in York Region.
- Work with new Employment Ontario service providers to support participants to achieve full labour market potential through skills building, education, training, employment and related support.
- Explore methods and best practices to address emerging funding pressures on the Homemakers and Nurses system to allow vulnerable residents to remain independent and healthy in the community.
- Enhance data and research capabilities through an innovative partnership with York Region's Geomatics services to support effective program planning and improved case management.
- Continue to build and support Departmental and Regional initiatives (Economic Development, Multi-Year Plan, Accessibility for Ontarians with Disabilities Act, Community Development Investment Fund and the York Region Local Immigration Planning) through enhanced partnerships with Regional Departments and Branches.
- Strengthen program delivery by collecting and utilizing feedback from staff and clients to enhance planning and customer service including the expansion of the Ontario Works Consumer Reference Group.
- Support the training and professional development requirements of staff dealing with clients with complex needs and the demands of a growing caseload through active participation in provincially mandated *Supported Approaches through Innovative Learning* (SAIL) training.

Base Drivers

Rate Increases

A number of Ontario Works and Child Care programs are funded through rates and per diems. These rates and per diems are paid to service providers based on the services they deliver. For example, York Region will pay a domiciliary hostel service provider an amount per month based on a per diem rate as a shelter allowance to provide service to an eligible resident. The rates and per diems include:

- Domiciliary hostel per diem and Personal Needs Allowance (PNA)
- Emergency Shelter per diem and Personal Needs Allowance (PNA)
- Homemakers and Nurses Services rate
- Child Care Fee Assistance rate

Employment and Financial Support

These rates may change annually based on provincial and regional direction. The Community and Health Services Department has incorporated rate and per diem increases into its 2011 budget request. These increases are subject to Ministry direction and Department program review, and will be approved by the Commissioner of Community and Health Services within the limits of regulation and the 2011 budget.

Current rates and per diems:

- | | |
|----------------------------------|---|
| ▪ Domiciliary hostel allowance | \$47.75 per diem and \$128 monthly PNA |
| ▪ Emergency Shelter | \$43.00 per diem and \$4.30 daily PNA |
| ▪ Homemakers and Nurses Services | \$21.70 per hour |
| ▪ Child Care Fee Assistance rate | schedule of rates based on service type |

Key Challenges

Regional Growth and Economic Factors

- Population growth and an increasing low income population continue to have a direct influence on the Ontario Works caseload and the demand for financial and employment supports.
- Challenging economic conditions continue to impact the number of residents requiring Ontario Works and are expected to continue to create pressure on the caseload in 2011 and 2012.
- Caseload growth affects the need for pre-employment supports and places increasing pressure on a fixed envelope of provincial employment funding.

Increasing Diversity

- Changing demographics including increasing numbers of new Canadians promote the need for new and responsive programs and services.
- Participants are presenting with increasingly complex needs.

Mandated Program Changes

- The Provincial government continues to introduce policy and program changes requiring ongoing service adjustment, staff training, and responsive local program innovation.
- Federal and provincial income security reform is expected to continue to have a strong influence on social assistance delivery, program design and cost sharing over the coming years.

Availability of Affordable Housing and Child Care

- The limited availability of affordable housing and child care options continues to present barriers for participants seeking full labour market participation.

Employment and Financial Support

Service Challenges

Provincially Mandated Benefit Increases

- Over the past few years, the Provincial government has introduced annual mandatory Ontario Works rate increases. These increases are expected to continue and impact demand for service.

Caseload Growth

- Caseload growth continues to be the most significant driver of the Ontario Works budget. Influenced mostly by population growth and economic conditions, the caseload is expected to increase in 2011 and 2012 and will continue to be closely monitored.
- The announced ending of certain federal and provincial employment measures (Enhanced Federal Employment Insurance benefits and the Ontario Works Enhanced Employment Services initiative) may also have an impact on caseload growth.

Administrative, Employment and Emergency Shelter Funding

- Provincially capped administrative and employment assistance funding represent a challenge to moving participants to employment during a period of caseload growth and uncertain economic recovery.
- Increased demand for service presents challenges in supporting the growing and increasingly complex needs of vulnerable residents served, including emergency shelter programming and Homemakers and Nurses Services.

Staffing Resources

	2008 Restated Budget	2009 Restated Budget	2010 Restated Budget	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Permanent FTE's							
Full-Time FTE's (PFT)	169.3	170.1	170.3	178.7	182.1	183.1	184.1
Part-Time FTE's (PPT)	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Total Permanent FTE's	172.3	173.1	173.3	181.7	185.1	186.1	187.1
Net Change*	0.0	0.8	0.2	8.4	3.4	1.0	1.0
Casual (FTE Equivalent)**	5.0	5.0	10.6	16.2	13.2	14.2	15.2

* The FTE chart above is based on funding relationships and includes an allocation of FTE's from Business Operations and Quality Assurance, and Policy and Program Support Services.

** Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

Employment and Financial Support

Employment and Financial Support

	Divisional Summary									
	\$000's				\$000's					
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook	
Expenditures										
Salaries and Benefits	10,434	10,947	11,256	12,000	13,368	11.4%	13,586	14,032	14,484	
Program Specific Expenses	42,064	43,611	52,429	61,423	61,498	0.1%	63,186	65,052	66,851	
Professional Contracted Services	61	65	69	193	329	70.0%	193	193	193	
General Expenses	731	826	875	993	1,013	2.0%	1,023	1,026	1,032	
Occupancy Costs	37	30	18	44	27	-37.9%	27	27	27	
Minor Capital	34	119	77	26	110	317.0%	60	54	54	
Expenditures	53,362	55,598	64,725	74,679	76,344	2.2%	78,076	80,385	82,642	
Financing Costs and Reserves										
Financing Costs	47	45	45	29	(4)	-112.3%	(4)	(4)	(4)	
Contribution to Reserves	1,380	488	47							
Contribution to Capital	200									
Financing Costs and Reserves	1,627	534	92	29	(4)	-112.3%	(4)	(4)	(4)	
Gross Expenditures	54,989	56,131	64,817	74,708	76,341	2.2%	78,072	80,381	82,639	
Revenues										
Grant Subsidies	(40,960)	(40,908)	(47,170)	(54,561)	(54,697)	0.2%	(56,457)	(59,704)	(62,883)	
User Fees										
Fees and Charges		(26)								
Development Charges										
Contribution from Reserves	(321)	(363)	(387)	(2,314)	(2,978)	28.7%	(3,366)	(2,070)	(777)	
Third Party Recoveries										
Revenues	(41,282)	(41,297)	(47,557)	(56,875)	(57,675)	1.4%	(59,823)	(61,774)	(63,659)	
Negotiated Specific & Recoveries										
Negotiated Specific	734	653	626	700	720	2.9%	720	720	720	
Departmental Charges & Recoveries	3,022	3,116	2,895	2,841	3,054	7.5%	3,322	3,316	3,374	
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	3,755	3,769	3,521	3,540	3,774	6.6%	4,042	4,036	4,094	
Gross Expenditures including Negotiated Specific & Recoveries	58,744	59,900	68,337	78,248	80,115	2.4%	82,114	84,417	86,733	
Tax Levy	17,463	18,604	20,781	21,373	22,440	5.0%	22,291	22,644	23,073	
% Change							-0.7%	1.6%	1.9%	

Employment and Financial Support

Budget Change Explanations 2011

Employment and Financial Support

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		78,248		21,373	
Base					
Negotiated salary & benefit rate increases		402	0.5	401	1.9
Eliminate reserve funding for temporary staff converted to permanent (3 FTE's) due to on-going higher caseload				227	1.1
Rate increase for homemakers contracts (HNSA)		76	0.1	15	0.1
Negotiated Specific - Property Services		20	0.0	20	0.1
Share of program support services		114	0.1	114	0.5
Base		612	0.8	777	3.6
Reductions/Efficiencies					
Phase out Enhanced Employment Services (Provincial funding)		(321)	-0.4		
Corporate insurance allocation		(33)	-0.0	(33)	-0.2
Reductions/Efficiencies		(354)	(0.5)	(33)	(0.2)
Mandatory/Legislated					
1% rate increase for basic & shelter allowances, emergency shelter per diems & PNA		507	0.6	96	0.4
Caseload growth (monthly average 6,000 vs 5,810) including 5 temporary staffing support		1,896	2.4	795	3.7
Social Assistance Reserve funding to offset tax levy impact of caseload growth & rate increases				(891)	-4.2
Provincial funding upload (from 80.6% in 2010 to 81.2% in 2011)				(322)	-1.5
Mandatory/Legislated		2,403	3.1	(322)	-1.5
Annualization					
Recessionary impact on cost per case lower than anticipated due to client income		(1,120)	-1.4	(305)	-1.4
Adult dental program changes cost less than anticipated based on current actual spending		(891)	-1.1	(173)	-0.8
Increased Employment Related Expenses due to on-going higher caseload		373	0.5	373	1.7
Increased provincial funding for employment				(24)	-0.1
Reflect current provincial HNSA contract		73	0.1	3	0.0
Annualization		(1,565)	-2.0	(126)	-0.6
Total Base Change		1,096	1.4	296	1.4
Growth					
Share of program support services		41	0.1	41	0.2
Total Growth Request		41	0.1	41	0.2
Enhancement					
Emergency Shelter Case Co-ordinator (1 FTE)		90	0.1	90	0.4
Emergency Shelter Operations Support Clerk (1 FTE)		69	0.1	69	0.3
Share of program support services		59	0.1	59	0.3
Multi-Year Plan Initiatives					
Strengthen training partnerships and client access with MTCU, etc. (1 FTE)		122	0.2	122	0.6
Outreach Worker for emergency shelter program to reduce recidivism (1 FTE)		96	0.1	96	0.4
Additional emergency shelter bridge funding to maintain agency stability		200	0.3	200	0.9
Program Analyst for emergency shelter contracts (1 FTE)		93	0.1	93	0.4
Total Enhancement Request		729	0.9	729	3.4
2011 Departmental Request (excluding Contribution to Capital)		80,115	2.4	22,440	5.0

Employment and Financial Support

Budget Change Explanations 2012

Employment and Financial Support

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net	
		\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		80,115		22,440	
Base					
Negotiated salary & benefit rate increases		316	0.4	308	1.4
Share of program support services		64	0.1	64	0.3
Base		381	0.5	372	1.7
Reductions/Efficiencies					
Phase out Enhanced Employment Services (Provincial funding)		(540)	-0.7		
Share of program support services		(3)	-0.0	(3)	-0.0
Reductions/Efficiencies		(543)	(0.7)	(3)	(0.0)
Mandatory/Legislated					
1% rate increase for basic & shelter allowances, emergency shelter per diems & PNA		524	0.7	96	0.4
Caseload growth (monthly average 6,130 vs 6,000) including 1 temporary staffing support		1,271	1.6	291	1.3
Social Assistance Reserve funding to offset tax levy impact of caseload growth & rate increases				(387)	-1.7
Provincial funding upload (from 81.2% in 2011 and 82.8% in 2012)				(885)	-3.9
Mandatory/Legislated		1,795	2.2	(885)	-3.9
Annualization					
Annualization					
Total Base Change		1,632	2.0	(516)	(2.3)
Growth					
Total Growth Request					
Enhancement					
Emergency Shelter Case Co-ordinator (1 FTE)		86	0.1	86	0.4
Emergency Shelter Operations Support Clerk (2011 minor capital reduction)		(6)	-0.0	(6)	-0.0
Share of program support services		207	0.3	207	0.9
Strengthen training partnerships with MTCU (2011 minor capital reduction)		(6)	-0.0	(6)	-0.0
Outreach Worker for emergency shelter program to reduce recidivism (1 FTE)		92	0.1	92	0.4
Program Analyst for emergency shelter contracts (2011 minor capital reduction)		(6)	-0.0	(6)	-0.0
Total Enhancement Request		367	0.5	367	1.6
2012 Departmental Request (excluding Contribution to Capital)		82,114	2.5	22,291	-0.7

Employment and Financial Support

Budget Change Explanations Outlook Years 2013/2014

Employment and Financial Support	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	82,114	22,291	84,417	22,644
Base				
Negotiated salary & benefit rate increases	274	274	283	283
Share of program support services	58	58	59	59
Base	331	331	342	342
Reductions/Efficiencies				
Share of program support services	(132)	(132)	(1)	(1)
Reductions/Efficiencies	(132)	(132)	(1)	(1)
Mandatory/Legislated				
1% rate increase for basic & shelter allowances, emergency shelter per diems & PNA	540	92	558	78
Caseload growth (6,270 in 2013 and 6,400 in 2014) including temporary staffing support	1,410	325	1,328	276
Eliminate reserve funding for caseload growth as provincial upload escalates		1,296		1,293
Provincial funding upload (from 82.8% in 2012 to 85.8% in 2013 and 88.6% in 2014)		(1,713)		(1,647)
Mandatory/Legislated	1,950		1,886	
Enhancements				
Emergency Shelter Case Co-ordinator (2012 minor capital reduction)	(6)	(6)		
Share of program support services	69	69		
Multi-Year Plan Initiatives				
Staff to support CDIF project growth (1 FTE)	97	97	(6)	(6)
Outreach Worker for emergency shelter program (2012 minor capital reduction)	(6)	(6)		
Expand Integrated Social Worker Initiative (1 FTE)			95	95
Enhancements	154	154	89	89
Total Annual Incremental Budget Pressures	2,303	353	2,316	429
Total Annual Budget Request	84,417	22,644	86,733	23,073

Employment and Financial Support

Employment and Financial Support

2011 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Employment Supervisor	1.0	E	114	114	
Outreach Worker	1.0	E	86	86	
Program Analyst	1.0	E	86	86	
Shelter Worker	1.0	E	80	80	
Shelter Support Clerk	1.0	E	62	62	
SA Case Coordinator (convert temporary to permanent)*	3.0	B-M		227	
Share of program support services	0.4				
* previously funded from reserve for 2010					
Total Permanent FTEs	8.4		427	654	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Outreach Worker	1.0	E	88	88	
Shelter Worker	1.0	E	81	81	
Share of program support services	1.4				
Total Permanent FTEs	3.4		169	169	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Employment Specialist (2013)	1.0	E	89	89	
Social Worker (2014)	1.0	E	85	85	
Total Permanent FTEs	2.0		174	174	

***Type of FTE's Legend:**

B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

Space Needs Accommodations:

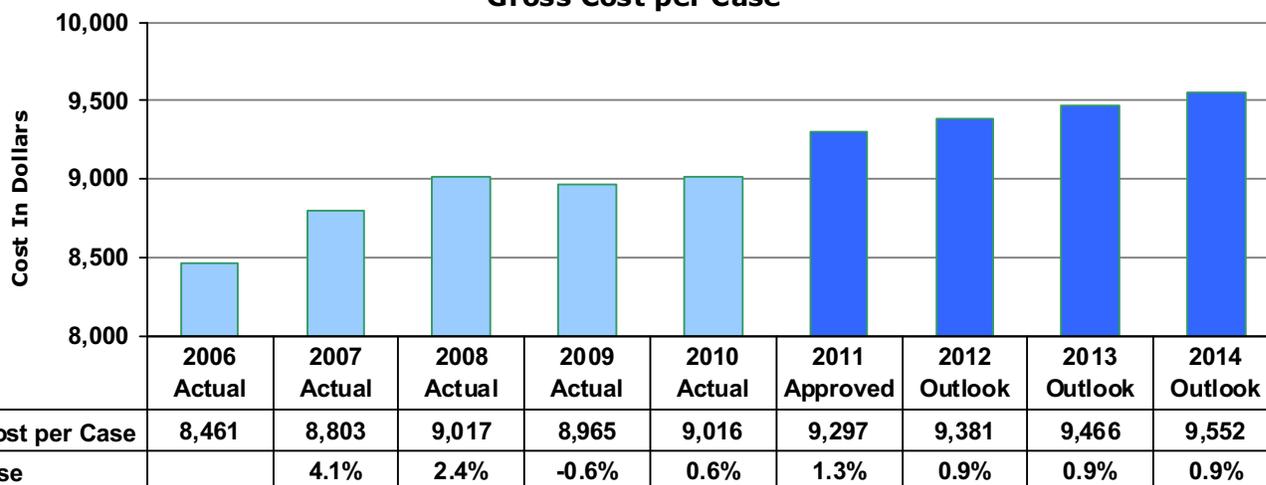
Space needs accommodations have been considered for the above requested positions

Yes
 No

Employment and Financial Support

Efficiency

**Financial Assistance - OW Allowance & Benefit
Gross Cost per Case**



	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
Total Costs (\$000's)	39,359	39,976	40,894	48,400	52,762	55,780	57,506	59,354	61,135
Monthly Average Cases	4,652	4,541	4,535	5,399	5,852	6,000	6,130	6,270	6,400

Source: Department financial reports and Provincial statistical reports

What does the graph show?

- Gross costs for Ontario Works financial assistance (allowances and benefits) to one household for a year.

Explanation of KPI Trend

- The upward trend in cost per case is largely due to provincially directed mandatory rate increases for basic & shelter allowances and personal needs allowances.
- The cost per case is further impacted by caseload mix, the number of beneficiaries per case (household) and the various health related benefits that they access.

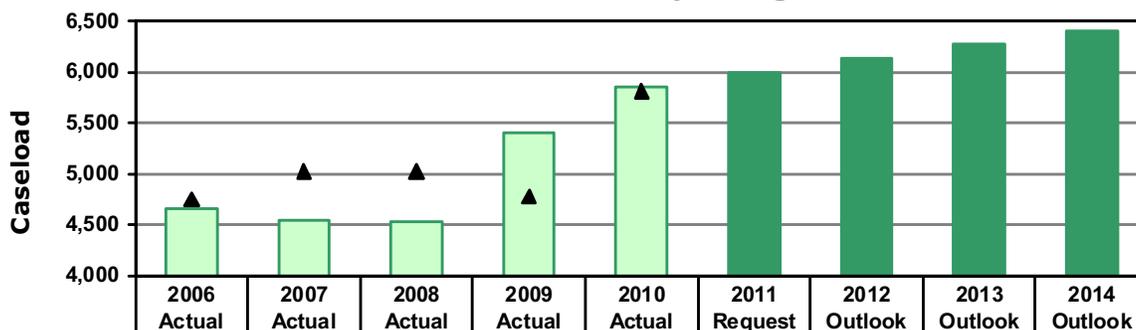
Comments/Background:

This report is used for internal management purposes only and is not consistent with the OMBI definition of a similar measure.

Employment and Financial Support

Service Level

Financial Assistance - Monthly Average Caseload



	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
■ Monthly Average Caseload	4,652	4,541	4,535	5,399	5,852	6,000	6,130	6,270	6,400
□ % Increase		-2.4%	-0.1%	19.10%	8.4%	2.6%	2.2%	2.3%	2.1%
▲ Budget	4,750	5,025	5,025	4,775	5,810				

Source: Provincial statistical reports

What does the graph show?

- The number of households (individuals or families) receiving financial assistance from York Region, within an average month.

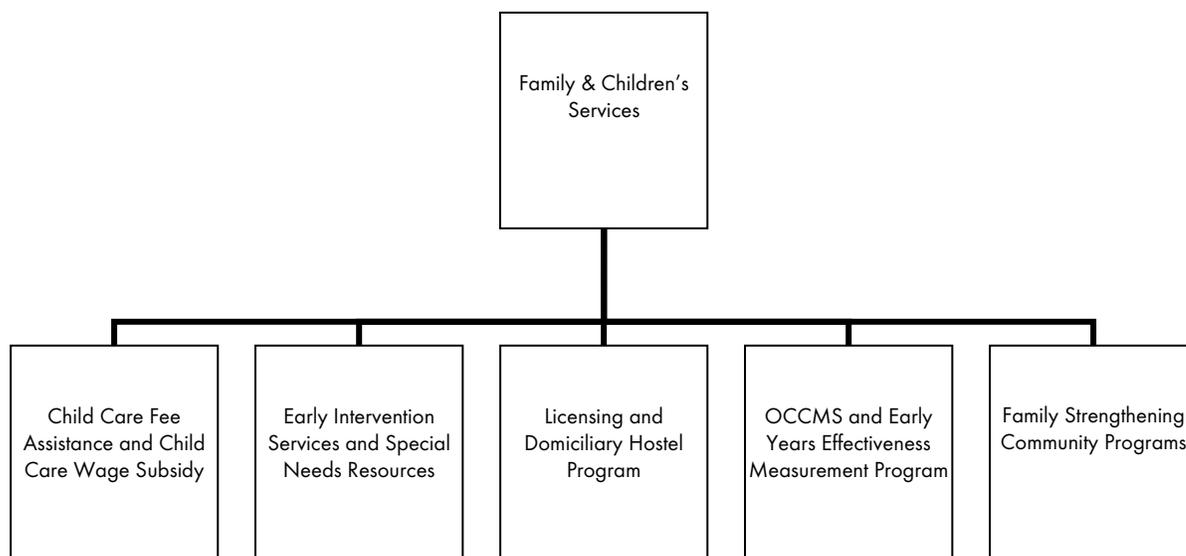
Explanation of KPI Trend

- Caseload increases have historically been attributable to population growth in the Region and an increase in harder to serve clients with multiple barriers, combined with overall economic and job market conditions.
- The rate of growth started to decline in 2006 as the number of people leaving for and retaining employment increased due to a strong local economy.
- This trend continued in 2007 and 2008, causing the caseload to decline further. The 2009 budget request had been reduced accordingly, however was significantly impacted by the recession.
- The 2010 caseload also reflects the pressures of the economic recession.
- Caseload projections for 2011 and the outlook years are expected to stabilize somewhat as the economy improves, but will be influenced by generally high overall population growth. The caseload will be closely monitored given concerns related to stability of economic conditions and overall employment recovery.

Comments / Background:

For 2010, the social assistance caseload averaged 5,852 cases. These cases were comprised of 10,389 individual beneficiaries representing 0.99% of the population. Beneficiaries as a percentage of population had remained between 0.82% and 0.94% of the population prior to the recent economic recession.

Family and Children's Services



Mission/Vision

Outstanding Customer Service, Community Partnerships, a leader in Integrated Services for Children

Mandate

To plan, administer and deliver a region-wide children's service system as mandated through provincial legislation including:

- Child Care Fee Assistance for eligible families
- Early Intervention Services for children with special needs
- Administration of Wage Subsidy to enhance staff salaries in licensed child care programs

Manage funding and program relationships with agencies that provide special needs resources including:

- Speech and language services for children with special needs
- Services for the physically and/or visually impaired
- Enhanced funding to support the inclusion of children with exceptional special needs in licensed child care centres

Oversee and support the delivery of a wide range of Family Strengthening programs and community-based initiatives including:

- Summer camps and year round recreation
- AOK Early Child Development and Parenting Programs including Early Learning and Child Care Hubs
- Family and Children's Services Community Development and Investment Fund projects

Family and Children's Services

Manage development, upgrades and province-wide training related to the Ontario Child Care Management System.

License, monitor and administer funding for per diem and quality of life to Domiciliary Hostel programs to support vulnerable individuals in York Region.

Support the early years community through data measurement and program effectiveness evaluation.

Strategic Goals 2011 - 2014

- Utilize direct client feedback and continue to work with our community partners to support cost effective and innovative delivery of programs and community initiatives for families and vulnerable individuals, including family strengthening initiatives and the domiciliary hostel program.
- Continue to support Family Strengthening Programs to assist children and youth including those with special needs.
- Continue to monitor and respond to provincially directed changes that emerge in Early Learning and Child Development service delivery and overall service system management related to the implementation of the Pascal Report, including the implementation of Full Day Learning for 4- and 5- year olds.
- Implement strategies to respond to provincial changes in Early Learning and Child Development Funding, adjusting the availability of child care fee assistance, wage subsidy and services for children with special needs commensurate with the level of provincial funding received by York Region.
- Using evidenced based practices, continue the development of clinical pathways and treatment models to support children with special needs and their families.
- Continue to work with Departmental branches and units to promote more integrated service approaches for our clients.
- Continue to work closely with the early years community to promote the use of information gained through the Early Development Instrument and other data sets to enhance services for children.

Key Highlights

Planned Initiatives for 2011 and 2012

- As Service System Manager, work closely with the province, school boards, and the early learning and special needs community to develop and maintain strong service and partnerships in support of the ongoing implementation of Full Day Learning for 4- and 5- year olds through phase 2 in 2011 and phase 3 in 2012.
- Develop agreements and contracting with school boards to enable the delivery of fee assistance to eligible children in extended learning related to Full Day Learning.
- Continue to closely monitor the Pascal vision and implementation of initiatives identifying implications for service planning, strategic areas of focus and financial issues, reporting to committee and council as required.

Family and Children's Services

- Respond to the changes in child care management by continuously developing and processing enhancements to the Ontario Child Care Management System (OCCMS)
- Continue to evaluate the effectiveness of the assessment and screening pathway for siblings of children enrolled in Early Intervention Services with Autism Spectrum Disorder.
- Continue development of clinical pathways in Early Intervention Services for children with special needs.
- Continue to support the community sharing of the 2009 Early Development Instrument results and provision of community data to support early learning program development.
- Enhance family strengthening programs to increase access to parenting supports and promote community attachment, enabling low income parents to gain and maintain employment.
- Continue to implement and support strategies that enhance access to community recreation services for children and youth living in poverty including those with special needs.
- Improve customer service and relationships between domiciliary hostel services and medical and emergency services through provision of continued education, and development of policies, handbooks and presentations.
- Leverage existing community and organizational capacity through collaborative relationships that solicit feedback and support enhancement of services for low income and vulnerable residents (Public Health, Municipal Recreation Departments, Community Care Access Centre, Emergency Medical Services).
- Continue to respond to and support Corporate and Department initiatives (Multi-year Plan, Accessibility for Ontarians with Disabilities Act, Community Development and Investment Fund, York Region Local Immigration Planning).
- Continue to support professional development for staff working with vulnerable clients facing significant barriers.

Base Drivers

Rate Increases

A number of Ontario Works and Child Care programs are funded through rates and per diems. These rates and per diems are paid to service providers based on the services they deliver. For example, York Region will pay a domiciliary hostel service provider an amount per month based on a per diem rate as a shelter allowance to provide service to an eligible resident. The rates and per diems include:

- Domiciliary hostel per diem and Personal Needs Allowance (PNA)
- Emergency Shelter per diem and Personal Needs Allowance (PNA)
- Homemakers and Nurses Services rate
- Child Care Fee Assistance rate

Family and Children's Services

These rates may change annually based on provincial and regional direction. The Community and Health Services Department has incorporated rate and per diem increases into its 2011 budget request. These increases are subject to Ministry direction and Department program review, and will be approved by the Commissioner of Community and Health Services within the limits of regulation and the 2011 budget.

Current rates and per diems:

- | | |
|--------------------------------------|---|
| ▪ Domiciliary hostel allowance | \$47.75 per diem and \$128 monthly PNA |
| ▪ Emergency Shelter per diem and PNA | \$43.00 per diem and \$4.30 daily PNA |
| ▪ Homemakers and Nurses Services | \$21.70 per hour |
| ▪ Child Care Fee Assistance rate | schedule of rates based on service type |

Key Challenges

Regional Child Care Population Growth

- The child population aged 0 – 14 increased by 14.3% since the last census period according to the 2006 Census. Child population growth in York Region is the highest in Ontario and as a result, child care service pressures and wait lists for child care and family strengthening services are expected to continue.
- Demand for Early Intervention Services outpaced population growth. Referrals to Early Intervention Services increased 73% for the same census period noted above.
- The Child Care Fee Assistance Waitlist has increased 103% since 2007.

Constraints in Provincial Funding

- As a result of significant growth in the child population and an increase in the number of low income families, the current level of provincial funding does not meet the community need. There remains a significant provincial funding shortfall in child care fee assistance, child care special needs resourcing and wage subsidy.

Availability of Child Care Spaces

- In recent years, the growth in the number of licensed child care spaces has been significant, averaging 7.5% per year based on the most up to date figures.

Increasing Diversity

- Changing demographics, including increasing numbers of new Canadians promote the need for new and responsive programs and services.

Service System and Program Changes

- The province is reviewing recommendations from Dr. Charles Pascal, Special Advisor on Early Learning that calls for the creation of a new Integrated Child and Family Service System for Ontario with an emphasis on local Service System Management and Planning. The Province is expected to work with municipalities and the

Family and Children's Services

community in the review of these proposals, which could see the implementation of significant service system changes.

- Implementation of Full Day Learning in September 2010 and migration of provincial responsibility for child care from the Ministry of Children and Youth Services to the Ministry of Education will see the implementation of significant service system changes requiring ongoing staff training, new contracting arrangements, database enhancements (Ontario Child Care Management System) and responsive local programming.

Service Challenges

Service Pressures

- There remains a current wait list of approximately 4,200 children for fee assistance and a monthly average wait list of over 221 children for Early Intervention Services.

Impact of Income Testing and Full Day Learning

- The Branch will continue to monitor the impact of income testing and Full Day Learning for 4- and 5- year olds on program expenditure and revenue through 2011 and will adjust service levels as needed.

Managing Service System Change

- The Branch will continue to closely monitor and evaluate the impact of the implementation of additional recommendations associated with the Pascal Report on Early Learning, including change management issues, the development of Child and Family Centres and impacts that may arise related to service delivery, responsibility, and associated funding.

Administrative and Child Care Funding

- Provincially capped administrative and children's services funding represents a challenge to providing child care funding to families wanting to move to employment and economic self-sufficiency.

Family and Children's Services

Staffing Resources

Permanent FTE's	2008 Restated Budget	2009 Restated Budget	2010 Restated Budget	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Full-Time FTE's (PFT)	122.3	122.2	121.9	123.5	124.2	124.2	124.2
Part-Time FTE's (PPT)	11.5	11.5	11.5	12.5	12.5	12.5	12.5
Total Permanent FTE's	133.8	133.7	133.4	136.0	136.7	136.7	136.7
Net Change*	0.0	-0.1	-0.3	2.6	0.7	0.0	0.0
Casual (FTE Equivalent)**	2.0	2.0	2.2	3.0	3.0	3.0	3.0

* The FTE chart above is based on funding relationships and includes an allocation of FTE's from Business Operations and Quality Assurance, and Policy and Program Support Services.

** Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

Family and Children's Services

Family and Children's Services

	Divisional Summary									
	\$000's				\$000's					
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook	
Expenditures										
Salaries and Benefits	8,171	9,121	9,569	10,159	10,749	5.8%	10,998	11,215	11,437	
Program Specific Expenses	39,052	40,125	45,295	43,135	47,646	10.5%	48,912	49,503	50,105	
Professional Contracted Services	522	618	714	731	931	27.4%	931	981	981	
General Expenses	710	725	830	894	889	-0.6%	889	889	889	
Occupancy Costs	169	176	5							
Minor Capital	287	32	17	51	66	28.4%	51	51	51	
Expenditures	48,910	50,797	56,430	54,970	60,280	9.7%	61,780	62,638	63,462	
Financing Costs and Reserves										
Financing Costs	92	82	91	48	14	-69.9%	14	14	14	
Contribution to Reserves	159	151								
Contribution to Capital										
Financing Costs and Reserves	251	233	91	48	14	-69.9%	14	14	14	
Gross Expenditures	49,162	51,030	56,521	55,018	60,295	9.6%	61,794	62,652	63,476	
Revenues										
Grant Subsidies	(42,742)	(44,098)	(45,647)	(43,458)	(46,750)	7.6%	(46,756)	(46,761)	(46,767)	
User Fees			18							
Fees and Charges	(3)	(4)	(4)	(5)	(5)	0.0%	(5)	(5)	(5)	
Development Charges										
Contribution from Reserves	(271)	(230)	(229)		(15)					
Third Party Recoveries	(953)	(951)	(930)	(1,146)	(1,228)	7.2%	(1,250)	(1,269)	(1,288)	
Revenues	(43,969)	(45,283)	(46,792)	(44,608)	(47,997)	7.6%	(48,011)	(48,035)	(48,060)	
Negotiated Specific & Recoveries										
Negotiated Specific	688	589	644	688	688	0.0%	688	688	688	
Departmental Charges & Recoveries	1,892	2,049	1,455	1,469	1,600	8.9%	1,729	1,761	1,791	
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	2,580	2,638	2,099	2,157	2,288	6.1%	2,417	2,449	2,479	
Gross Expenditures including Negotiated Specific & Recoveries	51,741	53,668	58,620	57,175	62,583	9.5%	64,212	65,102	65,955	
Tax Levy	7,773	8,384	11,828	12,567	14,585	16.1%	16,201	17,067	17,895	
% Change							11.1%	5.3%	4.9%	

Family and Children's Services

Budget Change Explanations 2011

Family and Children's Services		2011 (in \$000's)			
		Gross		Net	
Budget Change Explanations (2011/2010)		\$000's	%	\$000's	%
2010 Departmental Budget to Capital)	(excluding Contributions	57,175		12,567	
Base					
	Negotiated Salary and Benefit Rate Increase	340	0.6	281	2.2
	Funding for Informal Child Care Training (formerly under CDIF)	90	0.2	90	0.7
	Share of Program Support Services	59	0.1	59	0.5
	Fee Subsidy - Operator rate increase; partially offset by higher parental contributions	351	0.6	351	2.8
Base		841	1.5	782	6.2
Reductions/Efficiencies					
	Funding Corrections			(37)	-0.3
	Insurance Allocation	(33)	-0.1	(33)	-0.3
Reductions/Efficiencies		(33)	(0.1)	(70)	(0.6)
Annualization					
	Best Start funding (Council Sept 2010)	2,801	4.9		
	Stabilization funding - Fee Assistance (Council Jun 2010 - 60 Spaces)	442	0.8		
	Stabilization funding - Capital (100K per year for 5 years)	100	0.2		
Annualization		3,343	5.8		
Total Base Change		4,150	7.3	712	5.7
Growth					
	Share of Program Support Services	15		15	
Total Growth Approved		15	0.0	15	0.1
Enhancement					
	Share of Program Support Services	57	0.1	57	0.5
Multi-Year Plan Initiatives					
	Review and enhance levels of Child Care subsidy to support transitions to employment (0.5 FTE; and 80 Spaces in 2011, 100 Spaces in 2012)	645	1.1	645	5.1
	Increase access to parenting supports and recreation for low income families (0.5 FTE; 382 Children; 180 Adults)	126	0.2	126	1.0
	Summer Care Only program to provide Child Care subsidy or access to recreation programs (150 children)	250	0.4	250	2.0
	Implement Early Learning Program with community partners (0.5 FTE)	46	0.1	46	0.4
	Respond to broader system changes arising from Pascal report (1.0 FTE)	120	0.2	120	1.0
	One-Time Reserve funding related to new FTE furniture costs			(15)	-0.1
Total Enhancement Approved		1,244	2.2	1,293	10.3
2011 Departmental Approved (excluding Contribution to Capital)		62,583	9.5	14,586	16.1

Family and Children's Services

Budget Change Explanations 2012

Family and Children's Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net	
	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)	62,583		14,586	
Base				
Negotiated Salary and Benefit Rate Increase	249	0.4	221	1.5
Fee Subsidy - Operator rate increase	566	0.9	566	3.9
Share of Program Support Services	33	0.1	33	0.2
Base	848	1.4	819	5.6
Reductions/Efficiencies				
Share of Program Support Services	(3)	-0.0	(3)	-0.0
Reductions/Efficiencies	(3)	(0.0)	(3)	(0.0)
Total Base Change	845	1.3	816	5.6
Growth				
Total Growth Request				
Enhancement				
Share of Program Support Services	99	0.2	99	0.7
Multi-Year Plan Initiatives				
Review and enhance levels of Child Care subsidy to support transitions to employment (100 Spaces in 2012)	700	1.1	700	4.8
Furniture Reductions - related to new staff for MYP initiatives	(15)	-0.0		
Total Enhancement Request	784	1.3	799	5.5
2012 Departmental Request (excluding Contribution to Capital)	64,212	2.6	16,201	11.1

Family and Children's Services

Budget Change Explanations Outlook Years 2013/2014

Family and Children's Services	Outlook Years (in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	64,212	16,201	65,102	17,067
Base				
Negotiated Salary and Benefit Rate Increase	217	193	221	197
Fee Subsidy - Increase to maintain current service levels partially	591	591	603	603
Share of Program Support Services	30	30	31	31
Base	838	813	855	830
Reductions/Efficiencies				
Share of Program Support Services	(52)	(52)	(1)	(1)
Reductions/Efficiencies	(52)	(52)	(1)	(1)
Enhancements				
Share of Program Support Services	55	55		
Multi-Year Plan Initiatives				
Address EIS Waitlist	50	50		
Enhancements	105	105		
Total Annual Incremental Budget Pressures	890	866	854	829
Total Annual Budget Request	65,102	17,067	65,956	17,895

Family and Children's Services

Family and Children Services

2011 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Multi-Year Plan Initiatives					
Children Services Representative	1.0	E	86	86	
Community Program Coordinator Supervisor, Child Care	0.5	E	50	50	
Share of program support services	1.0	E	114	114	
	0.1				
Total Permanent FTEs	2.6		250	250	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Share of program support services	0.7				
Total Permanent FTEs	0.7				

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Total Permanent FTEs	0.0				

***Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

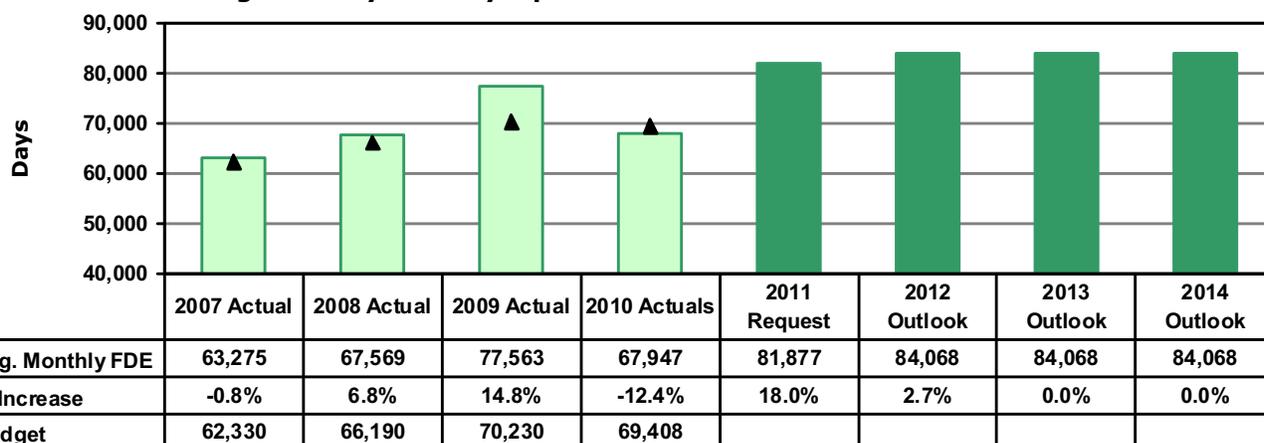
Space needs accommodations have been considered for the above requested positions

- Yes
- No

Family and Children's Services

Service Level

Avg. Monthly Full Day Equivalent of Care Provided - Fee Assisted Child Care



	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
FDE's	759,300	810,830	930,753	815,359	992,520	1,008,818	1,008,818	1,008,818
Months	12	12	12	12	12	12	12	12

Source: Ontario Child Care Management System

What does the graph show?

- The average monthly full day equivalents of fee assisted child care provided by York Region.

Explanation of KPI Trend

- Upward trend in increased FDE's from 2007 to 2009 is attributable to additional 100% Provincial funding.
- The increase in average monthly FDE's in 2009 was also due to an over expenditure in the Family and Children's budget, primarily due to increased service demands related to the recession and no levelling off of service through client's exiting service that would allow targeted monthly average service levels to be achieved.
- 2010 average monthly FDE targets were reduced in order to match the Provincial budget, which included the anticipation of Best Start Funding to end effective April 2010.
- Service levels are projected to increase in 2011 with the planned re-instatement of Best Start Funding, and provision of new 100% Provincial funding and the additional 100% municipally funded fee assistance requested under the Multi-Year Plan.

Family and Children's Services

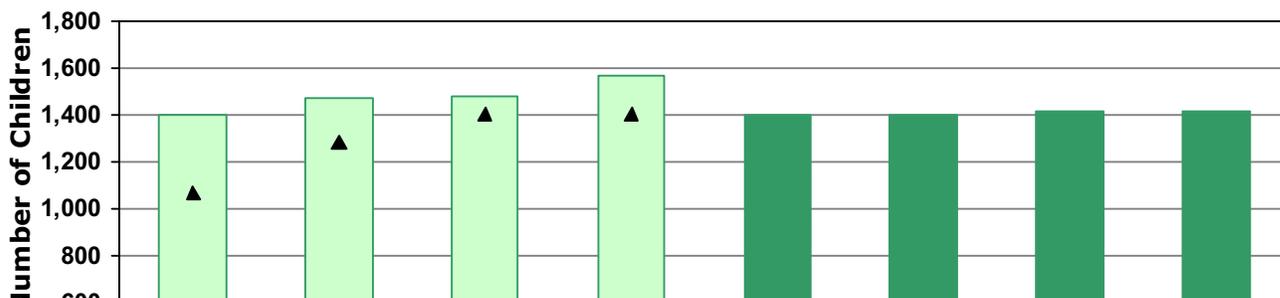
Comments / Background:

Lack of stability in Provincial funding and the variation in level of parental revenue due to Income Testing criteria requires service levels to continue to be managed and adjusted in-year within the approved budget. As Child Care funding is transitioned between the Ministry of Children and Youth Services and the Ministry of Education, service levels will continue to be monitored.

Family and Children's Services

Service Level

Avg. Monthly Children Served - Early Intervention



	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
█ Avg. Monthly Children	1,393	1,472	1,474	1,568	1,400	1,400	1,415	1,415
□ % Increase	24.2%	5.7%	0.1%	6.4%	-10.7%	0.0%	1.1%	0.0%
▲ Budget	1,066	1,278	1,400	1,400				

Source: EIS Database

What does the graph show?

- The average monthly number of York Region children served by the Early Intervention program.

Explanation of KPI Trend

- Upward trend in service levels is reflective of the implementation of ELCC and Best Start program initiatives, combined with increased demand and program efficiencies.
- 2011 Budget Request and 2012 Outlook remain constant as tax levy investment provided in 2010 to stabilize system.
- 2013 Outlook and onwards includes a minimal caseload increase as 0.5 FTE is requested under the Multi-Year Plan.

Comments / Background:

Service provision is case managed dependent upon each child's and family needs. Generally, the more complex the child's needs, the more service hours are required to meet them.

KPI results are calculated on average monthly number of children served. In 2010, the total cumulative number of children served was 2,242.

In 2011, service levels will be managed in accordance with Ministry guidelines and funding allocations. As further direction is received from the Province (the Ministry of Children and Youth Services and the Ministry of Education) related to budget/contractual changes and initiatives associated with the Pascal report on areas of service delivery and administration, service levels will be monitored.

Program Support Services

Business Operations and Quality Assurance

	Divisional Summary									
	\$000's				\$000's					
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook	
Expenditures										
Salaries and Benefits	6,083	6,249	9,384	9,961	10,787	8.3%	11,436	11,796	12,032	
Program Specific Expenses										
Professional Contracted Services	67	156	224	306	396	29.2%	596	681	681	
General Expenses	480	491	577	792	810	2.2%	817	820	820	
Occupancy Costs	19	54	76	144	106	-26.5%	106	106	106	
Minor Capital	10	29	134	118	119	1.3%	131	113	101	
Expenditures	6,660	6,979	10,395	11,320	12,217	7.9%	13,085	13,516	13,740	
Financing Costs and Reserves										
Financing Costs			1		10		10	10	10	
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves			1		10		10	10	10	
Gross Expenditures	6,660	6,979	10,396	11,320	12,227	8.0%	13,095	13,525	13,749	
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges										
Contribution from Reserves										
Third Party Recoveries										
Revenues										
Negotiated Specific & Recoveries										
Negotiated Specific	50	50	1	5	5	0.0%	5	5	5	
Departmental Charges & Recoveries	(6,710)	(7,029)	(10,397)	(11,325)	(12,232)	8.0%	(13,100)	(13,530)	(13,754)	
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	(6,660)	(6,979)	(10,396)	(11,320)	(12,227)	8.0%	(13,095)	(13,525)	(13,749)	
Gross Expenditures including Negotiated Specific & Recoveries	()	()	()	()	()		()	()	()	
Tax Levy	()	()	()	()	()		()	()	()	
% Change										

Program Support Services

Budget Change Explanations 2011

Business Operations and Quality Assurance

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Gross		Net		
	Units	\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		11,325		11,325	
Base					
Negotiated salary & benefit rate increases		386	3.4	386	3.4
Corporate insurance allocation		8	0.1	8	0.1
Accommodation needs analysis - Cane Pkwy & south offices		75	0.7	75	0.7
Base		469	4.1	469	4.1
Total Base Change		469	4.1	469	4.1
Growth					
Casual salary increase to reflect actual demands		97	0.9	97	0.9
Total Growth Approved		97	0.9	97	0.9
Enhancement					
Support Clerk for Business Design Unit (1 FTE)		78	0.7	78	0.7
Multi-Year Plan Initiatives					
Enhance internal & external information delivery		206	1.8	206	1.8
Total Enhancement Approved		341	3.0	341	3.0
2011 Departmental Approved (excluding Contribution to Capital)		12,232	8.0	12,232	8.0

Program Support Services

Budget Change Explanations 2012

Business Operations and Quality Assurance

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net	
		\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		12,232		12,232	
Base					
Negotiated salary & benefit rate increases		253	2.1	253	2.1
Base		253	2.1	253	2.1
Total Base Change		253	2.1	253	2.1
Enhancement					
Records Management (2 FTE's)		146	1.2	146	1.2
Staff Relocations (1 FTE)		74	0.6	74	0.6
Support Clerk for Business Design Unit (2011 minor capital reduction)		(6)	-0.0	(6)	-0.0
Program Manager to support the department's IT workplan (1 FTE)		137	1.1	137	1.1
Co-ordinator to support the department's training workplan (1 FTE)		76	0.6	76	0.6
Multi-Year Plan Initiatives					
Call management review		200	1.6	200	1.6
Enhance internal & external information delivery		(12)	-0.1	(12)	-0.1
Total Enhancement Request		615	5.0	615	5.0
2012 Departmental Request (excluding Contribution to Capital)		13,100	7.1	13,100	7.1

Program Support Services

Budget Change Explanations Outlook Years 2013/2014

Business Operations and Quality Assurance	Outlook Years (in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	13,100	13,100	13,530	13,530
Base				
Negotiated salary & benefit rate increases	229	229	236	236
Accommodation needs analysis - Cane Pkwy & south offices	(75)	(75)		
Base	154	154	236	236
Enhancements				
Records Management (2012 minor capital reduction)	60	60	(6)	(6)
Staff Relocations (2014 minor capital reduction)	68	68	(6)	(6)
Department's IT workplan (2012 minor capital reduction)	(6)	(6)		
Department's training workplan (2012 minor capital reduction)	(6)	(6)		
Multi-Year Plan Initiatives				
Call management review (2012 one time cost reduction)	(200)	(200)		
Maximize public awareness	100	100		
Community access to census data	260	260		
Enhancements	276	276	(12)	(12)
Total Annual Incremental Budget Pressures	430	430	224	224
Total Annual Budget Request	13,530	13,530	13,754	13,754

Program Support Services

Business Operations and Quality Assurance

2011 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Project Coordinator, Asset Management	1.0	E	70	70	
Senior Program Analyst (converted from 0.50 FTE to 1 FTE)	0.5	E	55	55	
Total Permanent FTEs	1.5		125	125	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Records & Information Clerk	1.0	E	63	63	
Records & Information Technician	1.0	E	68	68	
Accommodation Clerk	1.0	E	66	66	
Program Manager, Technical Services	1.0	E	129	129	
Training Coordinator	1.0	E	68	68	
Total Permanent FTEs	5.0		394	394	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Records & Information Clerk	1.0	E	64	64	
Accommodation Clerk	1.0	E	67	37	
Total Permanent FTEs	2.0		131	131	

***Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

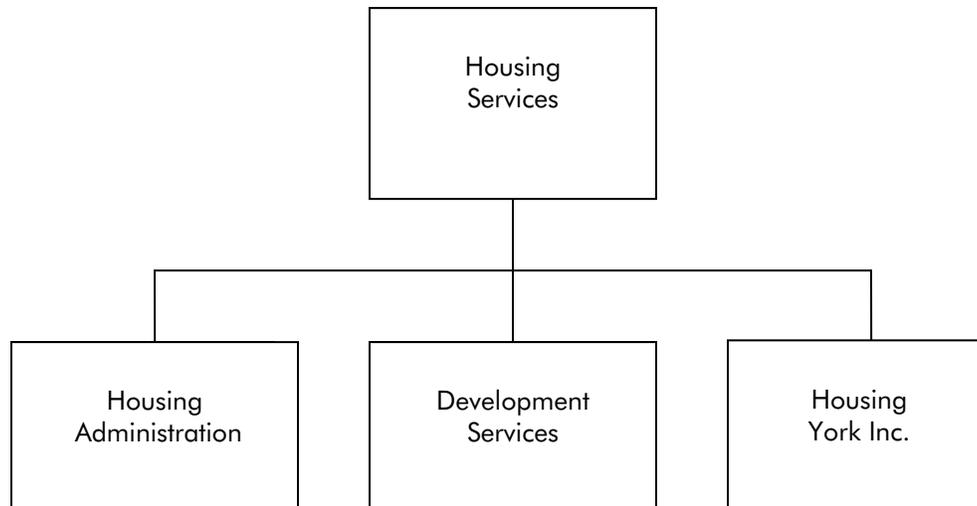
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

- Yes
- No

INTENTIONAL BLANK

Housing Services



Mission/Vision

Housing People, Strengthening Communities, Building Solutions...Leading the Way

Mandate

The mandate of Housing Services is to:

- Administer social housing and affordable housing programs in York Region under the terms of the Social Housing Reform Act, 2000, and the Canada Ontario Affordable Housing Program
 - Fund and administer approximately 6000 social housing units, owned and managed by community housing providers and Housing York Inc.
 - Manage a York Region wide waiting list/access system for subsidized housing consisting of over 7000 applicant households
 - Manage York Region's municipal non-profit housing corporation portfolio of over 2000 units, in 31 communities across 9 local municipalities
 - Provide approximately 500 housing units through Rent Supplement programs in partnership with the private sector and non-profit landlords
 - Advise housing providers on preventative maintenance, analysis of building issues and long term asset management
 - Provide educational tools and training to support housing provider staff and boards in managing housing communities
- Develop new housing initiatives.
 - Lead the creation of affordable housing in York Region by raising community awareness, supporting housing providers and delivering new initiatives
 - Act as Developer and Funder for new affordable housing facilities in York Region

Housing Services

Strategic Goals 2011 – 2014

- Continue to deliver Housing Programs under the Social Housing Renovation & Retrofit Program, Investing in Ontario and the Canada Ontario Affordable Housing Program Extension 2009
- Adapt housing programs and services to meet the changing needs of York Region residents including singles, families with children, seniors and persons with disabilities requiring accessible units
- Promote and strengthen a culture of innovation that enhances continuous quality development and supports the sustainability of housing programs and services
- Design energy efficient and sustainability features in new buildings according to the principles of the Leadership in Energy and Environmental Design (LEED®)
- Develop a comprehensive housing strategy to address the housing needs in our community and to respond to the Province's Long Term Affordable Housing Strategy

Key Highlights

Planned Initiatives for 2011 and 2012

- Implement the Multi-Year Plan recommendation to develop an Affordable Housing Strategy identifying a range housing issues from homelessness to home ownership
- Complete construction of Mapleglen, a seniors building comprising of 84 units with 51 Rent Geared to Income units
- Complete the 39 unit expansion of a seniors building located in King with energy efficient upgrades and accessible units for persons with disabilities
- Complete the construction of a mixed family nine-storey building with 140 units located in Richmond Hill to be owned and operated by Housing York Inc.
- Administer the Home Ownership component of the Affordable Housing Program Extension enabling two York Region families to become home owners
- Respond to an urgent need for a shelter for homeless single women by collaborating with Community Partners to commence construction of a building with 30 shelter beds and 10 transitional units
- Develop an agreement and commence construction of a multi-residential building(s) identified through a Request for Proposal process using funding from the *Investing in Ontario Act*
- Support non-profit housing providers with the completion of over 180 affordable housing units
- Investigate the possibility of intensifying a social housing site in Woodbridge owned by Housing York Inc.

Housing Services

Base Drivers

- Population growth, a slow economic recovery and an increasing need for affordable housing are the main drivers of Housing Services
- Gaps in federal and provincial funding make it challenging for York Region to deliver more affordable housing units
- Contractor and material cost increases in addition to HST will have an impact on development, retrofit and repair projects

Key Challenges

Funding Environment

- The Social Housing Wait List continues to increase rapidly with the number of households on the wait list increasing from an average of 5500 to over 7000 in recent months
- Gaps in federal and provincial funding, for new construction and rent-geared-to-income subsidy continue to make it challenging for York Region to deliver affordable housing units
- The Region will continue to press the federal and provincial governments for long term flexible funding mechanisms to meet the growing cost of operating and maintaining existing housing stock

Legislative Environment

- Requirements to respond to legislative changes in relation to building systems, such as Asbestos Management, Elevator standards, AODA standards, Fire Code changes, Pesticide bans, OBC requirements for sprinklers, etc, require ongoing monitoring and impact analysis for the social housing portfolio
- The Provincial Long-Term Affordable Housing Strategy, expected in late 2010, will guide the Region in how it meets the affordable housing needs of the community over the next ten years
- Significant changes are expected in governing legislation for housing delivery requiring the Region to respond and adapt its service delivery framework

Service Challenges

Population and Economic Factors

- Increasing poverty associated with urbanization in the Region and fluctuating economic conditions continue to have a direct influence on the demand for affordable rental housing projects
- The prospect of residents increasing their incomes and securing affordable housing is diminished by a slow economic recovery

Housing Services

Administrative and Housing Funding

- The provincial commitment to upload GTA Pooling, Social Assistance costs and ODSP Program cost will have a positive impact on York Region's tax and as a result there may be new opportunities to reinvest Regional funds

Staffing Resources

Permanent FTE's	2008 Restated Budget	2009 Restated Budget	2010 Restated Budget	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Full-Time FTE's (PFT)	91.9	101.9	100.5	105.7	109.3	110.3	110.3
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	91.9	101.9	100.5	105.7	109.3	110.3	110.3
Net Change*	0.0	10.0	-1.4	5.2	3.6	1.0	0.0
Casual (FTE Equivalent)**	6.1	7.6	7.9	8.6	8.6	8.6	8.6

* The FTE chart above is based on funding relationships and includes an allocation of FTE's from Business Operations and Quality Assurance, and Policy and Program Support Services.

** Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

Housing Services

Housing

	Divisional Summary									
	\$000's				\$000's					
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook	
Expenditures										
Salaries and Benefits	5,905	6,471	6,890	7,794	8,415	8.0%	8,887	9,141	9,327	
Program Specific Expenses	37,922	37,824	43,747	70,807	57,304	-19.1%	56,559	59,910	61,907	
Professional Contracted Services	83	264	228	309	1,369	343.0%	1,589	809	809	
General Expenses	306	288	366	491	506	3.1%	506	506	506	
Occupancy Costs		1	4	58	58	0.0%	58	58	58	
Minor Capital	1	8	80	11	11	0.0%	11	11	11	
Expenditures	44,217	44,856	51,314	79,469	67,663	-14.9%	67,609	70,435	72,618	
Financing Costs and Reserves										
Financing Costs	495	520	2,437	3,880	1,337	-65.5%	3,398	4,351	4,350	
Contribution to Reserves	1,017	7,512	9,478	2,757	3,800	37.8%	4,800	5,800	6,800	
Contribution to Capital										
Financing Costs and Reserves	1,512	8,032	11,915	6,637	5,137	-22.6%	8,198	10,151	11,150	
Gross Expenditures	45,729	52,888	63,229	86,106	72,799	-15.5%	75,807	80,586	83,768	
Revenues										
Grant Subsidies	(11,318)	(11,251)	(15,676)	(35,444)	(23,068)	-34.9%	(21,079)	(21,079)	(21,079)	
User Fees		(134)	(136)	(36)		-100.0%				
Fees and Charges	(3,917)	(4,058)	(4,430)	(4,894)	(5,677)	16.0%	(7,609)	(8,653)	(8,745)	
Development Charges										
Contribution from Reserves	(146)	(798)	(5,359)	(7,420)	(4,056)	-45.3%	(3,547)	(4,067)	(4,067)	
Third Party Recoveries										
Revenues	(15,381)	(16,240)	(25,601)	(47,795)	(32,802)	-31.4%	(32,236)	(33,799)	(33,891)	
Negotiated Specific & Recoveries										
Negotiated Specific	216	70	106	212	206	-2.8%	206	206	206	
Departmental Charges & Recoveries	1,788	1,900	1,368	1,457	1,585	8.8%	1,712	1,746	1,775	
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	2,004	1,970	1,475	1,669	1,791	7.3%	1,919	1,952	1,981	
Gross Expenditures including Negotiated Specific & Recoveries	47,733	54,858	64,703	87,776	74,591	-15.0%	77,726	82,538	85,749	
Tax Levy	32,352	38,618	39,102	39,980	41,789	4.5%	45,490	48,738	51,858	
% Change							8.9%	7.1%	6.4%	

Housing Services

Budget Change Explanations 2011

Housing

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Gross		Net		
	Units	\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		87,776		39,980	
Base					
Negotiated Salary and Benefit Rate Increases		236	0.3	4	0.0
Share of Program Support Services		58	0.1	58	0.1
Housing Programs - Building Conditions Assessment		190	0.2	0	0.0
Rent Supplement - Market Rent increase 1%		43	0.0	43	0.1
NP - Housing Provider Capital Repair Expenditures		86	0.1	43	0.1
Base		613	0.7	147	0.4
Reductions/Efficiencies					
AHP Original - projects completed		(2,927)	-3.3	0	
AHP Extension - 3 projects did not proceed, 1 completed		(15,678)	-17.9	0	
Negotiated Specific and Allocated Changes		(7)	-0.0	(1)	-0.0
Reductions/Efficiencies		(18,612)	(21.2)	(1)	-0.0
Mandatory/Legislated					
Housing Programs Unit - Yardi annual license fee		15	0.0	15	0.0
Payments to non-profit and public housing providers		(92)	-0.1	(92)	-0.2
Strong Communities Rent Supplement admin funding exhausted				36	0.1
Mandatory/Legislated		(77)	-0.1	(41)	-0.1
Annualization					
SHRRP - Housing Provider Capital Repairs (Council Jun 2009)		1,504	1.7	0	
Renewable Energy Initiative (Council Sep 2010)		755	0.9	0	
Changes in Debt Financing - repaid by tenant rents and subsidy		307	0.3	0	
Annualization		2,566	2.9		
Total Base Change		(15,510)	(17.7)	106	0.3
Growth					
Share of Program Support Services		13	0.0	12	0.0
Housing Access (2 FTEs) to support growing housing waiting list		134	0.2	134	0.3
HYI (3 FTEs) to support RGI and affordable rent program		251	0.3	0	
Total Growth Approved		398	0.5	146	0.4
Enhancement					
Share of Program Support Services		57	0.1	57	0.1
Non Profit Housing Capital Repair Reserve		1,000	1.1	1,000	2.5
Multi-Year Plan Initiatives					
Housing Strategy - Consultant (one-time)		120	0.1	0	
Housing Affordability Options - Purchase of Service		250	0.3	0	
Social Housing Innovation Fund		500	0.6	500	1.3
Total Enhancement Approved		1,927	2.2	1,557	3.9
2011 Departmental Approved (excluding Contribution to Capital)		74,591	-15.0	41,789	4.5

Housing Services

Budget Change Explanations 2012

Housing

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		74,591		41,789	
Base					
Negotiated Salary and Benefit Rate Increases		200	0.3	96	0.2
Share of Program Support Services		33	0.0	33	0.1
Housing Programs - Building Conditions Assessment		(190)	-0.3	0	
Rent Supplement - Market Rent increase		79	0.1	79	0.2
Rent Assistance Inflationary Pressures		18	0.0	18	0.0
NP - Housing Provider Capital Repair Expenditures		200	0.3	0	
Base		340	0.5	226	0.5
Reductions/Efficiencies					
Share of Program Support Services		(3)	-0.0	(3)	-0.0
AHP Original - projects completed in 2011 and 2012		(2,758)	-3.7	0	
AHP Extension - final payment		(266)	-0.4	0	
Reductions/Efficiencies		(3,027)	(4.1)	(3)	(0.0)
Mandatory/Legislated					
SHRRP funding reduction				153	0.4
Payments to non-profit and public housing providers		1,706	2.3	1,706	4.1
Mandatory/Legislated		1,706	2.3	1,859	4.4
Annualization					
Changes in Debt Financing - repaid by tenant rents and subsidy		2,087	2.8		
Annualization		2,087	2.8		
Total Base Change		1,106	1.5	2,082	5.0
Growth					
Social Worker - Housing Operations - intervention and support services		97	0.1	97	0.2
Housing Access (1 FTE) to support growing housing waiting list		72	0.1	72	0.2
Total Growth Request		169	0.2	169	0.4
Enhancement					
Share of Program Support Services		99	0.1	98	0.2
Architectural Program Coordinator (1 FTE)		102	0.1	102	0.2
Non Profit Housing Capital Repair Reserve		1,000	1.3	1,000	2.4
Multi-Year Plan Initiatives					
Regional Rent Supplement Program		250	0.3	250	0.6
Housing Strategy - Consultant (one-time)		(90)	-0.1	0	
Housing Affordability Options - Purchase of Service		500	0.7	0	
Total Enhancement Request		1,860	2.5	1,450	3.5
2012 Departmental Request (excluding Contribution to Capital)		77,726	4.2	45,490	8.9

Housing Services

Budget Change Explanations Outlook Years 2013/2014

Housing	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	77,726	45,490	82,538	48,738
Base				
Negotiated Salary and Benefit Rate Increases	210	119	216	124
Rent Supplement - Market Rent increase 1%	93	93	100	100
Rent Assistance Inflationary Pressures	25	25	31	31
NP - Housing Provider Capital Repair Expenditures	1,300	0	0	0
Base	1,628	237	347	255
Reductions/Efficiencies				
Share of Program Support Services	(51)	(51)	(1)	(1)
Reductions/Efficiencies	(51)	(51)	(1)	(1)
Mandatory/Legislated				
Payments to non-profit and public housing providers	1,683	1,683	2,116	2,116
Mandatory/Legislated	1,683	1,683	2,116	2,116
Annualization				
Changes in Debt Financing - repaid by tenant rents and subsidy	953		(1)	1
Annualization	953		(1)	1
Growth				
Housing Access (1 FTE)	74	74	0	0
Growth	74	74	0	0
Enhancements				
Share of Program Support Services	55	55	0	0
Non Profit Housing Capital Repair Reserve	1,000	1,000	1,000	1,000
Multi-Year Plan Initiatives				
Regional Rent Supplement Program	250	250	(250)	(250)
Housing Strategy - Consultant (one-time)	(30)	0	0	0
Housing Affordability Options - Purchase of Service	(750)	0	0	0
Enhancements	525	1,305	750	750
Total Annual Incremental Budget Pressures	4,812	3,248	3,211	3,120
Total Annual Budget Request	82,538	48,738	85,749	51,858

Housing Services

Housing

2011 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated
<u>Program</u>					
Applicant Service Representative	1.0	G	71	71	
Admin Clerk-Intermediate	1.0	G	63	63	
Senior Tenant Services Coordinator	1.0	G	81	-	
Building Superintendent - II	1.0	G	78	-	
Senior Building Operator	1.0	G	92	-	
Share of program support services	0.2				
Total Permanent FTEs	5.2		385	134	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Housing</u>					
Applicant Service Representative	1.0	G	72	72	
Social Worker	1.0	G	97	97	
Architectural Project Coordinator	1.0	E	102	102	
Share of program support services	0.6				
Total Permanent FTEs	3.6		271	271	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Housing</u>					
Applicant Service Representative	1.0	G	74	74	
Total Permanent FTEs	1.0		74	74	

***Type of FTE's Legend:**

B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

Space Needs Accommodations:

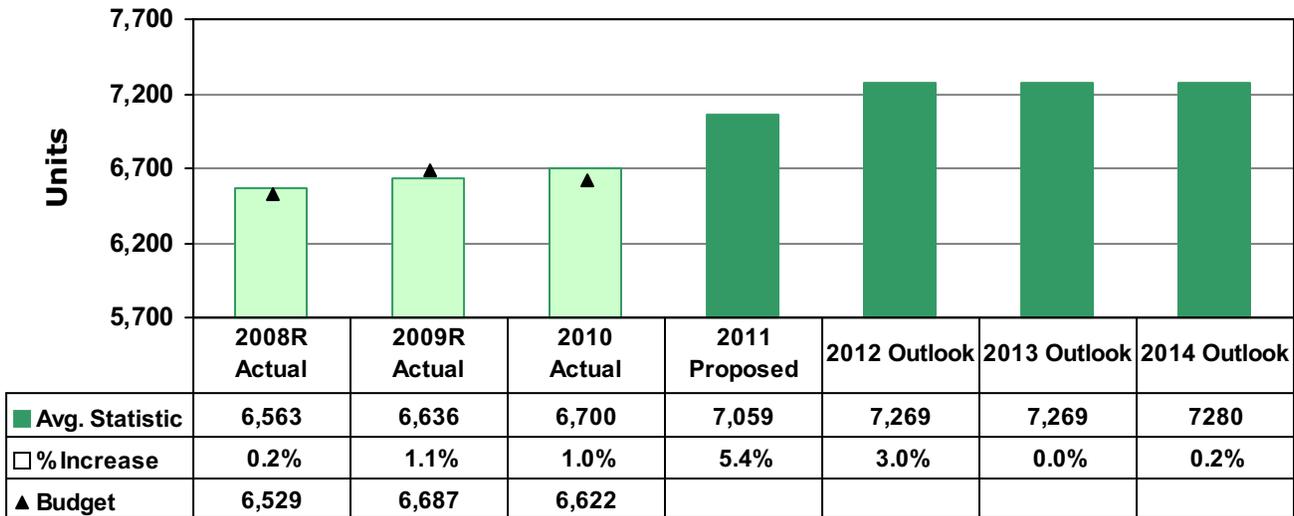
Space needs accommodations have been considered for the above requested positions

Yes
 No

Housing Services

Service Level

Number of Social Housing & Affordable Housing Program (AHP) Units



Source: Number of Social Housing Units as reported in the Service Managers Annual Information Return (SMAIR) and the Affordable Housing Program (AHP) units.

What does the graph show?

- The graph reflects the monthly average number of Social Housing and Affordable Housing Program (AHP) units. Units reflect program units, not physical units, consistent with OMBI methodology. Some physical units participate in more than one program.

Explanation of KPI Trend

- 2011 proposed unit increases represent 197 new AHP units under construction and included in the Social Housing and Affordable Housing Program (AHP) portfolio. In addition, 162 new rent supplements units are being proposed.
- In 2010, 116 new units were offset by 52 Mt Albert units which left the Non-Profit Housing Program.
- 2009 includes a Council approved \$1 million Regional Rent supplement Program which will increase the affordability of 130 new units.

Comments / Background:

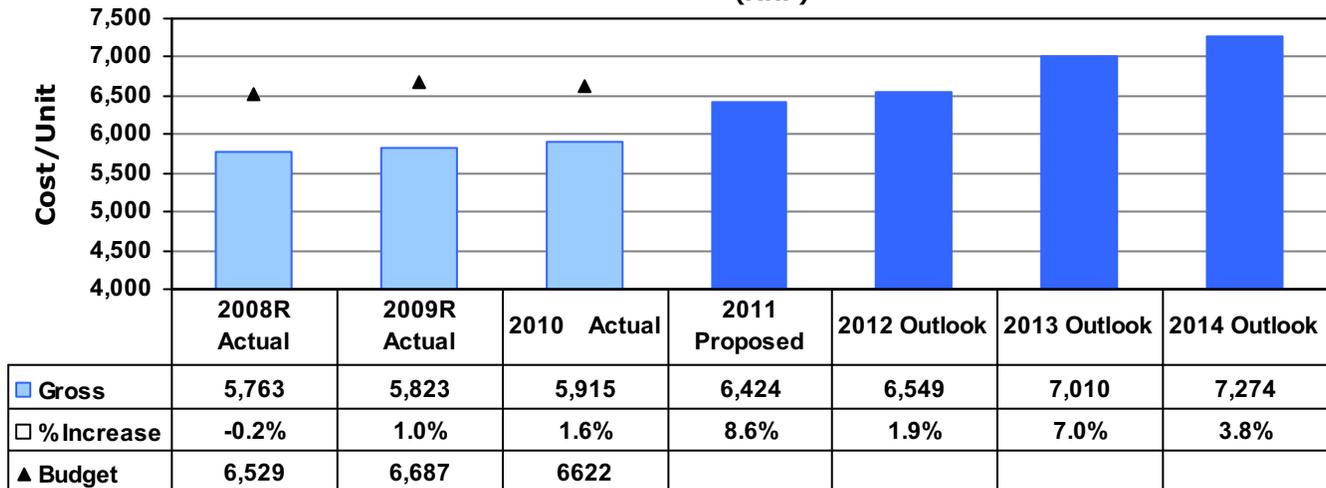
Subsidized housing provides geared-to-income rental assistance to people whose income, age, social or health needs prevent them from attaining adequate housing in the private rental market.

Although OMBI methodology of unit counting is applied, OMBI metrics reported differ from these KPI reported for internal management purposes only. Note that OMBI reports year end units while KPIs report monthly average units throughout a given year.

Housing Services

Efficiency

Annual Gross Subsidy Cost / Unit of Social Housing & Affordable Housing Program (AHP)



	2008 Actual	2009 Actual	2010 Actual	2011 Proposed	2012 Outlook	2013 Outlook	2014 Outlook
Cost*	37,823,974	39,642,217	39,627,845	45,349,880	47,602,707	50,953,850	52,951,431
Units	6,563	6,636	6,700	7,059	7,269	7,269	7,280

Source: Number of Social Housing Units as reported in the Service Managers Annual Information Return (SMAIR) and the Affordable Housing Program (AHP) units.

What does the graph show?

- Annual gross subsidy cost for the Rent Supplement, Public Housing and the Non Profit Housing Programs, divided by the average number of Social Housing and Affordable Housing Program (AHP) units, excluding administrative costs.

Explanation of KPI Trend

- 2011 proposed increase of 8.6% includes a 5.4% increase in units (359 units) and further implementation of the 100% Regional Rent Supplement Program.
- 2010 increase of 1.6% includes the new 100% Regional Rent Supplement Program costs. Subsidies to providers increased \$2.1M.
- Higher subsidy levels are budgeted in outlook years as mortgage rates, property taxes and tenant RGI subsidies are anticipated to increase and the impact of the mandated SHRA funding formula implemented in 2006 is felt.
- In past years, actual costs for Non Profit Housing have been below budget as savings have been generated by favourable mortgage renewals and property tax assessments.

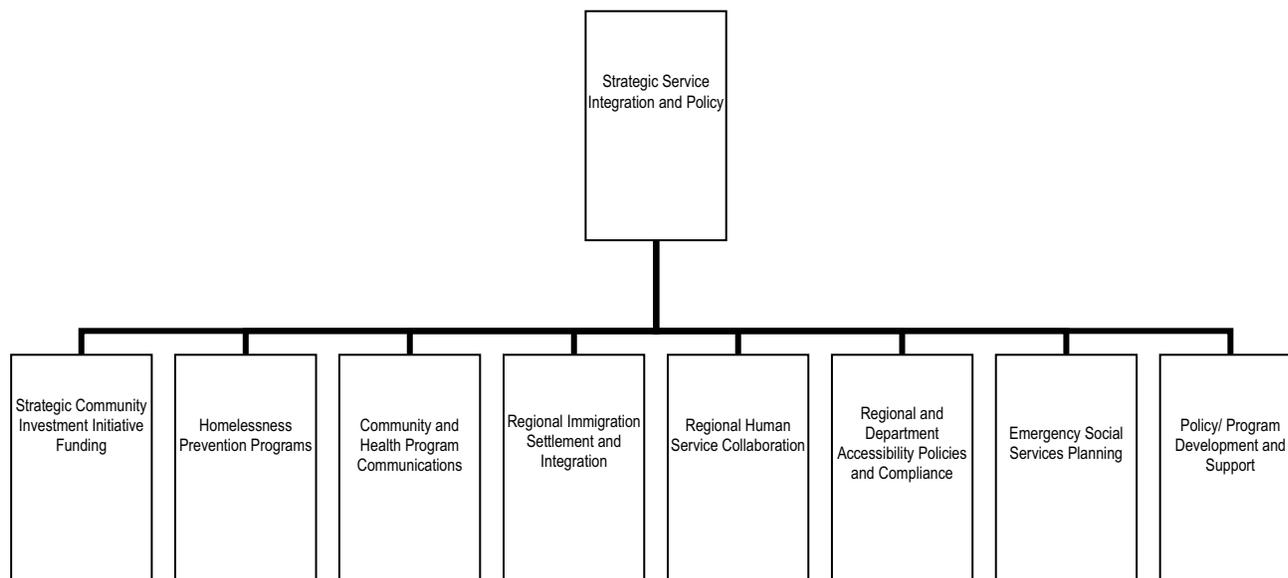
Housing Services

Comments / Background:

Funding provided for the housing provider capital repair expenditures are included in costs and may fluctuate significantly from year to year.

This report is used for internal management purposes only and is not consistent with the OMBI definition of a similar measure.

Strategic Service Integration and Policy



Mission/Vision

The Strategic Service Integration and Policy Branch is within the Community and Health Services Department. This branch is primarily responsible for coordinating and supporting community investment, program communications and strategic policy and program development and delivery for the Corporation and the Department.

Mandate

The Strategic Service Integration and Policy Branch services are delivered for the Corporation and the Community and Health Services Department through three major functional areas:

Community Investment and Program Communications which is responsible for:

- The Community Development and Investment Fund (CDIF)
- Federal, Provincial and Regional Homelessness Prevention Programs
- The New Agency Development Fund (NADF)
- Community and Health Program Communications

Program Development and Delivery is responsible for developing and delivering:

- Regional Local Immigration Partnership and Immigration Settlement Strategy
- Regional Human Services Collaboration
- Regional and Departmental Accessibility Planning Coordination
- Emergency Social Services and Business Continuity Planning
- Program Operations Support

Strategic Service Integration and Policy

Strategic Analysis and Data Services is responsible for coordinating and delivering:

- The York Region Community Social Data Strategy (CSDS)
- Departmental and Regional Strategic Policy and Program Supports including the Department's Multi-Year Plan
- Support and analysis for the Department on External Policy Developments

Strategic Goals 2011 - 2014

- Review and assess the capacity of community funding programs and investigate the creation of a fund for human service collaborations
- Enhance community program funding to keep pace with service needs
- Enhance investments in services and programs which provide housing stability to those at risk of homelessness or facing financial crisis
- Provide Corporate coordination, while working with lead Departments to meet obligations under the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* through policy and procedure development and compliance for all standards.
- Provide coordination in the development and implementation of Departmental accessibility initiatives.
- Support the implementation of the Department's Multi-Year Plan.
- Develop and lead implementation of York Region's Immigration Settlement Strategy (Local Immigration Partnerships Initiative - LIPS).
- Facilitate and support an integrated human service sector to create inclusive, collaborative and innovated human services in York Region, through the work of the Human Services Planning Board of York Region (HSPB-YR)
- Deliver expanded community investment strategies to increase opportunities for vulnerable residents to remain, or becoming contributing members, of the Region's economy and communities.
- Plan and coordinate emergency social services in the Region through collaboration with the Region's Emergency Management Program and external partners (e.g. Red Cross, Salvation Army).
- Coordinate business continuity and resumption planning for the Department.
- Coordinate the provision of community and health services input into local planning processes.

Key Highlights

Planned Initiatives for 2011 and 2012

- Complete a review of community funding programs that solicits feedback from the community and researches other community funding programs.
- Review the eligibility criteria for the regional Homelessness Prevention Program (HPP).
- Coordinate the Region's 2011/12 *Accessibility Plan under the Ontarians with Disabilities Act, 2001 (ODA)*.

Strategic Service Integration and Policy

- Provide Corporate and Departmental coordination, planning and support for the implementation of the regulations under the AODA.
- Complete Phase One of Local Immigration Partnerships including: development of York Region's Immigration Settlement Strategy and establishment of a Community Partnership Council. Secure federal funding to implement Phase Two of LIPs which includes development of an implementation plan and outcome measures for the Strategy.
- Facilitate and coordinate the implementation of the Human Services Planning Board interim Work Plan.
- Market York Region Immigration Portal web site, identify partners to ensure long term sustainability of Portal, measure and evaluate Portal's effectiveness, identify and secure funding to expand Portal capability and identify opportunities to align the Portal with York Region's Immigration Settlement Strategy.
- Implement the Department's Multi-Year Plan for 2010-2015.
- Conduct a review of York Region's Emergency Social Services program to identify and implement best practices that support the coordination of regional and local emergency social services planning, implementation and exercises.
- Update and align business continuity and resumption plans with current departmental structure
- Implement community investment strategies in coordination with community social service agencies to identify and address emerging service gaps in the Region.
- Develop and implement additional program communications standards that will assist the Department to communicate effectively and consistently with residents, partners, stakeholders and other levels of government.
- Lead the York Region Community Social Data Strategy Initiative (CSDS), including the development of an updated Low Income Profile to support the Department's poverty reduction efforts and an updated CSDS webpage to enhance community data and planning.
- Work with Transportation Services to support the development and implementation of a transit subsidy program to assist the low income working age population of York Region.

Base Drivers

- In 2009, the provincial Ministry of Training, Colleges and Universities (MTCU) announced its new employment service delivery model. Various community-based agencies contracted to provide service under the old model were adversely impacted by this change, resulting in potential agency viability concerns
- In 2008, the federal government announced the Local Immigration Partnerships initiative which strengthens the role of local and regional communities in serving and integrating immigrants. As of 2006,¹ immigrants comprised 43% of the Region's population.
- Continued existence of significant human services funding gap.

¹ Statistics Canada 2006 Census

Strategic Service Integration and Policy

- It is estimated that there are approximately 50,000 residents with disabilities in the Region².
- Use of emergency shelters, food banks and other social services continues to increase as does the demand for regionally provided services, placing additional pressures on community agencies to assist vulnerable residents in need of additional supports.
- The number of proposals received for annual CDIF funding continues to increase as demand for services for vulnerable residents continues to rise. Council has expressed concern that approximately one third of all eligible programs for much needed community services are turned away each year.
- Provincial and federal funding sources have been eliminated or have limited timeframes (such as Best Start and Early Years funding).

Key Challenges

- Sustained Federal and Provincial Funding
 - Funding for the Federal Homeless Partnership Initiative (HPI) ends in March 2011. The federal government has not announced if the HPI program will continue. It is anticipated that a number of York Region agencies currently contracted to provide service under the HPI will be adversely impacted by a lack of HPI funding, resulting in potential viability concerns and a risk of job loss for agency staff.
- Regional Growth and Increasing Diversity
 - Changing population demographics such as the rapid growth in all age groups, non-traditional families (e.g. lone-parent families), low income population and the immigrant population promote the need for new and responsive programs and services, including innovative communications approaches and more integrated holistic human service delivery options.
- Competing Human Services Planning Needs
 - The competing needs and expectations of the Human Services Planning Board in York Region must be balanced with those of the broader human service community and the internal corporation by taking a strategic and systemic perspective when planning for the future challenges and complexities within the human services sector.
- The 2011 Census data available to the Department and community agencies may be of a significantly lower quality based on the federal government's decision to eliminate the long-form Census and replace this with a voluntary National Household Survey. Much more costly supplementary surveys and research may be needed to provide credible support of community planning.

² Statistics Canada, Participation and Activity Limitation Survey, 2006

Strategic Service Integration and Policy

Service Challenges

- It is unknown when an announcement regarding the federal Homelessness Partnership Initiative (HPI) will be made and if there will be a requirement to update the Community Plan to Address Homelessness.
- It is anticipated that the AODA regulations will be released in 2011/12, which may pose additional financial and resource pressures to the Department and Region.
- Limited program funding to sustain the York Region Immigrant Portal.
- Future pandemics and emergencies will require support from Emergency Social Services as well as the Department and Corporation.
- Contingencies relating to extend funding sources (e.g. CSDS, LIPS).

Staffing Resources

Permanent FTE's	2008 Restated Budget	2009 Restated Budget	2010 Restated Budget	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Full-Time FTE's (PFT)	23.5	29.4	29.2	30.3	30.7	30.7	30.7
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	23.5	29.4	29.2	30.3	30.7	30.7	30.7
Net Change*	0.0	5.9	-0.2	1.1	0.4	0.0	0.0
Casual (FTE Equivalent)**	2.3	2.3	1.9	4.4	4.4	4.4	4.4

* The FTE chart above is based on funding relationships and includes an allocation of FTE's from Business Operations and Quality Assurance, and Policy and Program Support Services.

** Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

Strategic Service Integration and Policy

Strategic Service Integration & Policy

	Divisional Summary									
	\$000's				\$000's					
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook	
Expenditures										
Salaries and Benefits		562	263	1,270	2,039	2,451	20.2%	2,509	2,559	2,610
Program Specific Expenses		3,224	4,498	7,012	7,616	8,256	8.4%	9,301	9,801	9,801
Professional Contracted Services		32	97	65	291	471	61.9%	501	501	601
General Expenses		51	44	44	221	245	11.0%	245	245	245
Occupancy Costs						13		13	13	13
Minor Capital		1			8	26	240.0%	20	20	20
Expenditures		3,870	4,901	8,391	10,174	11,462	12.7%	12,588	13,138	13,290
Financing Costs and Reserves										
Financing Costs		27	(1)	(33)	43	2	-95.8%	2	2	2
Contribution to Reserves		112	69							
Contribution to Capital										
Financing Costs and Reserves		139	69	(33)	43	2	-95.8%	2	2	2
Gross Expenditures		4,010	4,970	8,358	10,216	11,463	12.2%	12,590	13,140	13,291
Revenues										
Grant Subsidies		(1,264)	(1,571)	(2,092)	(2,473)	(2,980)	20.5%	(2,972)	(2,983)	(2,994)
User Fees										
Fees and Charges		(146)	(28)	(1)	(47)	(7)	-85.1%	(7)	(7)	(7)
Development Charges										
Contribution from Reserves		(949)	(778)	(15)		(30)				
Third Party Recoveries		(30)	(37)							
Revenues		(2,389)	(2,414)	(2,107)	(2,520)	(3,017)	19.7%	(2,979)	(2,990)	(3,001)
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries		33		767	1,135	1,216	7.1%	1,258	1,363	1,385
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries		33		767	1,135	1,216	7.1%	1,258	1,363	1,385
Gross Expenditures including Negotiated Specific & Recoveries		4,042	4,970	9,125	11,351	12,679	11.7%	13,848	14,503	14,676
Tax Levy		1,653	2,556	7,018	8,832	9,663	9.4%	10,869	11,513	11,676
% Change								12.5%	5.9%	1.4%

Strategic Service Integration and Policy

Budget Change Explanations 2011

Strategic Service Integration & Policy

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		11,351		8,832	
Base					
Negotiated salary & benefit rate increases		79	0.7	62	0.7
Extend Immigration Portal Project marketing 100% provincial funding		20	0.2		
Share of program support services		36	0.3	36	0.4
Base		135	1.2	98	1.1
Reductions/Efficiencies					
Human Services Planning Coalition (HSPC) funding reduction		(40)	-0.4		
Corporate insurance allocation		(31)	-0.3	(31)	-0.4
Reductions/Efficiencies		(71)	(0.6)	(31)	(0.4)
Total Base Change		64	0.6	67	0.8
Growth					
Share of program support services		(1)	-0.0	(1)	-0.0
Total Growth Approved		(1)	(0.0)	(1)	(0.0)
Enhancement					
Share of program support services		46	0.4	46	0.5
Multi-Year Initiatives					
Enhance CDIF annual & renewable funding (1 FTE)		619	5.5	619	7.0
Expand Homelessness Prevention Program		100	0.9	100	1.1
Phase 2 of Local Immigration Partnership 100% federal funding		450	4.0		
Review community funding programs		50	0.4	30	0.3
Fund one time community program review from reserves				(30)	-0.3
Total Enhancement Approved		1,265	11.1	765	8.7
2011 Departmental Approved (excluding Contribution to Capital)		12,679	11.7	9,663	9.4

Strategic Service Integration and Policy

Strategic Service Integration & Policy		2012 (in \$000's)			
Budget Change Explanations (2012/2011)		Gross		Net	
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		12,679		9,663	
Base					
Negotiated salary & benefit rate increases		58	0.5	46	0.5
Share of program support services		25	0.2	25	0.3
Base		83	0.7	71	0.7
Reductions/Efficiencies					
Share of program support services		(2)	-0.0	(2)	-0.0
Reductions/Efficiencies		(2)	(0.0)	(2)	(0.0)
Total Base Change		81	0.6	69	0.7
Enhancement					
Share of program support services		19	0.2	19	0.2
Multi-Year Initiatives					
Enhance CDIF annual & renewable funding		494	3.9	494	5.1
Expand New Agency Development Fund (NADF)		375	3.0	375	3.9
Expand Homelessness Prevention Program (HPP)		200	1.6	200	2.1
Fund one time community program review from reserves				30	0.3
Establish Human Services Collaboration Fund		50	0.4	50	0.5
Total Enhancement Request		1,088	8.6	1,138	11.8
2012 Departmental Request (excluding Contribution to Capital)		13,848	9.2	10,869	12.5

Strategic Service Integration and Policy

Budget Change Explanations Outlook Years 2013/2014

Strategic Service Integration & Policy	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	13,848	10,869	14,503	11,513
Base				
Negotiated salary & benefit rate increases	50	39	50	40
Share of program support services	22	22	22	22
Base	72	61	72	62
Reductions/Efficiencies				
Share of program support services	(2)	(2)	()	()
Reductions/Efficiencies	(2)	(2)	()	()
Enhancements				
Share of program support services	85	85		
Multi-Year Initiatives				
Monitor and report on poverty			100	100
Enhance CDIF annual & renewable funding	500	500		
Enhancements	585	585	100	100
Total Annual Incremental Budget Pressures	655	644	172	162
Total Annual Budget Request	14,503	11,513	14,675	11,676

Strategic Service Integration and Policy

Strategic Service Integration & Policy

2011 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Senior Program Analyst	1.0	E	111	111	
Share of program support services	0.1				
Total Permanent FTEs	1.1		111	111	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Share of program support services	0.4				
Total Permanent FTEs	0.4				

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Total Permanent FTEs	0.0				

***Type of FTE's Legend:**

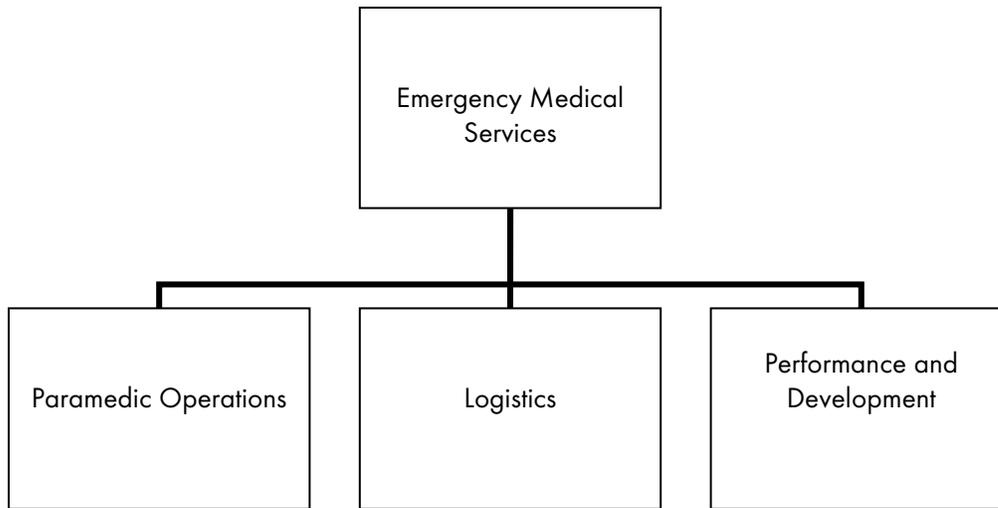
- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No

Emergency Medical Services



Mission/Vision

Emergency Medical Services (EMS) protects, promotes, and enhances the health, safety and well-being of our community.

Mandate

York Region's EMS delivers:

- Emergency and non-emergency response to the community
- A performance-based EMS service focusing on response reliability, clinical excellence, efficiency and customer satisfaction
- Special Response Unit programs
- Excellence in Emergency Medical Services through innovation, education and advocacy

Strategic Goals 2011 – 2014

- MYP – Develop a 10-year master plan for EMS to serve as a planning framework in support of expanding the scope of paramedic community care.
- Implement a multi-pronged Response Time Reduction Plan.
- Implement strategies for targeted efficiency improvements to Ambulance dispatch processes.
- Increase the level of resources to address issues related to population growth, increasing call-volumes and health care system pressures.
- Lobby the Ministry of Health and Long-Term Care (MOHLTC) for appropriate funding.
- Address the capacity to respond to large-scale and complex incidents through the upgrade of emergency support resources.

Emergency Medical Services

Key Highlights

Planned Initiatives for 2011 and 2012

Support quality out-of-hospital patient care through continuing medical education.

- Add Paramedic and support staff positions to ensure that growing service needs are met.
- Continue to provide enhanced skill training, and explore alternative training delivery options.

Base Drivers

Regional growth

- York Region is the third fastest growing census division in Canada with an annual average population growth of 25,000 people in 2010. As population increases emergency incident volumes continue to rise and impact service demand on EMS and local hospitals.

Key Challenges

The following trends and issues will have an impact on the Branch over the 2011 to 2014 timeframe.

Hospital off-load delays

- EMS continues to experience increasing hospital off-load delays that directly impact response times and resource availability.

Ambulance dispatch

- York Region EMS does not have control over dispatch. Emergency call-screening and triaging are key to improving system performance and ensuring that ambulances are responding to true emergencies.
- York Region EMS does not have readily available access to key operational data in order to ensure real-time system performance monitoring.

Future directions

- EMS staff will be reviewing strategies and developing options to be presented to Committee and Council that will address some of the key challenges outlined above in addition to response time reliability.

Emergency Medical Services

Service Challenges

Provincial funding

- Provincial funding is currently calculated on the 2010 base operating budget with annual economic adjustments applied each subsequent year. As a result it is impossible to reach a true 50/50 funding formula on the current budget as the 2010 cap does not take into consideration actual annual service level or cost increases. Based on this information, it is anticipated that York Region will receive approximately 45% funding in 2011 and 45% in 2012.

Staffing Resources

Permanent FTE's	2008 Restated Budget	2009 Restated Budget	2010 Restated Budget	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Full-Time FTE's (PFT)	330.0	342.9	342.5	358.7	379.3	394.3	410.3
Part-Time FTE's (PPT)	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Permanent FTE's	331.0	343.9	343.5	359.7	380.3	395.3	411.3
Net Change*		12.9	-0.4	16.2	20.6	15.0	16.0

* The FTE chart above is based on funding relationships and includes an allocation of FTE's from Business Operations and Quality Assurance, and Policy and Program Support Services.

** Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

Emergency Medical Services

Emergency Medical Services

Divisional Summary									
	\$000's				\$000's				
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits	27,230	30,703	34,479	36,228	39,697	9.6%	43,105	45,488	48,140
Program Specific Expenses	633	802	1,239	1,214	1,643	35.4%	1,660	1,660	1,660
Professional Contracted Services	73	38	78	84	314	273.4%	189	189	189
General Expenses	2,632	2,897	2,932	3,358	3,160	-5.9%	3,181	3,181	3,181
Occupancy Costs	452	443	416	165	142	-13.8%	104	104	104
Minor Capital	316	330	699	392	290	-25.9%	290	290	290
Expenditures	31,336	35,213	39,843	41,441	45,247	9.2%	48,530	50,913	53,564
Financing Costs and Reserves									
Financing Costs	1,886	1,698	1,528	1,492	1,584	6.2%	2,157	3,492	3,569
Contribution to Reserves									
Contribution to Capital	1,214	2,088	1,588	2,048	3,088	50.8%	2,944	2,964	3,082
Financing Costs and Reserves	3,100	3,786	3,116	3,540	4,672	32.0%	5,101	6,456	6,651
Gross Expenditures	34,436	38,999	42,959	44,981	49,919	11.0%	53,631	57,369	60,215
Revenues									
Grant Subsidies	(16,388)	(18,861)	(21,544)	(21,522)	(24,444)	13.6%	(25,806)	(26,559)	(27,334)
User Fees									
Fees and Charges	(5)	(23)	(227)		(60)		(68)	(64)	(64)
Development Charges	(136)	(140)	(150)	(203)	(153)	-24.6%	(306)	(793)	(865)
Contribution from Reserves	(116)	(117)	(301)		(125)				
Third Party Recoveries									
Revenues	(16,646)	(19,141)	(22,222)	(21,725)	(24,782)	14.1%	(26,180)	(27,416)	(28,263)
Negotiated Specific & Recoveries									
Negotiated Specific	567	847	830	1,203	1,238	3.0%	1,238	1,238	1,238
Departmental Charges & Recoveries	100	136	1,004	1,330	1,439	8.2%	1,531	1,623	1,648
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	667	983	1,834	2,533	2,677	5.7%	2,769	2,861	2,886
Gross Expenditures including Negotiated Specific & Recoveries	35,103	39,983	44,794	47,514	52,596	10.7%	56,400	60,230	63,102
Tax Levy	18,457	20,842	22,571	25,789	27,814	7.9%	30,220	32,814	34,838
% Change							8.7%	8.6%	6.2%

Emergency Medical Services

Budget Change Explanations 2011

Emergency Medical Services

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		45,466		23,741	
Base					
Negotiated salary and benefit increases		1,016	2.2	1,016	4.3
Increase in casual salaries due to changes in workforce dynamics		800	1.8	800	3.4
Increase in insurance allocation		35	0.1	35	0.1
Share of Program Support Services		60	0.1	60	0.3
Negotiated Specific Agreements (Police & Property Services)		36	0.1	36	0.2
Base		1,947	4.3	1,947	8.2
Reductions/Efficiencies					
Reduction in fleet, facilities and administrative costs due to operational efficiencies		(160)		(160)	-0.7
Reductions/Efficiencies		(160)	(0.4)	(160)	(0.7)
Mandatory/Legislated					
Impact of increased Provincial Land Ambulance funding				(1,935)	-8.1
Revenue adjustment from capital budget				(616)	-2.6
Sundry revenue on disposal of vehicles				(60)	-0.3
Mandatory/Legislated				(2,611)	-11.0
Annualization					
Dedicated Off-Load Nursing Project Expansion (Council approval June 24, 2010)		372	0.8		
Debt financing (principal and interest)		57	0.1	57	0.2
Development charges budget correction				50	0.2
Annualization		429	0.9	107	0.5
Total Base Change		2,216	4.9	(717)	(3.0)
Growth					
Staffing for new ambulance Schomberg station to service demand in Northwest King Township (14 FTE's)		1,398	3.1	1,398	5.9
Operations Supervisors to manage increasing ambulance hours, staffing and changing workforce (2 FTE's)		255	0.6	255	1.1
Share of Program Support Services		7	0.0	7	0.0
Total Growth Approved		1,660	3.7	1,660	7.0
Enhancement					
Share of Program Support Services		41	0.1	41	0.2
Multi-Year Plan Initiatives					
Develop plan for expanded paramedic community care		125	0.3		
Total Enhancement Approved		166	0.4	41	0.2
2011 Departmental Approved (excluding Contribution to Capital)		49,508	8.9	24,726	4.1
Contribution to Capital		3,088	6.8	3,088	13.0
2012 Departmental Request (including Contribution to Capital)		52,596	15.7	27,814	17.2

Emergency Medical Services

Budget Change Explanations 2012

Emergency Medical Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net	
		\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		49,508		24,726	
Base					
Negotiated salary and benefit increases		933	1.9	933	3.8
Increase in casual salaries		590	1.2	590	2.4
Share of Program Support Services		30	0.1	30	0.1
Base		1,552	3.1	1,552	6.3
Reductions/Efficiencies					
Share of Program Support Services		(2)	-0.0	(2)	-0.0
Reductions/Efficiencies		(2)	(0.0)	(2)	(0.0)
Mandatory/Legislated					
Sundry revenue on disposal of vehicles				(8)	-0.0
Mandatory/Legislated				(8)	-0.0
Annualization					
Debt financing (principal and interest)		573	1.2	573	2.3
Increase in development charges related to debt				(153)	-0.6
Anticipated Provincial Land Ambulance funding				(1,362)	-5.5
Annualization		573	1.2	(942)	-3.8
Total Base Change		2,123	4.3	600	2.4
Growth					
Logistics Technicians (2 FTE's)		121	0.2	121	0.5
Staffing for two peak load shifts (14 FTE's)		1,359	2.7	1,359	5.5
Total Growth Request		1,480	3.0	1,480	6.0
Enhancement					
Share of Program Support Services		65	0.1	65	0.3
Multi-Year Plan Initiatives					
Develop plan for expanded paramedic community care		(125)	-0.3		
System design unit (4 FTE's)		405	0.8	405	1.6
Total Enhancement Request		345	0.7	469	1.9
2012 Departmental Request (excluding Contribution to Capital)		53,456	8.0	27,276	10.3
Contribution to Capital		2,944	5.9	2,944	11.9
2012 Departmental Request (including Contribution to Capital)		56,400	13.9	30,220	22.2

Emergency Medical Services

Budget Change Explanations Outlook Years 2013/2014

Emergency Medical Services

	Outlook Years (in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	53,456	27,276	57,266	29,850
Base				
Negotiated salary and benefit increases	862	862	910	910
Share of Program Support Services	27	27	28	28
Base	889	889	938	938
Reductions/Efficiencies				
Share of Program Support Services	(22)	(22)	(3)	(3)
Reductions/Efficiencies	(22)	(22)	(3)	(3)
Mandatory/Legislated				
Sundry revenue on disposal of vehicles		4		
Mandatory/Legislated		4		
Annualization				
Debt financing (principal and interest)	1,335	1,335	77	77
Increase in development charges related to debt		(487)		(72)
Anticipated Provincial Land Ambulance funding		(753)		(775)
Annualization	1,335	95	77	(770)
Growth				
Fleet Technician 2013 (1FTE)	62	62		
Staffing for new ambulance 2014 (14 FTE's)			1,488	1,488
Operations Supervisor & Advanced Care Paramedic (2 FTE's)			253	253
Growth	1,521	1,521	1,741	1,741
Enhancements				
Share of Program Support Services	86	86		
Enhancements	86	86		
Total Annual Incremental Budget Pressures	3,810	2,574	2,753	1,906
Total Annual Budget Request	57,266	29,850	60,019	31,756
Contribution to Capital	2,964	2,964	3,082	3,082
Total Annual Budget Request (including contribution to capital)	60,230	32,814	63,101	34,838

Emergency Medical Services

Emergency Medical Services

2011 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Emergency Medical Services</u>					
Primary Care Paramedics	7.0	G	664	664	
Advanced Care Paramedics	7.0	G	734	734	
Operations Supervisors	2.0	G	255	255	
Share of program support services	0.2				
Total Permanent FTEs	16.2		1,653	1,653	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Emergency Medical Services</u>					
Primary Care Paramedics	14.0	G	1,359	1,359	
Logistics Technicians	2.0	G	122	122	
Manager, Education & Training (Multi-year Plan)	1.0	E	126	126	
Research Analyst (Multi-year Plan)	1.0	E	78	78	
Policy & Project Development Specialist (Multi-year Plan)	1.0	E	96	96	
Epidemiologist (Multi-year Plan)	1.0	E	105	105	
Share of program support services	0.6				
Total Permanent FTEs	20.6		1,885	1,885	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Emergency Medical Services</u>					
Primary Care Paramedics 2013	7.0	G	693	693	
Advanced Care Paramedics 2013	7.0	G	766	766	
Fleet Technician 2013	1.0	G	62	62	
Primary Care Paramedics 2014	7.0	G	707	707	
Advanced Care Paramedics 2014	7.0	G	782	782	
Operations Supervisor 2014	1.0	G	136	136	
Lead Advanced Care Paramedic 2014	1.0	G	117	117	
Total Permanent FTEs	31.0		3,263	3,263	

***Type of FTE's Legend:**

B - Base
 B-M - Base-Mandatory
 B.A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

Space Needs Accommodations:

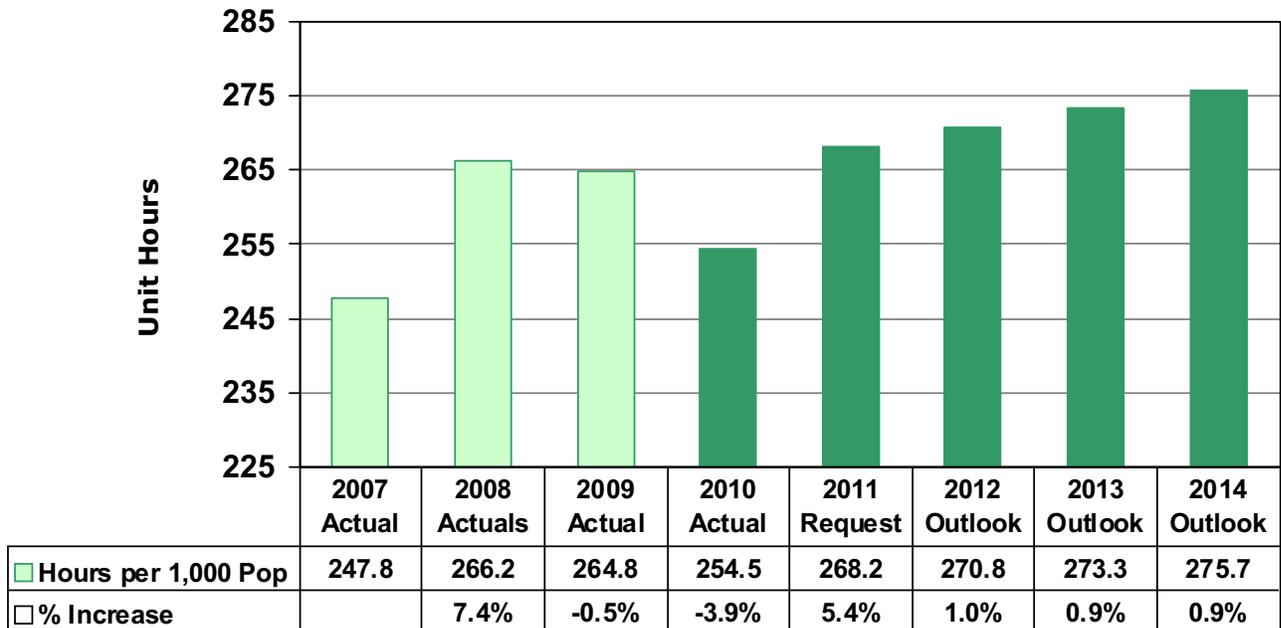
Space needs accommodations have been considered for the above requested positions

Yes
 No

Emergency Medical Services

Service Level

Unit Hours per 1,000 Population Accounting for Call Length



Source: Ministry of Health and Long Term Care - Ambulance Dispatch Data Access System (Response Data) and York Region Planning Services (Population).

What does the graph show?

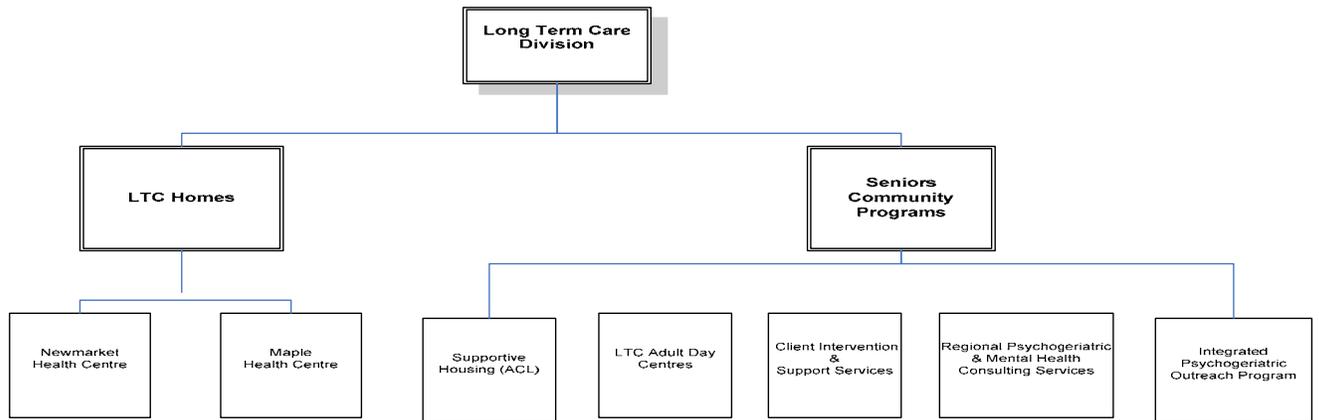
- The graph shows the net amount of service hours per population available in the region.

Explanation of KPI Trend

- This trend illustrates the amount of service hours available to the community based on the length of time required to complete an average EMS response. The key driver affecting this indicator results from unit hours being lost to hospital off-load delays. The higher the service hours available to provide service, the more likely response times will be lower and vice versa.

INTENTIONAL BLANK

Long Term Care and Seniors



Mission/Vision

To promote the health, well-being, safety and independence of our clients. To be recognized as leaders in the development and delivery of long term care programs through the provision of quality services.

Mandate

The Long Term Care and Seniors Division is responsible for:

- **Long Term Care Homes Programs**
 - Operation of two Long Term Care (LTC) Homes that focus on meeting the needs of hard to place, difficult to serve individuals with heavy complex physical, cognitive and/or behavioural care requirements who require chronic, psychogeriatric, convalescent/rehab, palliative and respite care.
- **Seniors Community Programs**
 - Supportive Housing - Alternative Community Living Programs
 - Provides support services and essential homemaking in community residential settings, for frail and/or cognitively challenged older persons or adults with disabilities. Support available 24 hours/day/7 days/week.
 - LTC Adult Day Programs
 - Provides respite/support for caregivers and assists clients in achieving and maintaining their maximum level of functioning; to prevent premature, inappropriate institutionalization.
 - Client Intervention and Assistance Services
 - Provides Intervention and Assistance Services to vulnerable and at-risk seniors, persons with physical disabilities and their caregivers living in the community.
 - Regional Psychogeriatric and Mental Health Consulting Services
 - Provides expertise in behavioural management, to front line staff in long term care and community support agencies in York Region, in dealing with clients with severe/difficult psychiatric and mental health disorders.

Long Term Care and Seniors

- Integrated Psychogeriatric Outreach Program
- Provides health promotion and education, community supports, streamlined access, assessment, treatment planning and case management to older adults with mental health issues in the community.

Strategic Goals 2011 – 2014

- Complete an organizational review and strategic plan to support the movement of the Division to a resilient, modern health care organization.
- Ensure compliance with the new Long Term Care Homes Act 2007 and Ontario Regulations 79/10
- Ensure compliance with the requirements under the new regulations for the *Occupational Health and Safety Act*, Bill 168 are met within established time frames.
- Continue with the information management plan to include all areas of data and information, including clinical, administrative, financial and educational systems and processes and establish priorities for future activities.
- Develop and implement a Safety and Security review of both LTC Homes.
- Secure MOHLTC and CLHIN approvals as required to facilitate future LTC and Seniors Community program expansion.
- Maintain partnerships with various educational institutions for the placement of nursing and other students as a recruitment strategy.
- Continue to plan for and respond to a changing client profile and community needs related to LTC and Community Programs.
- Develop and deliver a formal educational program to enhance the leadership skills of Management staff and Program Lead staff.

Key Highlights

Planned Initiatives 2011 and 2012

CQI Initiatives:

- Development of a CQI Framework for LTC and Seniors Community Programs, include establishment of a formal Quality of Care Committee.
- Review and revise quality indicators and create plan for indicator tracking and regular quality improvement reporting.
- Develop a Quality Indicator Scorecard.
- Participation in Ontario Health Quality Council (OHQC) quality improvement initiatives including *LEAN* process improvement and *Resident First* quality indicators.
- Review and continue to implement MOHLTC compliance risk indicators based on new LTC Homes Act and Resident Quality Inspection (*RQI*) process and protocols.
- Coordination and follow up of all 2010 Accreditation key opportunities identified for continued improvement.

Long Term Care and Seniors

Program Development Initiatives:

- Completion of the LTC Organizational/Structural Review to support the formation of an efficient, effective organizational, management and staffing structure.
- Completion of work plan to ensure full compliance with Long Term Care Homes Act 2007 and Ontario Regulations 79/10.
- Development of succession planning programs for LTC and Seniors Community Programs.
- Apply for funding for expansion of Alternative Community Living Program, LTC Day Programs and the Regional Psychogeriatric and Mental Health Consulting Service and other community/outreach services as opportunities arise.
- Strategic review of the Convalescent Care Program.
- Medical Director leading research study in LTC practices relating to diabetic glycemic goals and specific medication classes.
- Continue to monitor and audit the RAI-MDS health care documentation and records system to ensure that computerized documentation practices are capturing client care needs, higher acuity levels and maximizing MOHLTC funding.
- Work closely with Employee Health and Safety to ensure that the requirements under the new regulations for the *Occupational Health and Safety Act*, Bill 168 are met within established time frames.
- Work closely with the newly appointed LTC Staff Education Specialist to develop and implement training to meet statutory requirements and to improve client care and services.
- Participate in planning of the Multi-Year Plan recommendation to develop a Seniors Strategy for geographical York Region, partnering with appropriate agencies.

IT strategy and implementation plan:

- Full implementation of Seniors Community Programs common integrated database (GoldCare) to meet compliance with Ministry's Management Information System (MIS) reporting standards and RAI-CHA common assessment tool.
- Preparation towards compliance of LTC Homes with the OHSR/MIS project, which is a provincial reporting standard for collecting financial and statistical data across the LTC sector.
- Participation in the Community Mental Health Common Assessment Project (CMH CAP), and implementation of the Ontario Common Assessment of Need (OCAN) application.
- Full implementation of scheduling software for Long Term Care, including Time & Attendance smartcard system and IVR Staff Call Out Notification System.
- Continue with implementation of new initiatives that integrate with LTC's resident management and clinical database (Point Click Care) and Point of Care hardware and documentation software application.
- Continue to provide computer training to all front line staff to improve their computer skills and leverage technology in their daily work routines and processes.

Long Term Care and Seniors

- Implementation of Tough Books, hardware and documentation software that will be used by Maintenance to improve the process of handling work orders, and become compliant with legislation and Accreditation standards.

Base Drivers

- Aging population and population growth are drivers for the demand for services.
- Inflationary pressures for salaries and benefits, raw food costs, health supplies, utilities and contracted services costs.
- Compliance requirements of the new LTC Homes Act which demands increased documentation and record keeping.
- Staffing alignment for enhancement of resident care and compliance with LTC Homes Act.
- Adequacy of provincial funding levels; maximizing IT enhancements for improved documentation leading to maximizing funding.

Key Challenges

The following trends and issues will have an impact on the Branch over the 2011 to 2014 timeframe.

Regional growth/service capacity

- Given growth projections and demographic changes, to maintain the Region's service levels and capacity to care for the identified client group, the Region will need to increase existing service levels from its current 232 beds over the next 10 years.

Customer demand

- Population growth and aging will continue to increase demand for long term care and seniors services. Between 2001 and 2009 York Region experienced a 39% growth in seniors. Between 2002 and 2021 York Region will experience an increase of 188% in the number of seniors 65+ and 217% in the number of seniors 75+. The prevalence of severe to moderate dementia requiring some level of health service intervention/support are projected to increase by over 300% by 2021.

Environmental issues

- The level and complexity of care our clients require continues to increase. In order to meet this identified need, additional funding and staffing resources are required. This need has been well documented through a number of mechanisms and studies. LTC residents often have multiple chronic illnesses and require specialized care and services. More than half suffer from dementia and other mental health illnesses and over three-quarters require rehabilitation to maintain their level of functioning. Currently, the Provincially funded Level of Service Study found that Ontario Long Term Care homes had the lowest staffing levels of the 11 jurisdictions analyzed.

Long Term Care and Seniors

Financial constraints

- The current LTC facility funding model fails to recognize and allocate sufficient dollars to fund adequate levels of staffing and legitimate non-controllable price differentials related to the delivery of care and services.

Legislative pressures

- LTC providers will require additional resources in order to meet the compliance requirements of the new LTC Homes Act which demands increased documentation and record keeping. There has been only minor enhancement of funding commitments from the Province to support the additional compliance requirements. This has the potential to negatively impact resources available for direct care/hours of service for residents or increase municipal subsidy.

Contractual obligations

- Processes will need to be developed to address the increased accountability burden placed on the Division due to the significantly increased reporting requirements by the CLHIN.

Staffing Resources

	2008 Restated Budget	2009 Restated Budget	2010 Restated Budget	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Permanent FTE's							
Full-Time FTE's (PFT)	154.8	162.8	163.3	206.0	206.8	206.8	206.8
Part-Time FTE's (PPT)	137.5	143.3	143.3	109.1	109.1	109.1	109.1
Total Permanent FTE's	292.3	306.1	306.6	315.1	315.9	315.9	315.9
Net Change*	0.0	13.8	0.5	8.5	0.8	0.0	0.0
Casual (FTE Equivalent)**	53.0	54.1	57.5	58.0	58.0	58.0	58.0

* The FTE chart above is based on funding relationships and includes an allocation of FTE's from Business Operations and Quality Assurance, and Policy and Program Support Services.

** Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 1,950 (for a 7.5 hour work day)

Long Term Care and Seniors

Long Term Care

Divisional Summary									
	\$000's				\$000's				
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits	20,450	22,933	23,236	24,427	25,967	6.3%	26,675	27,106	27,647
Program Specific Expenses	1,999	1,957	2,343	2,771	2,850	2.9%	2,886	2,923	2,962
Professional Contracted Services	960	994	1,298	1,004	1,187	18.2%	1,053	1,053	1,053
General Expenses	704	798	810	1,152	1,310	13.8%	1,255	1,305	1,225
Occupancy Costs	1,105	1,309	1,254	1,331	1,331	0.0%	1,331	1,331	1,331
Minor Capital	142	99	210	432	377	-12.7%	377	377	377
Expenditures	25,361	28,090	29,151	31,116	33,022	6.1%	33,576	34,095	34,594
Financing Costs and Reserves									
Financing Costs	2,615	2,008	2,072	1,967	1,951	-0.8%	865	833	933
Contribution to Reserves	197	197	190	190	190	0.0%	190	190	190
Contribution to Capital									
Financing Costs and Reserves	2,812	2,205	2,262	2,157	2,141	-0.8%	1,055	1,023	1,123
Gross Expenditures	28,172	30,295	31,412	33,273	35,163	5.7%	34,631	35,118	35,716
Revenues									
Grant Subsidies	(14,207)	(14,948)	(16,234)	(20,646)	(21,038)	1.9%	(21,219)	(21,286)	(21,531)
User Fees			(380)						
Fees and Charges	(5,028)	(4,857)	(5,104)	(1,709)	(1,816)	6.2%	(1,834)	(1,837)	(1,839)
Development Charges					(288)		(293)	(341)	(283)
Contribution from Reserves	(246)	(173)	(141)	(106)	(341)	221.1%	(236)	(186)	(106)
Third Party Recoveries									
Revenues	(19,480)	(19,977)	(21,860)	(22,462)	(23,483)	4.5%	(23,583)	(23,649)	(23,760)
Negotiated Specific & Recoveries									
Negotiated Specific									
Departmental Charges & Recoveries	103	145	1,047	1,704	1,832	7.5%	1,936	2,026	2,059
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	103	145	1,047	1,704	1,832	7.5%	1,936	2,026	2,059
Gross Expenditures including Negotiated Specific & Recoveries									
	28,275	30,440	32,459	34,978	36,994	5.8%	36,567	37,144	37,775
Tax Levy									
	8,795	10,463	10,599	12,516	13,511	8.0%	12,984	13,494	14,015
% Change							-3.9%	3.9%	3.9%

Long Term Care and Seniors

Budget Change Explanations 2011

Long Term Care

2011 (in \$000's)

Budget Change Explanations (2011/2010)		Gross		Net		
		Units	\$000's	%	\$000's	%
2010 Departmental Budget Contributions to Capital) (excluding			34,978		12,516	
Base						
	Negotiated Salary and Benefit Rate Increases		933	2.7	933	7.5
	Share of Program Support Services		75	0.2	75	0.6
	FTE Conversion (3.0) and Casual Increases		120	0.3	120	1.0
	Increase to food and health supply contracts		49	0.1	49	0.4
	Purchase of Service Increase		11	0.0	11	0.1
	Computer Software - Gold Care		15	0.0	15	0.1
Base			1,203	3.4	1,203	9.6
Reductions/Efficiencies						
	ACL Water Street - eliminate one time costs		(55)	-0.2		
	Insurance savings		(8)	-0.0	(8)	-0.1
	NHC rent recovery from HYI				(53)	-0.4
	MOHLTC per diem and resident contribution increases				(377)	-3.0
Reductions/Efficiencies			(63)	(0.2)	(437)	(3.5)
Mandatory/Legislated						
	LTC Act Compliance Requirements (Including 5.3 FTEs)		597	1.7	597	4.8
	MOHLTC LTC Act compliance funding increase				(83)	-0.7
Mandatory/Legislated			597	1.7	514	4.1
Annualization						
	Changes in Debt Financing (Principal & Interest)		(8)		(8)	-0.1
	DC Reserve funded debt				(288)	
	ACL Water Street - annualization of Base Funding from MOHLTC				(41)	-0.3
Annualization			(8)	-0.0	(337)	-2.7
Total Base Change			1,730	4.9	943	7.5
Growth						
	Share of Program Support Services		11	0.0	11	0.1
Total Growth Approved			11	0.0	11	0.1
Enhancement						
	Share of Program Support Services		40	0.1	40	0.3
	IT Technology Improvements		165	0.5		
Multi-Year Plan Initiative						
	Seniors Strategy		70	0.2		
Total Enhancement Approved			275	0.8	40	0.3
2011 Departmental Approved (excluding Contribution to Capital)			36,994	5.8	13,511	8.0

Long Term Care and Seniors

Budget Change Explanations 2012

Long Term Care

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		36,994		13,511	
Base					
Negotiated Salary and Benefit Rate Increases COLA		608	1.6	608	4.5
Share of Program Support Services		38	0.1	38	0.3
Increase to food and health supply contracts		36	0.1	36	0.3
Purchase of Service Increase		15	0.0	15	0.1
MOHLTC per diem and resident contribution increases				(196)	-1.5
Base		697	1.9	501	3.7
Reductions/Efficiencies					
Share of Program Support Services		(2)	-0.0	(2)	-0.0
NHC rent recovery from HYI				(2)	-0.0
Reductions/Efficiencies		(2)	(0.0)	(4)	(0.0)
Mandatory/Legislated					
LTC Act training one-time funding eliminated				5	0.0
Mandatory/Legislated				5	0.0
Annualization					
Changes in Debt Financing (Principal & Interest)		(1,086)	-2.9	(1,086)	-8.0
Provincial & DC Reserve funded portion of debt				(12)	-0.1
Annualization		(1,086)	-2.9	(1,098)	-8.1
Total Base Change		(391)	(1.1)	(595)	(4.4)
Enhancement					
Share of Program Support Services		69	0.2	69	0.5
IT Technology Improvements		(135)	-0.4		
Multi-Year Plan Initiative					
Seniors Strategy		30	0.1		
Total Enhancement Request		(36)	(0.1)	69	0.5
2012 Departmental Request (excluding Contribution to Capital)		36,567	-1.2	12,984	-3.9

Long Term Care and Seniors

Budget Change Explanations Outlook Years 2013/2014

Long Term Care

	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	36,567	12,984	37,144	13,494
Base				
Negotiated Salary and Benefit Rate Increases	541	541	540	540
Share of Program Support Services	26	26	36	36
Increase to food and health supply contracts	37	37	39	39
MOHLTC per diem and resident contribution increases				
Base	604	604	614	614
Reductions/Efficiencies				
Share of Program Support Services	(19)	(19)	(2)	(2)
NHC rent recoveries from HYI		(3)		(3)
Reductions/Efficiencies	(19)	(22)	(2)	(5)
Mandatory/Legislated				
Mandatory/Legislated				
Annualization				
Changes in Debt Financing (Principal & Interest)	(32)	(32)	99	99
Provincial & DC Reserve funded portion of debt		(114)		(188)
Annualization	(32)	(146)	99	(89)
Growth				
Growth				
Enhancements				
Share of Program Support Services	74	74		
IT Technology Improvements	50		(80)	
Multi-Year Plan Initiative				
Seniors Strategy	(100)			
Enhancements	24	74	(80)	
Total Annual Incremental Budget Pressures	577	510	631	521
Total Annual Budget Request	37,144	13,494	37,775	14,015

Long Term Care and Seniors

Long Term Care

2011 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Long Term Care</u>					
Nursing Supervisors (LTC Act)	2.8	B-M	328	328	
Admin Clerk-Intermediate (conversion)	0.6	B	44	44	
Admin Clerk-Secretary (conversion)	0.3	B	28	28	
Environmental Service Representative (conversion)	1.3	B	0	0	
Food Service (conversion)	0.8	B	0	0	
Reception/Customer Service (LTC Act)	2.5	B-M	158	158	
Share of program support services	0.2				
Total Permanent FTEs	8.5		557	557	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Long Term Care</u>					
Share of program support services	0.8				
Total Permanent FTEs	0.8				

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Long Term Care</u>					
Total Permanent FTEs	0.0				

***Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

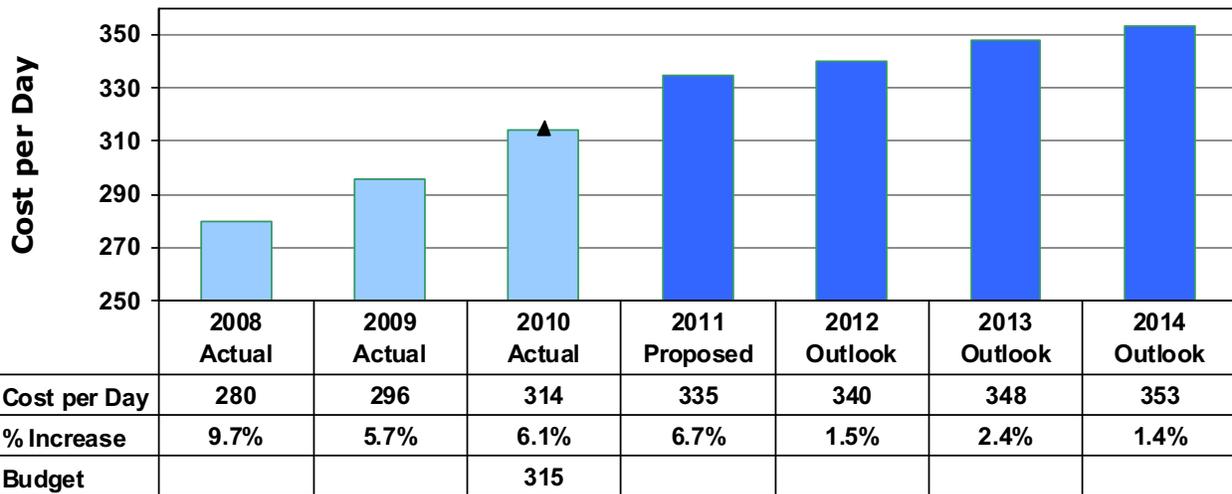
Space needs accommodations have been considered for the above requested positions

- Yes
- No

Long Term Care and Seniors

Efficiency

Gross Cost per Resident Bed Day



	2008 Actual	2009 Actual	2010 Actual	2011 Proposed	2012 Outlook	2013 Outlook	2014 Outlook
Total Cost	23,802,980	25,058,300	26,597,808	28,405,978	38,886,636	29,447,772	29,855,715
Bed Days	84,912	84,680	84,680	84,680	84,912	84,680	84,680

Source: Based on 232 beds and costs in operating statements (BVAs)

What does the graph show?

- This graph shows the total operating costs for Long Term Care Homes for York Region.
- Bed Days are the total number of client days provided by York Region.
- Financing charges and contributions to reserves are excluded.

Explanation of KPI Trend

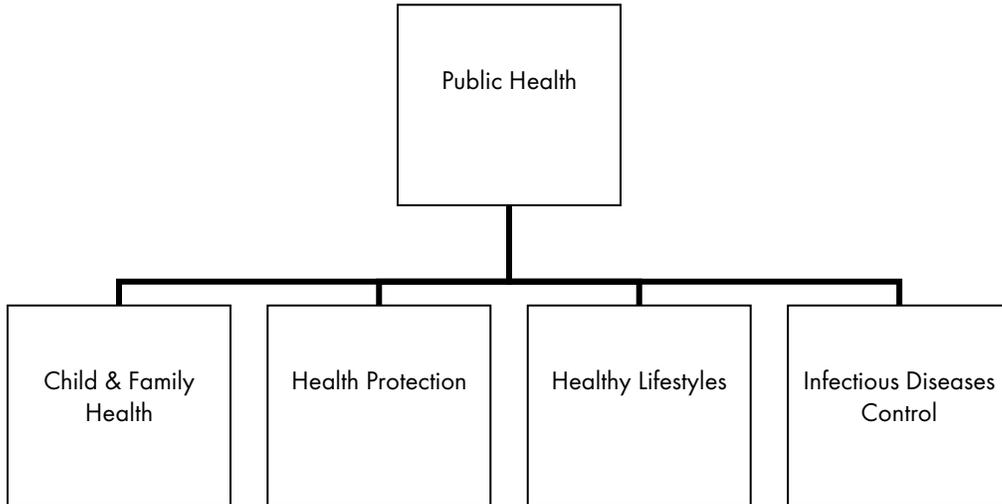
- 2011 proposed increase of 6.7% is primarily related to negotiated salaries and benefits, general expenses (computers and staff training), contracted services, program specific expenses (food and health supplies and recruiting fees) and new requirements under the Long Term Care Homes Act (LTCHA).
- 2012 shows a much lower increase of 1.5% primarily resulting from a decrease in debt for the Newmarket Health Centre.

Comments / Background:

- York Region operates 34 convalescent care beds which have a higher per diem operating cost than traditional long term care beds.
- Additional costs resulting from the requirements of the LTCHA will impact the outlook years. Additional funding from MOHLTC for the LTCHA continues to be unknown.
- This report is used for internal management purposes only and is not consistent with the OMBI definition of a similar measure.

INTENTIONAL BLANK

Public Health



Mission/Vision

Public Health strives to keep the people of York Region healthy through health promotion, health protection and disease prevention activities.

Mandate

- Delivers programs and services legislated by the Ontario Ministry of Health and Long-Term Care (MOHLTC). Under the requirements of the *Health Protection and Promotion Act* (HPPA), the Public Health Branch ensures the provision of mandatory Health Programs and Services according to the provincial guidelines published in 2008
- Delivers disease prevention and control programs including sexual health clinics and programs, community and school immunization services, surveillance, investigation and control of infectious diseases and harm reduction/outreach services
- Protects the health and residents through investigation, enforcement and educational activities. Initiatives of the division include food safety and food premise inspection, rabies, West Nile Virus control, environmental health, safe water and tobacco education and control
- Delivers programs that help individuals, families and communities increase their capacity to make healthy choices that benefit children. Initiatives relate to preconception, prenatal, breastfeeding, child growth and development, postpartum mood disorder, dental health and prevention of family violence
- Promote healthier lifestyles and safe environments, including chronic disease prevention, early detection of cancer, injury prevention, substance abuse prevention, curriculum support to schools, workplace wellness, nutrition and food access issues and the *Health Connection* toll free information line

Public Health

Strategic Goals 2011 - 2014

- Develop, test and implement appropriate performance management indicators to capture effectiveness and efficiency across the branch as a whole
- Review Public Health accreditation process and provincial direction to determine feasibility of pursuing accreditation for York Region Public Health
- Respond effectively and efficiently to the Ontario Public Health Standards (2008) and changes to the *Health Protection and Promotion Act (2007)* by ensuring adequate staffing, technological and financial resources are available for program delivery

Key Highlights

Planned Initiatives for 2011 and 2012

- Initiate the design and implementation of an electronic management system for public health branch clinic-based services
- Develop a proposal and implementation plan for a TB clinic for York Region residents
- Establish a formal public health liaison strategy in partnership with local hospitals to expedite the time acquisition of infectious disease information
- Evaluate sexual health clinic services in order to identify efficiencies and enhanced services for clients
- Improve immunization coverage with the school and day care population by expanding immunization review to include private schools and providing education to staff and parents of children attending day care
- Implementation of the food safety web-based disclosure program
- Implementation of phase II of the food safety strategy (men who BBQ) and evaluation of phase I (women aged 25-45 years old who cook in the home)
- Deliver 2-3 Personal Service Setting (PSS) workshops for Personal Service Workers
- Develop public awareness campaign regarding Infection Prevention and Control (IPAC) in Personal Service Settings (PSS)
- Develop educational resources for Lodging and Group Homes and Homes For Special Care
- Develop Rabies Education Program for School Kids in liaison with the school age team and school boards
- Conduct focus group sessions on Children's Environmental Health to inform key messages and finalize Rapid Risk Factor Surveillance System (RRFSS) module on children's environmental health
- Evaluate 2010 Heat Advisory Program and explore need for expansion in 2011 as well as need for Cold Advisory Program
- Workplace vehicles – campaign for taxi cabs by educating the owners/operators and public about the law and then provide follow up with progressive enforcement as needed
- Education and inspection of catering trucks with respect to cigarillo legislation

Public Health

- Collaborate with internal and external partners to develop and disseminate the Public Health Seniors strategy
- Collaborate with internal and external partners to develop and disseminate the Youth Strategy
- Implement the Smoke Free Ontario youth Engagement strategy in collaboration with internal and external partners
- Develop and implement a comprehensive Smoke Free Sport and Recreation strategy
- Develop best practice guidelines and a dissemination plan to assist and guide regional and municipal planners
- Provide leadership and support for the implementation of the H1N1 report recommendations through the Health Emergency Planning program
- Dissemination of the Child and Family Health Edinburgh Postnatal Depression Scale Guidelines and the C&FH Suicide Prevention Guidelines to internal and external community partners
- Full implementation of the Low Income Dental Program now known as Healthy Smiles Ontario (HSO)
- Completion of the Infant Feeding Survey, analysis of results, preparation of report and dissemination
- Completion of evaluation and implementation of Prenatal Curriculum
- Establish and integrate an HBHC service delivery team in the Georgina community
- Completion and pilot of Core Competencies for Child and Family Health PHN's
- Implement the Peer Support Team for Child and Family Health division staff
- Review the implementation and evaluate the TB clinic for York Region residents.
- Complete the integration of all syndromic surveillance systems that have been introduced in York Region since 2009. Create an interactive, on-line resource for staff related to survey based surveillance data (RRFSS, CCHS, OHSDUS)
- Develop and implement a needs assessment of existing sexual health clinic services within the Region including gaps in service and initiate a planning process with community partners to develop a more comprehensive service delivery model
- Conduct an assessment of client harm reduction requirements, existing services and develop a comprehensive plan in partnership with community agencies
- Initiate a review of the immunization status of children attending licensed day cares within York Region
- Conduct a literature review and needs assessment of the sexuality needs of seniors including the risks of Sexually Transmitted Infections and Blood-Borne pathogens
- Implement Phase III of the food safety strategy focusing on senior's (age 65 +) who cook and prepare food in the home. The focus of the campaign will follow the 4 Quadrants of the Be Food Safe program which include clean, separate, cook and chill
- Implement Web-based disclosure Phase II of the web-based disclosure campaign will focus on enhancing the website to add additional inspection programs in the Health Protection Division
- Complete audits and start inspections of Small Drinking Water Systems

Public Health

- Develop and implement public health component of the York Region Climate Change Adaptation Strategy. Public health components include adaptation measures for extreme weather events, air quality, urban heat island, water quality, vector-borne diseases and food safety. Note: The final York Region Climate Change Adaptation Strategy is expected to be presented to Regional Council in the spring of 2011
- Pilot Rabies Education Program that is planned to be developed in 2011 for School Kids in liaison with the school age team and school boards
- Implement the infection control awareness campaign focusing on Personal Service Settings
- Increase public awareness regarding Third party supply to youth and the law pertaining to Smoke Free Ontario
- increase the number of referrals to Ministry of Revenue regarding contraband and counterfeit product to ensure removal of these products to prevent easy youth access to cheaper tobacco products
- Implement the Tobacco Strategy Advisory Group (TSAG) approved recommendations
- Converting from Hedgehog classic database over to the Hedgehog.net, a web based inspection database
- Begin initial preparation to host the 2013 Canadian Institute of Public Health Inspectors Educational Conference
- Develop and implement a Safer Partying initiative to grade seven, grade eight and secondary school students in collaboration with internal partners and external partners
- Implement recommendations from the Elementary School Travel Planning project aimed at increasing levels of children's physical activity in collaboration with the Active and Safe Routes to School Committee
- Use social media programs to electronically deliver, track and evaluate all program-based newsletters and health updates to schools, workplaces and the subscribed public, enhancing communication, efficiency and customer service while reducing paper waste
- Collaborate with the York Catholic District School Board to promote the adoption and implementation of a Healthy Schools and Workplace policy
- Promote and support the development of Healthy Communities through intersectoral collaborations with GIS and planning and transportation professionals using a community engagement and policy development approach
- Adapt and implement A Million Messages (AMM) program; a comprehensive plan to standardize injury prevention messages given to parents and caregivers in York Region
- Continue to support the implementation of Ministry of Education's Policy/Program Memorandum No. 150 School Food and Beverage Policy through nutrition support to Healthy Schools and collaboration with school boards
- Develop and implement a program targeting pedestrians in York Region to promote awareness of safer practices

Public Health

- Develop and implement a concussion prevention strategy targeting youth in York Region
- Expand cessation programs and resources in the community by increasing resource support to STOP on the Road and Driven to Quit programs
- Promote peer support in secondary schools through the implementation of a youth forum promoting comprehensive youth engagement programming
- Assist program planning by developing sources for the collection of child health data for those under 12 years of age
- To foster communication, collaboration, and service coordination between the Healthy Babies Healthy Children Program and our major community partners in York Region, i.e. York Region hospitals, Early Intervention Services, Child Welfare organizations and Children's Mental Health services
- To collaborate with the Best Start Network in implementing the recommendations of Dr. Pascal's 2009 report, "With Our Best Future in Mind: Implementing Early Learning in Ontario" and the province's Early Years Policy Framework, including participation in collaborative planning and service delivery by CFHD in a network of Best Start Child & Family Centres in York Region
- Implement a marketing strategy for Healthy Babies Healthy Children program in York Region
- Increase the number of telephone contacts and home visits provided through Healthy Babies Healthy Children program
- to complete an evaluation of the Peer Support Team and supporting resource materials
- Evaluate the transition to online provision of newborn resource materials
- Full implementation of OHISS mobile application for all school screenings and clinic appointments
- Review of internal work design related to integration of additional staff and programming as part of the Healthy Smiles Ontario program
- Continued expansion of oral health screening and promotion with planned additions to staff
- Completion of Core Competencies pilot for PHN's and integration of Core Competencies into the Child and Family Health Division
- Continue to pursue attainment of Baby Friendly Initiative designation
- Increase the public's awareness about preconception and prenatal health by providing prenatal education at evening prenatal classes and through CPNP
- Expand the number of sites that prenatal education is offered in York Region
- Implement RAO Best Practice Guidelines for Brief Contact Intervention (BCI) with all prenatal clients and to support Child & Family Health Divisional staff to implement these guidelines with their clients
- Expand the Transition to Parenting groups and include permanent locations in Vaughan and Markham (Transition to Parenting is a 12 week support and education program for moms experiencing mood disorders)

Public Health

- Provide Nobody's Perfect Parenting Program Train-the-Trainer session to community partners who speak Cantonese, Mandarin and Tamil so that they can facilitate the parenting program to parents in these languages

Base Drivers

- Implementation of the 2008 new Ontario Public Health Standards, and accompanying protocols
- Implementation of the Low Income Dental Program
- Population Growth

Key Challenges

Changes in legislation

The introduction of the 2008 Ontario Public Health Standards have required re-modeling of our programs to achieve greater compliance. Staffing requirements were previously calculated for achieving full compliance over a three year period, but given the downturn in the economy, have been revised over a longer period.

Regional growth and demographics

York Region's population is expected to increase by 3% a year for the next three years, placing an increased demand on public health service delivery.

Increasing ethnic diversity also requires enhanced development of culturally appropriate and language specific programs and delivery models.

Emerging public health issues

Surveillance systems for emerging communicable diseases are an essential component for sound decision making, and their design and implementation require close collaboration between local and provincial and national agencies, which is being pursued.

Home cooked foods continue to be a source of food borne illness in York Region, highlighting the need to remain focused on strategies to improve food safety in the home.

Comparisons of food premises inspection systems in other jurisdictions have led to the pursuit of a web-based disclosure system for implementation by 2011.

The implementation of the Low Income Dental Program will likely reveal unmet dental needs amongst the 0-18 age group.

The expansion of the CINOT (Children in Need of Treatment) program to adolescents was constrained by the absence of provincial funding for staff; with the implementation of

Public Health

the Low Income Dental Program, we expect an increase in the uptake of the CINOT program for adolescents.

The feasibility of re-configuring dental services program delivery in the Community and Health Services Department will be examined to provide greater efficiencies.

The clinical management of Tuberculosis could be improved with the establishment of a TB Clinic in York Region; this option will be pursued as part of the Multi-year plan.

The recommendations ensuing from the review of the H1N1 response will be implemented with a view to improving response capabilities for future health emergencies.

Service Challenges

The release of the 2008 Ontario Public Health Standards, and subsequent analysis of changes from the previous requirements, has revealed increased requirements for staffing and technological resources. The re-modeling of public health delivery systems to minimize this impact will continue, and the phasing in of the additional financial resources has been extended.

Staffing Resources

Permanent FTE's	2008 Restated Budget	2009 Restated Budget	2010 Restated Budget	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Full-Time FTE's (PFT)	414.7	421.6	417.7	430.2	443.8	455.8	468.8
Part-Time FTE's (PPT)	26.0	27.0	27.0	21.0	21.0	21.0	21.0
Total Permanent FTE's	440.7	448.6	444.7	451.2	464.8	476.8	489.8
Net Change*	0.0	7.9	-3.9	6.5	13.6	12.0	13.0
Casual (FTE Equivalent)**	6.2	6.2	10.8	13.3	13.3	13.3	13.3

* The FTE chart above is based on funding relationships and includes an allocation of FTE's from Business Operations and Quality Assurance, and Policy and Program Support Services.

** Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

Public Health

Public Health Branch

	Divisional Summary									
	\$000's				\$000's					
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook	
Expenditures										
Salaries and Benefits	34,938	36,665	37,589	39,643	41,414	4.5%	43,558	45,600	47,875	
Program Specific Expenses	1,319	1,293	1,831	2,302	3,194	38.8%	3,194	3,194	3,194	
Professional Contracted Services	763	903	829	1,007	1,012	0.5%	960	959	957	
General Expenses	3,097	3,064	3,945	3,523	3,689	4.7%	3,678	3,643	3,643	
Occupancy Costs	953	915	1,777	1,033	1,311	27.0%	1,550	1,553	1,556	
Minor Capital	106	86	103	286	296	3.3%	296	296	296	
Expenditures	41,177	42,926	46,074	47,794	50,917	6.5%	53,238	55,245	57,521	
Financing Costs and Reserves										
Financing Costs	175	171	172	163	213	31.1%	213	213	213	
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	175	171	172	163	213	31.1%	213	213	213	
Gross Expenditures	41,352	43,097	46,246	47,956	51,130	6.6%	53,451	55,458	57,734	
Revenues										
Grant Subsidies	(36,016)	(37,370)	(40,847)	(38,655)	(40,978)	6.0%	(42,674)	(44,136)	(45,757)	
User Fees										
Fees and Charges	(1,258)	(1,257)	(743)	(526)	(556)	5.8%	(560)	(564)	(568)	
Development Charges										
Contribution from Reserves	(514)	(512)	(538)							
Third Party Recoveries										
Revenues	(37,788)	(39,139)	(42,127)	(39,181)	(41,534)	6.0%	(43,235)	(44,700)	(46,324)	
Negotiated Specific & Recoveries										
Negotiated Specific	207	229	225	248	259	4.3%	259	259	259	
Departmental Charges & Recoveries	(205)	(289)	1,861	1,389	1,505	8.4%	1,611	1,696	1,722	
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	2	(61)	2,086	1,637	1,764	7.8%	1,870	1,955	1,981	
Gross Expenditures including Negotiated Specific & Recoveries	41,353	43,036	48,332	49,593	52,894	6.7%	55,321	57,413	59,715	
Tax Levy	3,566	3,897	6,205	10,413	11,360	9.1%	12,086	12,713	13,391	
% Change							6.4%	5.2%	5.3%	

Public Health

Budget Change Explanations 2011

Public Health Branch

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Gross		Net		
	Units	\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		49,593		10,413	
Base					
Negotiated Salary and Benefit Increase		1,168	2.4	819	7.9
Refresh of tablets and thermal printers for PHACTS		126	0.3	32	0.3
Casual Salary increase to reflect actual demand		53	0.1	13	0.1
Tuberculosis Management Model (TB Clinic)		16	0.0	4	0.0
HBHC program and benefit costs exceeding capped funding levels		220	0.4	220	2.1
Share of Program Support Services		67	0.1	20	0.2
Base		1,648	3.3	1,108	10.6
Reductions/Efficiencies					
CINOT Expansion		(369)	-0.7	(92)	-0.9
Additional Funding for IT lease costs, insurance and HST implications				(373)	-3.6
Reductions/Efficiencies		(369)	(0.7)	(466)	(4.5)
Mandatory/Legislated					
Youth Engagement Coordinator converted from HBHC FTE (1 FTE)		106	0.2	2	0.0
Mandatory program staffing requirements (3.5 FTE's)		277	0.6	69	0.7
Mandatory/Legislated		383	0.8	71	0.7
Annualization					
Increase for CINOT (regular program) to meet demand		335	0.7	84	0.8
Low Income Dental program includes 8 converted FTE's (Council - September 15, 2010)		1,662	3.4		
HBHC FTE Conversion (10.7 FTE's)		(1,018)	-2.1		
Annualization		979	2.0	84	0.8
Total Base Change		2,641	5.3	797	7.7
Growth					
Staffing requirements related to growth pressures (3 FTE's)		203	0.4	51	0.5
New facility for Public Health growth		236	0.5	59	0.6
Share of Program Support Services		10	0.0	6	0.1
Total Growth Approved		449	0.9	116	1.1
Enhancement					
Admin Clerk-Secretary for C&FH - Records Information Management (0.50 FTE)		34	0.1	8	0.1
Share of Program Support Services		40	0.1	(9)	-0.1
Multi-Year Plan Initiatives					
Web-based disclosure system includes 1 FTE for HP - Food Safety Coordinator		138	0.3	34	0.3
Total Enhancement Approved		211	0.4	34	0.3
2011 Departmental Approved (excluding Contribution to Capital)		52,894	6.7	11,360	9.1

Public Health

Budget Change Explanations 2012

Public Health Branch

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net	
		\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		52,894		11,360	
Base					
Negotiated Salary and Benefit Increase		871	1.6	260	2.3
HBHC program and benefit costs exceeding capped funding levels		101	0.2	101	0.9
Share of Program Support Services		31	0.1	8	0.1
Base		1,002	1.9	368	3.2
Reductions/Efficiencies					
Thermal printers for PHACTS-one-time cost for 2011		(42)	-0.1	(10)	-0.1
Purchase of service for Healthy Lifestyles-ended 2011		(50)	-0.1	(13)	-0.1
Share of Program Support Services		(2)	-0.0	(1)	-0.0
Reductions/Efficiencies		(94)	(0.2)	(24)	(0.2)
Mandatory/Legislated					
Mandatory program staffing requirements (3.0 FTE's)		264	0.5	66	0.6
Mandatory/Legislated		264	0.5	66	0.6
Total Base Change		1,173	2.2	411	3.6
Growth					
New facility for Public Health growth		236	0.4	59	0.5
Staffing requirements related to growth pressures (9 FTE's)		808	1.5	202	1.8
Multi-Year Plan Initiatives					
Built Environment includes 1 FTE for HL - Public Health Nurse		134	0.3	34	0.3
Total Growth Request		1,177	2.2	295	2.6
Enhancement					
Share of Program Support Services		77	0.1	21	0.2
Total Enhancement Request		77	0.1	21	0.2
2012 Departmental Request (excluding Contribution to Capital)		55,321	4.6	12,086	6.4

Public Health

Budget Change Explanations Outlook Years 2013/2014

Public Health Branch	Outlook Years (in \$000's - Incremental Values)			
	2013	2013	2014	2014
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	55,321	12,086	57,413	12,713
Base				
Negotiated Salary and Benefit Increase	784	234	823	243
HBHC program and benefit costs exceeding capped funding levels	88	88	89	89
Share of Program Support Services	28	5	30	7
General Administrative Pressures	1		1	
Base	900	326	943	339
Reductions/Efficiencies				
Share of Program Support Services	(27)	(11)	(3)	(1)
MYP 3.1 c) Built environment special promotions for 2011 only	(35)	(9)		
Reductions/Efficiencies	(62)	(20)	(3)	(1)
Mandatory/Legislated				
NEW FTE Requests (7 FTE's for 2013; 7 FTE's for 2014)	693	173	722	181
Mandatory/Legislated	693	173	722	181
Enhancements				
NEW FTE Requests (5 FTE's for 2013; 6 FTE's for 2014)	477	119	641	160
Share of Program Support Services	83	29		
Enhancements	560	148	641	160
Total Annual Incremental Budget Pressures	2,092	627	2,303	678
Total Annual Budget Request	57,413	12,713	59,715	13,391

Public Health

Public Health Branch

2011 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$'000's)	Net (\$'000's)	Cost Saving Revenue Generated by FTE (\$'000's)
<u>Public Health Branch</u>					
Admin Clerk-Intermediate (IDCD: Surveillance & Clinics)	2.0	B-M	123	31	
Admin Clerk-Secretary (IDCD: Sexual Health)	1.0	G/M	64	16	
Epidemiologist (HL)	1.0	B-M	108	27	
Food Safety Coordinator (MYP 3.1 b) (HP)	1.0	E	103	26	
Admin Clerk-Secretary (C&FH: Repro)	1.0	E/G	64	16	
Admin Clerk-Secretary (HP and C&FH: Dental)	2.0	G	129	32	
HBHC FTE Conversion	(10.7)	A	(974)		
Low Income Dental FTE Conversion (MYP 1.2)	8.0	A	662		
Youth Engagement Coordinator	1.0	B-M	93		
Share of program support services	0.2				
Total Permanent FTEs	6.5		372	148	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$'000's)	Net (\$'000's)	Cost Saving Revenue Generated by FTE (\$'000's)
<u>Public Health Branch</u>					
Admin Clerk-Secretary	1.0	B-M	66	16	
Public Health Nurse (MYP 3.1 c)	2.0	B-M	198	50	
Program Evaluator	1.0	E	110	28	
Public Health Nurse	1.0	E	99	25	
Team Lead	1.0	E	110	28	
Admin Clerk-Secretary	1.0	G	66	16	
Public Health Nurse	3.0	G	297	74	
Admin Clerk-Intermediate	1.0	G	63	16	
Certified Dental Assistant	1.0	G	66	16	
Registered Dental Hygienist	1.0	G	95	24	
Share of program support services	0.6				
Total Permanent FTEs	13.6		1,171	293	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$'000's)	Net (\$'000's)	Cost Saving Revenue Generated by FTE (\$'000's)
<u>Public Health Branch</u>					
Public Health Nurse - 2013	2.0	B-M	202	51	
Data Analyst - 2013	1.0	B-M	89	22	
Public Health Inspector - 2013	3.0	B-M	289	72	
Epidemiologist - 2013	1.0	B-M	112	28	
Public Health Nurse - 2013	4.0	E	412	103	
Admin Clerk-Intermediate - 2013	1.0	E	64	16	
Public Health Nurse - 2014	7.0	B-M	722	181	
Public Health Nurse - 2014	3.0	E	309	77	
Environmental Specialist	1.0	E	107	27	
Zoonotic Coordinator	1.0	E	110	27	
Epidemiologist - 2014	1.0	E	115	29	
Total Permanent FTEs	25.0		2,533	633	

***Type of FTE's Legend:**

B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

Space Needs Accommodations:

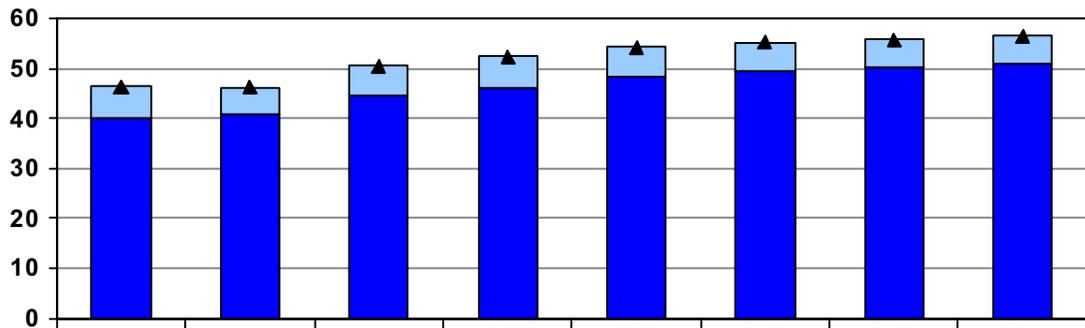
Space needs accommodations have been considered for the above requested positions

Yes
 No

Public Health

Efficiency Measure

Gross Expenditures Per Capita for York Region Public Health



	2007 Actual	2008 Actual	2009 Actual	2010R Budget	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
Allocated Cost per Capita	\$6.15	\$5.53	\$5.85	\$6.19	\$6.01	\$5.87	\$5.74	\$5.62
Gross Expenditures per Capita	\$40.26	\$40.80	\$44.75	\$46.20	\$48.34	\$49.44	\$50.19	\$51.09
Budget	\$46.42	\$46.34	\$50.60	\$52.39	\$54.35	\$55.31	\$55.93	\$56.71

Source: Population figures are year end estimates provided by the Planning Department.
Total Gross Expenditures are net of offset revenues.

What does the graph show?

- Base Gross Expenditures and Allocated Cost per Capita in relationship to population growth.

Explanation of KPI Trend

- The 2011 budget includes additional staff (6.3 FTE) resources required to address prioritized mandatory, enhancement and growth-related issues.
- The 2010 budget included a reduction of 2.5 FTEs for Smoke Fee Ontario.
- The outlook years of 2012, 2013 & 2014 include FTE increases of 13.0, 12.0 & 13.0 as a provision for growth and mandatory services required in York Region.
- Although the 2007 gross expenditures increased by 0.2%, the 2007 budgeted cost per capital fell from \$50.22 to \$48.67 as a result of the 3% population increase year over year.
- Increased 2006 costs per capita were impacted by the addition of staff (21.5 FTE) required to move forward on mandatory program compliance.

Comments / Background:

Efficiency measure shows the increase/decrease in per capita base spending year over year in relation to York Region population growth.

INTENTIONAL BLANK

Ontario Disability Support Program

Ontario Disability Support Program

	Divisional Summary									
	\$000's				\$000's					
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook	
Expenditures										
Salaries and Benefits										
Program Specific Expenses	23,092	23,092	19,828	11,402		-100.0%				
Professional Contracted Services										
General Expenses										
Occupancy Costs										
Minor Capital										
Expenditures	23,092	23,092	19,828	11,402		-100.0%				
Financing Costs and Reserves										
Financing Costs										
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves										
Gross Expenditures	23,092	23,092	19,828	11,402		-100.0%				
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges										
Contribution from Reserves			(1,691)	(2,200)		-100.0%				
Third Party Recoveries										
Revenues			(1,691)	(2,200)		-100.0%				
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	23,092	23,092	19,828	11,402		-100.0%				
Tax Levy	23,092	23,092	18,137	9,202		-100.0%				
% Change										

**Ontario Disability Support Program (ODSP) was fully Uploaded to the Province in 2011

Ontario Disability Support Program

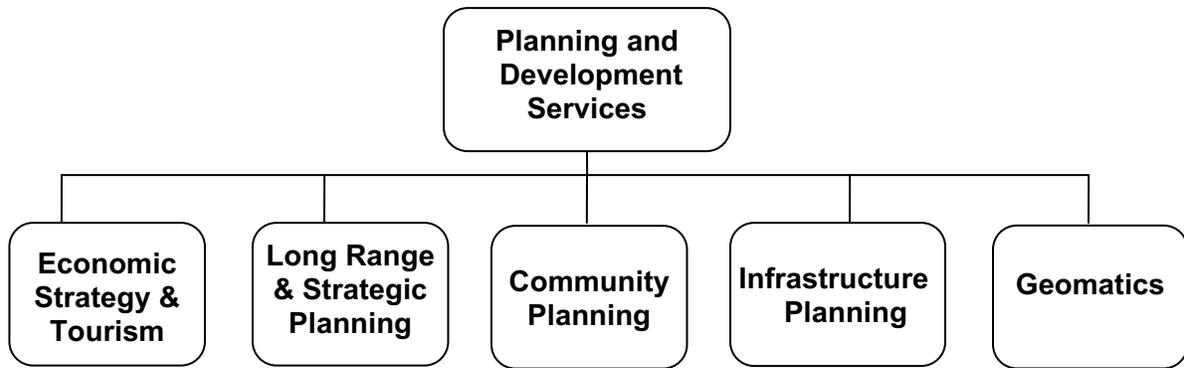
Budget Change Explanations 2011

Ontario Disability Support Program

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		11,402		9,202	
Reductions/Efficiencies					
Impact of Provincial Upload		(11,402)	-100.0	(9,202)	-100.0
Reductions/Efficiencies		(11,402)	(100.0)	(9,202)	(100.0)
Total Base Change		(11,402)	(100.0)	(9,202)	(100.0)
2011 Departmental Approved (excluding Contribution to Capital)					

Planning and Development Services



Mission/Vision

To facilitate the evolution of healthy communities, a sustainable natural environment and economic vitality by implementing responsive growth management practices, including cost-effective quality geographic information.

Mandate

Economic Strategy & Tourism

Delivers economic foresight and intelligence, implements innovative enabling programs of relevance to businesses and the communities, enables business development through advancing business creation and ensures growth through investment and marketing.

Long Range & Strategic Planning

Responsible for the Growth Management conformity exercise for the Regional Official Plan; identifies emerging regional issues and provides leadership in the preparation of strategic initiatives, research, data collection and preparation of policy documents.

Community Planning

Responsible for policy development and delivery of the Centres and Corridors Program; planning and infrastructure integration through policy development and development approvals linked to capital delivery; formulation and implementation of sustainable development incentive programs; and delivery of regional planning policies/programs to local municipalities through local plan approvals.

Infrastructure Planning

Links infrastructure planning with strategic and land use planning, as well as, effectively manage and monitor growth within the Region in the areas of transportation, water and wastewater planning and infrastructure supply and demand management.

Geomatics

Provides geospatial information and business solutions, products and training, fundamental to growth management and the business activities of York Region.

Strategic Goals 2011 – 2014

Sustainability is the lens through which the Region formulates, enhances and implements policy. All municipal responsibilities and regional initiatives are evaluated using the triple bottom line approach with economic, environmental and community considerations. The triple bottom line approach will be used to evaluate a number of key emerging trends related to changing demographics, diversity, energy concerns and social cohesion. How we design, service and

Planning and Development Services

support our communities is being re-thought with a better understanding of the connections between stewardship of natural resources, job opportunities, human services provisions and public health issues. A sustainable perspective is intended to provide an integrated, innovative and long term view. The planned initiatives are organized into each of the three triple bottom line themes.

Healthy Communities

- Provide Corporate leadership on Sustainability
- Preparation of Vision 2051
- Regional Official Plan (ROP) implementation
- Defense of the ROP at the Ontario Municipal Board (OMB)
- Co-ordinate the delivery and implementation of planning policies and programs arising out of the new (ROP)
- Develop and implement strategies for Growth Management to 2031
- Promote the foundation of City Building policies and initiatives as an important strong urban system of Centres and Corridors
- Develop an integrated infrastructure/planning framework for short-medium servicing capacity assignment
- Coordinate implementation of Phase 1 of the Pedestrian & Cycling Master Plan with Transportation Services and York Region Rapid Transit Corporation
- Coordinate, develop, design and begin implementation of the Lake-to-Lake Cycling route
- Develop and conduct the outreach and education components of Regional cycling and transportation demand management services
- Provide assistance to York Region Rapid Transit Corporation in planning, design and funding applications for the Yonge Subway Extension to Highway 7
- Coordinate the implementation of the Transportation Master Plan with York Region Rapid Transit Corporation and Transportation Services
- Coordinate the implementation of the Water & Wastewater Master Plan with Environmental Services
- Provide development review and technical support for implementation of policies in the Regional Official Plan and Infrastructure Master Plans

Sustainable Natural Environment

- Leadership in energy efficient buildings and communities
- The development of the Region's Climate Change Strategy in consultation with partners
- Examine the feasibility of a Region wide Off-Road Trails Strategy
- Co-manage the Integrated Waste Management Master Plan with Environmental Services
- Co-ordinate input to the Provincial 2015 review of the Greenbelt And Oak Ridges Moraine Plan applying the triple-bottom line approach

Planning and Development Services

Economic Vitality

- Continue to survey the Region's businesses and undertake analysis of the Region's economy
- Undertake a review and update of the Economic Development Strategy
- Develop the 'Invest in York' integrated investment attraction/export development program
- Promote business innovation through Industry Cluster development and Entrepreneurship
- Design an integrated interdepartmental knowledge repository for economic innovation, investment and trends to disseminate internally and externally

Geomatics

- Optimize the geospatial information infrastructure to support the pervasive use of location-based information
- Enhance access to robust geospatial information through integration into corporate business systems and business intelligence
- Advance the use of location-based visualization including volunteered information from social media channels for engagement and decision support
- Support government transparency initiative with opportunities related to Open Data

Planned Initiatives for 2011 and 2012

Economic Strategy & Tourism

- Undertake a review and update of the Economic Development Strategy to explore strategic initiatives and funding opportunities that will help build York Region's economy
- Integrate the investment attraction and export development programs to create synergies between the Region's international business development initiatives and optimize available resources
- Hold up to 15 in-market investment attraction activities during 2011-2012 including trade show prospecting, business delegations, industry events and networking visits
- Promote an export culture within the Region and continue to provide small to medium sized enterprises with customized tools and information to develop their export business
- Continue development of the high-impact "Invest in York" marketing toolkits including business profile, sectoral datasheets, presentations and digital marketing media
- Deliver the results of a Departmental economic/business information audit, needs assessment and gap analysis and key performance indicators for Regional delivery of value-based knowledge
- Launch the Manufacturing Sector Development Program in 2011, a twenty-month, three part strategy including: Innovation in Manufacturing, Green Enterprise York, and Youth in Manufacturing funded by provincial partners
- Promote the development of the life sciences cluster innovation and growth through research, industry events, and business outreach activities

Planning and Development Services

- Support the launch and development of a YORKbiotech-led Research Innovation Centre under the Ontario Network of Excellence Program
- Lay the foundation for the creation of a Green Economy Centre that will be an economically sustainable green business hub
- Expand York Small Business Enterprise Centre programs to increase outreach providing resources to increase small business and tourism enterprise formation, enhance business capacity, support business retention and create workforce development
- Establish a Youth Entrepreneur in Business Program in addition to Summer Company
- Advance the Hospitality First Program including web portal, career development, business resources and customer service delivery
- Align the provincial RTO6 Tourism Program with regional business development activities

Long Range & Strategic Planning

- Complete Vision 2051 exercise that will update Vision 2026, the Region's primary strategic plan, in establishing the Vision and direction for Regional Council and its employees on how the Region's communities should evolve over the next 40 years
- Operationalize the Growth Management and Development Information system for tracking development activity and forecast information for small geographic areas across the Region
- ROP implementation
- Disposition of OMB appeals to the ROP including negotiating hearings
- Implement initiatives in the York Region Sustainability Strategy, provide corporate leadership and continue to monitor and evaluate success
- Produce the 2011 Sustainability Report Card that addresses priority setting, targets, indicators, monitoring and evaluation
- Complete New Community Guidelines for the Region that will create well designed communities that prioritize people, sustainability and livability
- Update Region's Housing Needs Study that addresses key housing areas relating to affordability, the rental and non-profit market as well as the relationship of housing to transit, human services, and the economy and growth management
- Undertake a York Region Archaeological Management Plan that will help identify, protect and conserve archaeological sites, provide clear guidance on land use planning decisions and build stronger relationships with the First Nations and the Metis Nation in York Region
- Continue to survey the Region's businesses and undertake analysis of the Region's employment sectors and sub sectors
- Develop a Region Climate Change Strategy in consultation with partners
- Update Regional Greening Strategy that implements the vision of the Regional Greenlands System that preserves and enhances natural features within a connected natural heritage system

Planning and Development Services

Community Planning

- Delivery of a renewed strategic Vision of the Region's Centres and Corridors, in consultation with local area municipalities
- Assist local municipalities in completing the Growth Plan Conformity Exercise in coordination with the policy directions of the ROP
- Develop strategic land use plans for the staging of development along the Yonge Street and Spadina subway expansion, and to complement local initiatives
- Co-ordinate and administer a 2031 strategy and phasing program for the five year delivery of servicing capacity to local municipalities
- Develop in partnership with the Environmental Services department water conservation and Industrial, Commercial and Institutional program association with new development
- Support and promote the initiatives of the agricultural community through the work of such organizations as the Greater Toronto Area Agricultural Action Committee
- Promote and facilitate, in partnership with the local municipalities, Transit-Oriented Design and densities particularly along the Spadina and Yonge Street subway extensions
- Continue to develop, promote and implement sustainable development programs in partnership with local municipalities

Infrastructure Planning

- Work with Environmental Services and Finance departments to develop strategies, methodologies and project input to update the DC Bylaw
- Conduct feasibility and preliminary engineering studies including EAs for transportation infrastructure within special study areas identified in the Transportation Master Plan and update in coordination with Transportation Services and York Region Rapid Transit Corporation
- Update the York Region Travel Demand Forecasting Model and enhance use of micro-simulation and other transportation planning tools
- Conduct the 2011 Cordon Count, Travel Time Survey, and update the Transportation Fact Book in coordination with Transportation Services and external agencies
- Define scope and potential alignment of the Lake-to-Lake Cycling Route in coordination with local municipalities and other stakeholders
- Implement the recommended alignment and facilities for the Lake-to-Lake Cycling Route in coordination with Transportation Services
- Complete Transportation Demand Management and active transportation outreach initiatives including publication of the Regional Cycling Map, CAN-BIKE program, Cycling website, and social marketing pilot projects
- Establish a program to identify and assess Simcoe County and Durham cross boundary needs and issues and conduct necessary studies
- Conduct and report on transportation capacity and demand monitoring program in coordination with Transportation Services
- Update the Water and Wastewater Supply and Demand Monitoring Report

Planning and Development Services

- Update with Environmental Services the York Region Water and Wastewater Planning Models and perform calibration of the models
- Conduct analysis with Environmental Services for safety and redundancies in York Region water and wastewater systems
- Conduct preliminary engineering analysis for Water/Wastewater servicing for special study areas
- Develop modelling scenarios for the York Water System and the York-Durham Sewage System to analyze future servicing capacities for allocation
- Co-manage the Integrated Waste Management Master Plan Project with Environmental Services
- Develop and carry out policies and programs to implement the recommendations from the Water and Wastewater Master Plan
- Review and assess need to update Infrastructure Master Plans and documentation requirements

Geomatics

- Improve awareness of online geographic resources like yrGeoView to improve location-awareness of regional assets, development plans, construction projects, and service centres
- Evolve yrGeoView to ensure that population estimates and forecasts are accessible to business units throughout the corporation
- Develop and implement the GeoPortal to improve access to mapping resources
- Extend the use of the Corporate Geospatial Information Infrastructure (CGII) including the Spatial Data Warehouse to support growth monitoring, vehicle tracking and business information reporting
- Develop and implement a Geospatial Information Management Strategy, including policies and technologies to address cross-program information gaps in the corporation, to support opportunities related to open access to geospatial data, social media and crowd sourcing
- Acquire and enable access to high resolution Orthophotography coverage for the entire Region
- Develop and implement a GeoAnalysis strategy through outreach to regional services and application of location-based analysis for more effective planning, monitoring, decision-making, and enhanced service delivery to our communities
- Support asset registry and work management with GIS integration
- Implement technology projects to meet identified business needs, including ArcGIS Server 10 upgrade
- Deploy web applications to visualize location-based information from social media channels for outreach and enable place-based feedback for consultation, supporting initiatives such as the development of the Region's Vision 2051 Strategic Plan
- Assist local municipalities with local official plan ROP conformity mapping and analysis

Planning and Development Services

- Co-ordinate the YorkInfo Partnership's Revitalization Action Plan with local municipalities, conservation authorities, and school boards to enhance the Partnership's effectiveness in integration and access to mapping technologies and information to meet our respective organizations' business requirements

Key Challenges

The following trends and issues will impact the department over the 2011 to 2014 timeframe.

Agriculture

Protection of agricultural lands to ensure a sustainable local food supply is vital for the Region, and promoting a healthy farm economy is a key component in agricultural viability.

Environment

Balancing environmental issues such as water quality, green space, forest cover, air quality and loss of farmland is extremely important to York Region residents. Thus, environmental issues are a key component for inclusion and implementation in the Sustainability Strategy, and other Regional initiatives.

Economy

York Region's diversified economy continues to demonstrate resilience and growth notwithstanding the challenging and competitive global environment. Developing innovative products and processes is critical to continued business competitiveness and success. Ensuring the labour needs of this evolving business community are met, through recruitment, training and retention of skilled professionals, development of youth entering the workforce, and utilization of a growing immigrant workforce, is crucial in achieving the Region's long range employment forecasts. Meeting the employment growth targets under the Growth Plan and the York Region Official Plan will require significant efforts in the areas of business growth and new investment attraction of high value knowledge-based companies and jobs.

Fiscal Responsibility

Fiscal and economic implications associated with the cost of growth and the aging resident population will need to be continuously assessed to determine whether the Region can afford future capital and operating expenditures.

Growth Management

The continuing pace of growth and the additional demand on existing services present distinct challenges for future service delivery needs, from managing congestion to ensuring quality of community life.

Information Management

The rate of growth and the requirements for management, sustainable development and planning activities continue to place an increasing demand on the acquisition, maintenance and analysis of quality information, creation of models, forecasts and alternative scenarios.

Planning and Development Services

Infrastructure

A strategic approach is needed to deliver infrastructure associated with the demands of rapid growth. Meeting the immediate infrastructure demand for roads, transit, water and wastewater and co-ordinating these needs with land use is becoming more challenging. Anticipating human service infrastructure requirements is also becoming more critical.

Intensification

Intensification targets established in the Regional Official Plan focused around the Region's Centres and Corridors and transit stations present community challenges in particular, managing quality urban design and ensuring compatibility with existing neighbourhoods.

Quality of Place: New Communities

Well designed communities, that are pedestrian focused, provide affordable housing, transit accessible, with closer live-work proximity and preserve heritage and promote culture will be at the forefront of quality of place for new development.

Sustainability

Ensure that the Region's policy and decisions regarding growth, infrastructure and human services integrate the environment, economy and our communities with an emphasis on engagement, education and continuous improvement. As well as, adaptation strategies for climate change are essential to create resilient communities.

Staffing Resources

Permanent FTE's	2008 Budget	2009 Budget	2010 Budget	2011 Approved**	2012 Outlook	2013 Outlook	2014 Outlook
Full-Time FTE's (PFT)	80.0	84.0	85.0	89.0	90.0	91.0	91.0
Part-Time FTE's (PPT)	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	81.0	84.0	85.0	89.0	90.0	91.0	91.0
Net Change	0.0	0.0	1.0	4.0	1.0	1.0	0.0
Casual (FTE Equivalent)*	5.6	5.6	5.6	5.6	5.6	5.6	5.6

* Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

** Includes conversion of 2 contract staff to permanent

Planning and Development Services

Planning and Development Services Department

Financial Summary

	2007	2008	2009	2010	2011	%	2012	2013	2014
	Actual	Actual	Actual	Restated	Approved	Change	Outlook	Outlook	Outlook
Expenditures									
Salaries and Benefits	6,567	7,153	8,015	8,846	9,728	10.0%	10,175	10,479	10,793
Professional Contracted Services	855	686	862	999	1,076	7.7%	1,061	1,061	1,061
General Expenses	1,590	1,573	1,607	1,660	1,607	-3.2%	1,589	1,604	1,604
Minor Capital	25	105	41	35	13	-62.9%	12	12	12
Expenditures	9,037	9,517	10,525	11,540	12,424	7.7%	12,837	13,156	13,470
Gross Expenditures	9,037	9,517	10,525	11,540	12,424	7.7%	12,837	13,156	13,470
Revenues									
Grant Subsidies	(166)	(193)	(99)	(82)	(135)	64.6%	(135)	(135)	(135)
User Fees	(124)	(114)	(101)	(187)	(20)	-89.3%	(20)	(20)	(20)
Fees and Charges	(413)	(376)	(305)	(384)	(429)	11.7%	(429)	(429)	(429)
Contribution from Reserves	-	-	-	(280)	(530)	89.3%	(530)	(530)	(530)
Third Party Recoveries	(152)	(214)	(249)	(175)	(187)	6.9%	(187)	(187)	(187)
Revenues	(855)	(897)	(754)	(1,108)	(1,301)	17.4%	(1,301)	(1,301)	(1,301)
Negotiated Specific & Recoveries	(3,223)	(3,359)	(3,476)	(3,480)	(3,809)	9.5%	(3,944)	(4,053)	(4,053)
Gross Expenditures including Negotiated Specific & Recoveries	5,814	6,158	7,049	8,060	8,615	6.9%	8,893	9,103	9,417
Tax Levy	4,959	5,261	6,295	6,952	7,314	5.2%	7,592	7,802	8,116
% Change							3.8%	2.8%	4.0%

Planning and Development Services

Budget Change Explanations 2011

Planning and Development Services Department

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Gross		Net	
	\$000's	%	\$000's	%
2010 Departmental Budget	8,060		6,952	
Base				
Corporate benefit & Omers adjustments	276	3.4%	276	4.0%
Efficiencies/Reductions				
Misc. program & revenue adjustments	-204	-2.5%	-62	-0.9%
Total Base Change	72	0.9%	214	3.1%
Growth				
Community Planner	98	1.2%	53	0.8%
Small Business Consultant	86	1.1%	46	0.7%
OMB support for ROP & ROPA 1,2, & 3 (funded Tax Stabilization Reserve)	250	3.1%	0	0.0%
Total Growth Approved	434	5.4%	99	1.4%
Enhancement				
Climate Change Consortium	50	0.6%	50	0.7%
Total Enhancement Approved	50	0.6%	50	0.7%
2011 Departmental Approved	8,616		7,315	

Planning and Development Services

Budget Change Explanations 2012

Planning and Development Services Department

Budget Change Explanations (2012/2011)	2012 (in \$000's)			
	Gross		Net	
	\$000's	%	\$000's	%
2011 Departmental Budget	8,616		7,315	
Base				
Corporate benefit & Omers adjustments	300	3.5%	300	4.1%
Efficiencies/Reductions				
Misc. program & revenue adjustments	-153	-1.8%	-23	-0.3%
Total Base Change	147	1.7%	277	3.8%
Growth				
Water and Wastewater Program Manager	130	1.5%	0	0.0%
Total Growth Request	130	1.5%	0	0.0%
2012 Departmental Request	8,893	3.2%	7,592	

Planning and Development Services

Budget Change Explanations Outlook Years 2013/2014

Planning and Development Services Department	Outlook Years (in \$000's - Incremental Values)			
	2013	2013	2014	2014
	Gross	Net	Gross	Net
Prior Year's Departmental Budget	8,893	7,592	9,103	7,802
Base				
Corporate benefit & Omers adjustments	225	225	314	314
Efficiencies/Reductions				
Misc. program & revenue adjustments	-109	-15	0	0
Total Base Change	116	210	314	314
Growth				
Water & Wastewater Technician	94	0	0	0
Total Growth Request	94	0	0	0
Departmental Request	9,103	7,802	9,417	8,116

Planning and Development Services

Planning and Development Services Department

2011 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Business Development Advisors (conversion from contracts)	2.0	B	0	0
Community Planner	1.0	G	98	53
Small Business Consultant	1.0	G	86	46
Total Permanent FTEs		4.0	184	99

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Program Manager Water & Wastewater Modeling Analysis	1.0	C	130	0
Total Permanent FTEs		1.0	130	0

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Water and Wastewater Technician	1.0	C	94	0
Total Permanent FTEs		1.0	94	0

*** Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

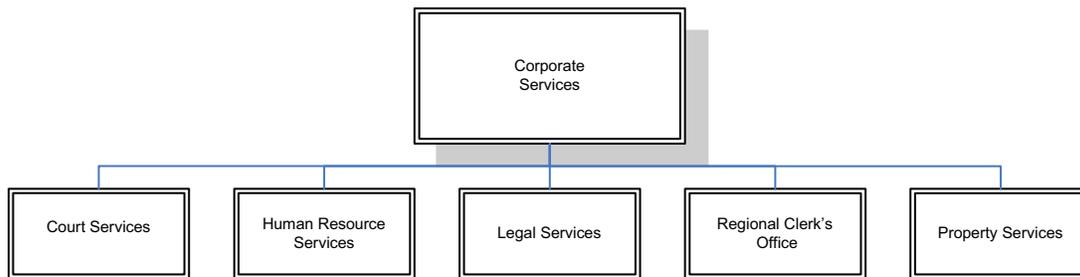
- Yes
- No

INTENTIONAL BLANK

Corporate Services Overview

Departmental Description

The Corporate Services Department consists of 260 FTE's (including Court Services) who provide operational and advisory support to all Regional Departments and the Police, totaling approximately 4,700 staff, as well as to Council, Committees, members of the Public and external partners at the Federal, Provincial and Municipal levels. The Court Services Branch serves the residents of York Region, the nine area municipalities, the Province of Ontario, the Judiciary and over thirty law enforcement and regulatory agencies operating within the Region of York.



Mission/Vision

The Corporate Services Department is committed to supporting our customers with superior services through the management of human, property and information resources.

Mandate

Through five distinct branches and two corporate-wide initiatives (Electronic Document Management System and Employee Survey) the Region's Corporate Services Department is responsible for:

- **Court Services:** Provide the administration and prosecution of all Provincial Offences and Highway Traffic Act Offences.
- **Human Resource Services:** Provide a range of services for Regional employees such as compensation, employee health and safety, corporate learning and development, pension and benefits administration, performance management, recruitment and selection, development and administration of employee programs such as wellness, recognition, attendance awareness.
- **Legal Services:** Provide advice on strategic initiatives, risk management & operational issues, advice on legislative compliance, negotiate contracts and agreements, and represent the Region in court and administrative tribunal proceedings.
- **Property Services:** Provide a strategic approach to managing the corporation's land and property assets in a sustainable manner, which includes expertise in the following areas: managing construction of new buildings and renovations, repairs and maintenance to existing buildings, lease administration, acquisition /sale of land,

Corporate Services Overview

appraisals, encroachment agreements, energy management programs and management and operations of regional facilities.

- **Regional Clerk's Office:** Provide the administration and coordination of matters being considered by Regional Council and its Committees; provide programs and services to assist with managing the Corporation's information assets, and administration of Access to Information and Privacy matters under Provincial legislation.

Strategic Goals 2011 – 2014

Human Resource Services

- Maintain an organizational culture that attracts and retains top talent and maximizes employee productivity
- Ensure long term supply of talented and qualified leaders to assume leadership positions
- Manager labour issues and possible labour disruption while bargaining to contain labour costs
- Leverage technology to improve people management and position management

Legal Services

- Promote and enhance transparency and accountability through review of by-laws and policies, including procurement and contract administration
- Control external legal expenditures through case management and demand forecasting
- Support all phases of critical infrastructure projects including Environmental Assessment, planning issues, land acquisition and construction contracts

Property Services

- Continued implementation of Strategic Accommodation Plan, including completion of the Central Service Centre
- Achieve LEED-EB for Administrative Centre
- Achieve minimum LEED Silver certification for all new development
- Expansion of recycling and organics program across portfolio
- Timely acquisition of real estate requirements for major Capital Projects including VIVA

Regional Clerk's Office

- Facilitate open government by harnessing technology to provide timely and accessible Council and Committee information to Members of Council, the public and staff
- Assist Regional staff in complying with the privacy components of the Municipal Freedom of Information and Protection of Privacy Act including development of a corporate privacy policy, enhanced intranet content and training
- Implement Records and Information Management Strategic 3 to 5 Year Business Plan, including enhanced training and policy development

Corporate Services Overview

- Continue to lead the Region's Email Management Program
- Enhance the Regional eDOCS initiative through the delivery of a tool and processes to provide for the disposition of the Region's electronic records
- Maintain and protect the Region's archival heritage

Key Highlights

Planned Initiatives for 2011 and 2012

Human Resource Services

- Negotiate collective agreement for Ontario Nurses Association (ONA) expiring March 31, 2011 covering approximately 200 public health nurses
- Develop Workplace Violence training programs complete assessments in response to Bill 168
- Support and assist departments in the finalization of organizational changes as a result of organizational reviews in the following areas:
 - Community & Health Services
 - Transportation Services
- Seek Level II certification from the National Quality Institute for our Employee Wellness Program
- Champion Toronto Region Immigration Employment Council (TRIEC) initiatives

Legal Services

- Manage expropriation proceedings for York Region Rapid Transit Corporation land acquisition
- Support all phases of critical infrastructure projects including Environmental Assessment, planning issues, land acquisition and construction contracts
- Represent the Region in appeals of the Regional Official Plan

Property Services

- Seek final approval of Central Service Centre and award of contract
- Completion EMS Ops Centre Stimulus project and EMS paramedic response stations at Schomberg, Keswick and Pefferlaw
- Development of an updated space plan for the Admin Centre
- Timely acquisition of lands for VIVA Y3.2, Y2 and H2 projects
- Develop and issue major security, janitorial and cafeteria contracts
- Implementation and certification of LEED EB at Admin Centre
- Assessment of Green Energy Act requirements and development of reporting mechanisms for the Corporation

Corporate Services Overview

Regional Clerk's Office

- Implementation of consultant's recommendations on privacy, including privacy governance structure, use of Privacy Impact Assessments and development of corporate privacy policies and procedures
- Investigation of electronic meeting management tools that can facilitate paperless workflow from report creation to minute creation
- Implement the eDOCS module for disposition of electronic records
- Develop information management policies and procedures to provide a framework to manage the Region's information
- Raise information management awareness through enhanced communication and training programs

Base Drivers

Human Resource Services

- The increasing cost of benefits in a branch that is primarily salaries
- Increased workload as a result of internal restructuring in the Region
- Employee population growth, especially in hard to fill positions in engineering and environmental field

Legal Services

- Increasing costs of employee benefits
- 200% increase in volume of capital-related projects handled by Legal Services over 2009, resulting in increased demands for construction contracts, Environmental Assessments and land acquisition
- 36% increase in litigation matters handled in-house

Property Services

- Limited staff resources to address increasing workload and portfolio
- Increased lease costs due to delay in approval of Central Service Centre
- Increased cost of salaries and benefits

Regional Clerk's Office

- The volume of Council and Committee material has shown a steady increase since 2003
- Large increase in the number of electronic and paper records totaling 101 million (electronic records increased by 85% between 2007 and 2009)
- Escalating costs for storing and retrieval of off-site records
- The average number of formal access requests has grown by over 200% (110 per year from 35 per year) since 2002

Corporate Services Overview

Key Challenges

Human Resource Services

- In an environment of wage restraints and economic uncertainty, continue to maintain high levels of employee satisfaction
- Continued need to recruit for the Region's infrastructure requirements when there are labour shortages in the engineering and environmental management fields
- Responding to legislative changes affecting safety, employment, diversity and accessibility
- Outreach recruitment to attract ethnically diverse workforce

Legal Services

- Legislative and regulatory changes:
 - Implementation of regulations under the Accessibility for Ontarians with Disabilities Act
 - Impact of Places to Grow Act, Greenbelt Act and Source Water Protection Act
- Increased demands for service from Rapid Transit projects impacts service levels for other program areas

Property Services

- Continued increase in Regional staff creates demand on accommodation availability
- Implementation of AODA Built Environment Standard and Green Energy Act
- Availability of sites in the Southern tier of the Region to implement the Strategic Accommodation Plan

Regional Clerk's Office

- Responding to the following legislative changes:
 - Information and Privacy Commissioner of Ontario's increasing focus on protecting privacy against a backdrop of burgeoning numbers of technological applications (e.g. social media, Sharepoint) that contain personal information
 - Increasing awareness of privacy issues requires more input and advice
- Significant increase in the number of paper and electronic records (total number of e-mails is 50.3 million representing an increase of 89% over two years) and difficulty in complying with legislation and case law, particularly as they apply to electronic records

Service Challenges

Human Resource Services

- Off-site location for H.R. Services (outside Administrative Centre) has resulted in less face to face activity and more reliance on telephone and e-mail response

Corporate Services Overview

Legal Services

- Availability of resources to support the increasing demand and high customer expectations in all support areas
- Limited office space prevents use of temporary (contracted) resources

Property Services

- Availability of resources to support increasing demand and high customer expectations
- Relocation of branch outside of Admin Centre will create some initial service challenges
- Development of service responsibility guidelines for sites across portfolio

Regional Clerk's Office

- Limited resources to support growth in Regional staff / population , with huge increase in information management assets and technological platforms
- Growing awareness of privacy issues and more stringent regulation by the Information and Privacy Commission

Corporate Services Overview

Staffing Resources

Permanent FTE's	2008 Budget	2009 Budget	2010 Budget	2011 Request	2012 Outlook	2013 Outlook	2014 Outlook
Full-Time FTE's (PFT)	164.0	176.0	188.0	199.0	207.5	221.5	228.5
Part-Time FTE's (PPT)	0	0	0	0	0	0	0
Total Permanent FTE's	164.0	176.0	188.0	199.0	207.5	221.5	228.5
Net Change	0.0	12.0	12.0	11.0	8.5	14.0	7.0
Casual (FTE Equivalent)*	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Notes: New FTE's proposed for 2012 do not include 3 new Building Operators required to manage Transportation Services and Environmental Services Departments facilities

* Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

INTENTIONAL BLANK

Property Services Branch

Corporate Services - Property Services

Financial Summary

	2007	2008	2009	2010	2011	%	2012	2013	2014
	Actual	Actual	Actual	Restated	Approved	Change	Outlook	Outlook	Outlook
Expenditures									
Salaries and Benefits	4,448	4,773	5,735	6,271	7,482	19.3%	7,904	8,665	9,417
Program Specific Expenses	15	23	14	23	29	26.1%	17	17	17
Professional Contracted Services	393	396	200	368	325	-11.6%	343	346	348
General Expenses	460	451	615	622	764	22.9%	775	798	815
Occupancy Costs	8,928	9,372	10,221	11,416	12,628	10.6%	13,181	13,543	14,022
Minor Capital	19	39	27	48	101	108.7%	59	96	82
Expenditures	14,263	15,056	16,813	18,748	21,329	13.8%	22,280	23,464	24,701
Financing Costs and Reserves									
Financing Costs	734	600	617	488	487	-0.2%	4,034	6,731	12,230
Contribution to Reserves	4,071	3,870	3,870	4,005	4,005	0.0%	4,005	4,005	4,005
Contribution to Capital	244	244	244	244	244	0.0%	244	244	244
Financing Costs and Reserves	5,049	4,713	4,731	4,737	4,736	0.0%	8,283	10,980	16,479
Gross Expenditures	19,312	19,769	21,544	23,484	26,065	11.0%	30,562	34,443	41,180
Revenues									
Grant Subsidies									
User Fees									
Fees and Charges	(370)	(137)	(92)	(210)	(210)	0.0%	(210)	(210)	(210)
Development Charges									
Contribution from Reserves	(84)	(85)	(79)	(4)	(4)	0.0%	(4)	(4)	(4)
Third Party Recoveries	(168)	(347)	(348)	(318)	(328)	3.1%	(328)	(333)	(346)
Revenues	(622)	(569)	(519)	(531)	(541)	1.9%	(541)	(547)	(560)
Negotiated Specific & Recoveries									
Negotiated Specific	(4,245)	(4,006)	(4,366)	(5,821)	(6,993)	20.1%	(7,634)	(8,056)	(8,404)
Departmental Charges & Recoveries	(660)	(807)	(787)	(695)	(825)	18.8%	(891)	(1,007)	(1,136)
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	(4,905)	(4,813)	(5,153)	(6,516)	(7,818)	20.0%	(8,525)	(9,063)	(9,540)
Gross Expenditures including Negotiated Specific & Recoveries	14,407	14,955	16,391	16,969	18,247	7.5%	22,037	25,381	31,640
Tax Levy	13,785	14,386	15,872	16,438	17,706	7.7%	21,496	24,834	31,080
% Change							21.4%	15.5%	25.1%

Property Services Branch

Budget Change Explanations 2011

Corporate Services - Property Services

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Gross		Net		
	Units	\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		16,969		16,438	
Base					
Property Services - 1580 (Energy, Accom. & Planning, Design & Construction, Realty, RapidCo Realty)					
Economic and Market Salary Increases, Benefit Increases and Overtime Adjustments		146	0.9	146	0.9
General Expenses		24	0.1	24	0.1
Negotiated Specifics & Recoveries		(275)	-1.6	(275)	-1.7
Financing Costs - Professional Staff Insurance		113	0.7	113	0.7
Property Services - 1581 (Facility Management)					
Economic and Market Salary Increases, Benefit Increases and Overtime/Stand-by Adjustments		138	0.8	138	0.8
Program Specific Expenses		6	0.0	6	0.0
General Expenses		27	0.2	27	0.2
Occupancy Costs		235	1.4	235	1.4
Minor Capital		5	0.0	5	0.0
Negotiated Specifics & Recoveries		(79)	-0.5	(79)	-0.5
Revenues from Third Party Recoveries for Green Energy Management of Regional facilities				(10)	
Base		341	2.0	331	2.0
Reductions/Efficiencies					
Housekeeping reductions		(55)	-0.3	(55)	-0.3
1580 - Casual Salary & Benefits		(7)	-0.0	(7)	-0.0
1580&1581 - Professional Contracted Services		(43)	-0.3	(43)	-0.3
1580 - Minor Capital		(5)	-0.0	(5)	-0.0
Financing Costs - Insurance Chargeback Savings		(114)	-0.7	(114)	-0.7
Reductions/Efficiencies		(169)	(1.0)	(169)	(1.0)

Property Services Branch

Annualization

1580-New Realty Services (RapidCo) Program				
Program Expansion, Economic and Market Adjustments to Salary & Benefits of Realty Appraisers	752	4.4	752	4.6
General Expenses	70	0.4	70	0.4
Minor Furniture - one time start-up costs	53	0.3	53	0.3
Negotiated Specific with RapidCo	(817)	-4.8	(817)	-5.0
	57	0.3	57	0.3
1581-Facility Management - Impacts of Selected Leased Facilities				
Economic Adjustments to Salary & Benefits of Facility Operators	3	0.0	3	0.0
General Expenses	14	0.1	14	0.1
Occupancy Costs	289	1.7	289	1.8
Property Lease Costs:				
South Services Centre	282	1.7	282	1.7
130 Mulock Drive - New PSB location	194	1.1	194	1.2
Tannery	170	1.0	170	1.0
Gates of York	43	0.3	43	0.3
Negotiated Specifics	(181)	-1.1	(181)	-1.1
	813	4.8	813	4.9
	870	5.1	870	5.3
Annualization				
Total Base Change	1,042	6.1	1,032	6.3
Growth				
Property Services - 1580				
Project Manager (Design & Construction)	118	0.7	118	0.7
Program & Project Management Coordinator	118	0.7	118	0.7
Total Growth Request	236	1.4	236	1.4
2011 Departmental Request (excluding Contribution to Capital)	18,247	7.5	17,706	7.7

Property Services Branch

Budget Change Explanations 2012

Corporate Services - Property Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		18,247		17,706	
Base					
Property Services - 1580 (Energy, Accom. & Planning, Design & Construction, Realty, RapidCo Realty)					
Economic Increases to Salaries and Benefits		26	0.1	26	0.1
Negotiated Specifics & Recoveries		(119)	-0.7	(119)	-0.7
Property Services - 1581 (Facility Management)					
Economic Increases to Salaries and Benefits		141	0.8	141	0.8
Professional Contracted Services		18	0.1	18	0.1
Occupancy Costs		553	3.0	553	3.1
Negotiated Specifics & Recoveries		(588)	-3.2	(588)	-3.3
Financing Costs - Debt Repayment of new Capital Projects		3,547	19.4	3,547	20.0
Base		3,577	19.6	3,577	20.2
Reductions/Efficiencies					
1580&1581-Minor Capital		(56)	-0.3	(56)	-0.3
1581-Program Specific Expenses		(12)	-0.1	(12)	-0.1
Reductions/Efficiencies		(68)	(0.4)	(68)	(0.4)
Total Base Change		3,509	19.2	3,509	19.8
Growth					
Property Services - 1580 & 1581					
Project Coordinator (Design & Construction)		111	0.6	111	0.6
Documents, Drawings & Signage Coordinator (Design & Construction)		79	0.5	79	0.5
AV Coordinator (Facilities Management)		91	0.5	91	0.5
Total Growth Request		281	1.5	281	1.6
2012 Departmental Request (excluding Contribution to Capital)		22,037	20.8	21,496	21.4

Property Services Branch

Budget Change Explanations Outlook Years 2013/2014

Corporate Services - Property Services

Outlook Years

(in \$000's - Incremental Values)

	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	22,037	21,496	25,381	24,834
Base				
Property Services - 1580 (Energy, Accom. & Planning, Design & Construction, Realty, RapidCo Realty)				
Salaries and Benefits	109	109	118	118
Negotiated Specifics & Recoveries	(165)	(165)	(180)	(180)
Property Services - 1581 (Facility Management)				
Salaries and Benefits	56	56	62	62
Professional Contracted Services	2	2	2	2
Occupancy Costs	362	362	479	479
Negotiated Specifics & Recoveries	(372)	(372)	(298)	(298)
Revenues		(6)		(13)
Financing Costs	2,697	2,697	5,499	5,499
Base	2,688	2,682	5,682	5,669
Reductions/Efficiencies				
Minor Capital	(14)	(14)	(51)	(51)
Reductions/Efficiencies	(14)	(14)	(51)	(51)
Growth				
2013				
1580				
Project Manager (Design & Construction)	131	131		
Space and Furniture Designer (Design & Construction)	94	94		
Accounting Clerk, Intermediate	79	79		
CAFM Analyst (Accommodation & Planning)	85	85		
1581				
Senior Building Operator (Facilities Management)	100	100		
Building Operator (Facilities Management)	90	90		
Mechanical Coordinator (Facilities Management)	92	92		
	670	670		
2014				
1580				
Project Manager (Design & Construction)			133	133
Project Coordinator (Design & Construction)			115	115
Manager Land Development (Accommodation & Planning)			133	133
Strategic Energy Initiatives Coordinator (Corporate Energy)			110	110
Sustainable Building Engineer (Corporate Energy)			136	136
			627	627
Growth	670	670	627	627
Total Annual Incremental Budget Pressures	3,343	3,338	6,259	6,246
Total Annual Budget Request	25,381	24,834	31,640	31,080

Property Services Branch

Corporate Services - Property Services

2011 Approved New Staff Summary					
Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net 000's)	(\$ Cost Saving Revenue Generated by FTE (\$000's)
<u>Property Services</u>					
Project Manager (Design & Construction)	1.0	G	118	118	
Program & Project Management Coordinator	1.0	G	118	118	
Total Permanent FTEs	2.0		236	236	

2012 Proposed New Staff Summary					
Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net 000's)	(\$ Cost Saving Revenue Generated by FTE (\$000's)
<u>Property Services</u>					
Description of Position Request					
Project Coordinator (Design & Construction)	1.0	G	111	111	
Documents, Drawings & Signage Coordinator (Design & Construction)	1.0	G	79	79	
AV Coordinator (Facilities Management)	1.0	G	91	91	
Total Permanent FTEs	3.0		281	281	

2013 and 2014 Proposed New Staff Summary					
Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net 000's)	(\$ Cost Saving Revenue Generated by FTE (\$000's)
<u>Property Services</u>					
Description of Position Request					
2013 Project Manager (Design & Construction)	1.0	G	131	131	
Space and Furniture Designer (Design & Construction)	1.0	G	94	94	
Accounting Clerk, Intermediate	1.0	G	79	79	
CAFM Analyst (Accommodation & Planning)	1.0	G	85	85	
Senior Building Operator (Facilities Management)	1.0	G	100	100	
Building Operator (Facilities Management)	1.0	G	90	90	
Mechanical Coordinator (Facilities Management)	1.0	G	92	92	
2014 Project Manager (Design & Construction)	1.0	G	133	133	
Project Coordinator (Design & Construction)	1.0	G	115	115	
Manager Land Development (Accommodation & Planning)	1.0	G	133	133	
Strategic Energy Initiatives Coordinator (Corporate Energy)	1.0	B-M	110	110	
Sustainable Building Engineer (Corporate Energy)	1.0	E	136	136	
Total Permanent FTEs	12.0		1,297	1,297	

***Type of FTE's Legend:**

B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

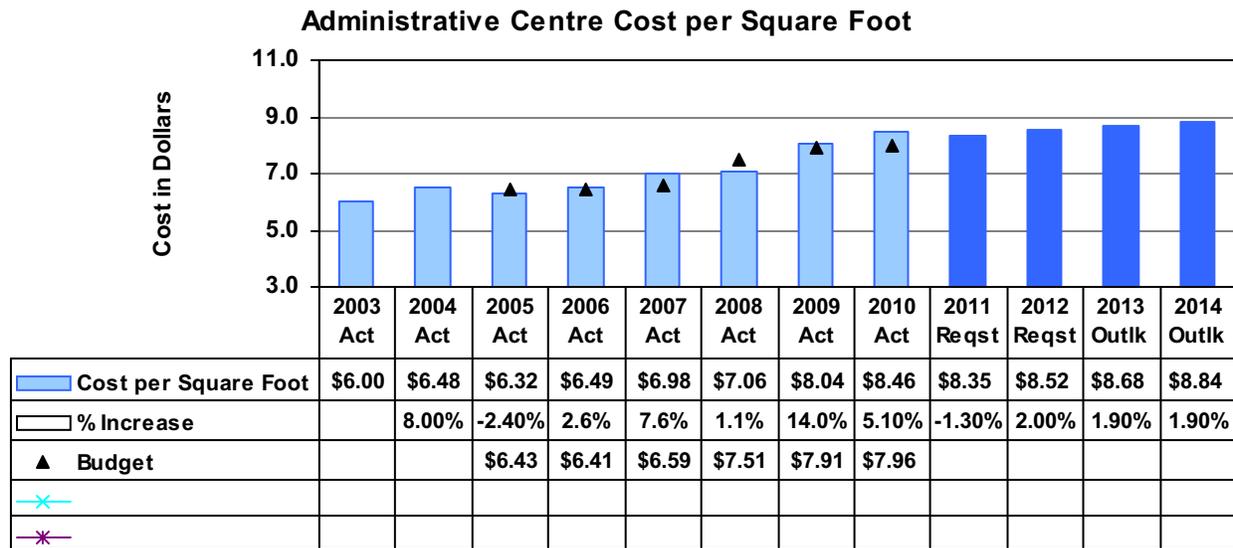
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
 No

Property Services Branch

Efficiency



Source: Numerator: The total costs of operating the Administrative Centre including grounds maintenance, security, repairs and maintenance of the building and equipment, as well as staffing salaries & benefits for 20 FTE's in 2009, plus casual staff.
Denominator: Gross # of square feet of 447,432.

What does the graph show?

- The total cost of operating the Administrative Centre including grounds maintenance, security, repairs and maintenance of the building and equipment, as well as staffing salaries & benefits for 21 FTE's plus casual costs. Financing costs for building improvements and contributions to reserves are **not included** in the operating costs.

Explanation of KPI Trend

- In 2004 increased security costs, the introduction of the integrated pest management program and increases in other contracted services such as snow removal saw an above average increase.
- The increase experienced in 2007 is due to employee related expenditure, including the addition of one new position and the realignment of some labour costs.
- In 2008, there was a decrease in some costs over 2007 due to renegotiated contracts, along with some one-off savings. As a result, the overall increase in actual costs was much lower than expected, despite the general increase in contract, utility and staffing costs.
- In 2009 the realignment of security costs throughout the Region and the addition of 1 new FTE have resulted in an increase in costs at the Administrative centre. The % increase is also distorted by one-time savings experienced in 2008.
- Operating budgets have been held at 2009 levels for 2010, although a small saving in utilities due to decreasing gas (heat) rates has resulted in a small decrease in budget over 2009.

Property Services Branch

- The increases reflected in the 2011 requested budget over the 2010 budget are due primarily to a 30% (\$117,000) increase in security costs, a 3% (\$26,400) increase in utility costs, and an 18% (\$32,000) increase in repair and maintenance costs due to the growing requirements of maintaining an ageing facility. The increased budget also reflects a 3% (\$44,000) increase in benefits, overtime costs, as well as on-call and stand-by time adjustments across the 21 FTEs.

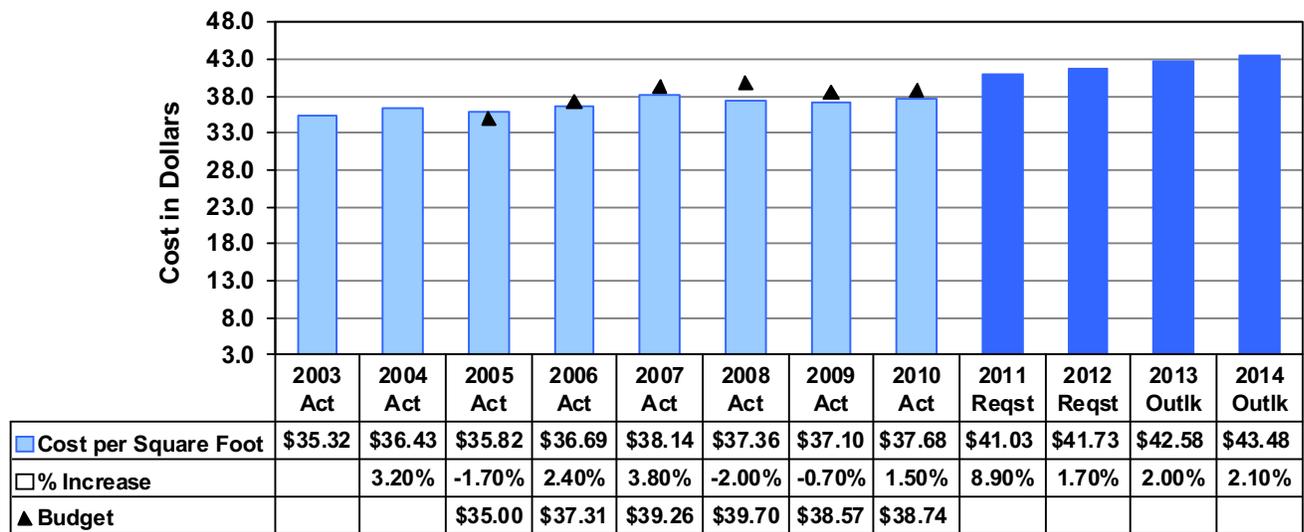
Comments/ Outlook:

- Over time, the cost to operate the Administrative Centre will continue to increase due to the added costs of maintaining an aging building and the increased costs of contracted services, staffing and utilities.

Property Services Branch

Efficiency

South Service Centre Cost per Square Foot



Source: Numerator: The total costs of operating the South Services Centre including lease, janitorial, repair & maintenance of building and equipment, security, staffing and benefits.
Denominator: Gross # of square feet of 111,656.

What does the graph show?

The total cost of operating the South Service Centre including lease, janitorial, security, repairs and maintenance of the building and equipment, as well as staffing salaries & benefits for 1 FTE. Costs of financing for leasehold improvements and furniture & equipment are **not included** in the costs.

Explanation of KPI Trend

- In general, the costs that the Region controls to operate the South Service Centre have remained fairly consistent between 2003 through 2008. In 2008 & 2009, utility costs were approximately \$50,000 lower than the previous year due to cool/wet summer weather conditions, lower than expected gas (heat) rates and continued benefits of the retrofit program.
- Operating budgets have been held at 2009 levels for 2010. The overall cost per square foot is expected to increase steadily (2%) in the outlook years due to rising costs over which the Region has little control over. These include contract costs, staffing costs, and utility prices.
- The increases reflected in the 2011 requested budget are due primarily to a pre-negotiated 8% (\$282,000) increase in lease costs, a 3% (\$7,200) increase in utility costs, as well as small inflationary increases in the costs of office cleaning and repair and maintenance.

Comments/Outlook:

- Over time, the cost to operate the South Service Centre will continue to increase due to the added costs of maintaining an aging building and the increased costs of utilities and staffing, as well as the increase in leasing and contract costs.

INTENTIONAL BLANK

Human Resources Services

Corporate Services - Human Resource Services

Financial Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits		4,526	4,793	5,027	5,387	7.2%	5,726	6,052	6,360
Program Specific Expenses	1								
Professional Contracted Services	232	228	241	157	158	0.6%	206	165	169
General Expenses	881	898	921	1,102	1,158	5.1%	1,203	1,231	1,260
Occupancy Costs	13	13	12	14	14	0.0%	14	14	14
Minor Capital	6	25	15	17	17	2.4%	24	31	31
Expenditures	1,132	5,691	5,982	6,317	6,734	6.6%	7,173	7,492	7,834
Financing Costs and Reserves									
Financing Costs	1	1	1		8		8	8	8
Contribution to Reserves									
Contribution to Capital									
Financing Costs and Reserves	1	1	1		8		8	8	8
Gross Expenditures	1,133	5,691	5,983	6,317	6,742	6.7%	7,181	7,500	7,842
Revenues									
Grant Subsidies									
User Fees									
Fees and Charges	(26)	(22)	(29)	(10)	(10)	0.0%	(10)	(10)	(10)
Development Charges									
Contribution from Reserves	(97)	(117)	(108)						
Third Party Recoveries									
Revenues	(123)	(139)	(137)	(10)	(10)	0.0%	(10)	(10)	(10)
Negotiated Specific & Recoveries									
Negotiated Specific	(7)	(40)	(124)	(34)	(28)	-18.1%	(31)	(32)	(33)
Departmental Charges & Recoveries	(41)	(58)	(42)	(51)	(52)	3.0%	(53)	(54)	(55)
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	(48)	(98)	(166)	(85)	(80)	-5.5%	(84)	(86)	(88)
Gross Expenditures including Negotiated Specific & Recoveries	1,085	5,594	5,817	6,232	6,662	6.9%	7,097	7,414	7,753
Tax Levy	962	5,455	5,680	6,222	6,652	6.9%	7,087	7,404	7,743
% Change							6.5%	4.5%	4.6%

Human Resources Services

Budget Change Explanations 2011

Corporate Services - Human Resource Services

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		6,232		6,222	
Base					
Increase in Salaries and Benefits - Cost of living adjustment, increase in Benefits rates, and reclassification costs, offset by increases in recoverable salaries		172	2.8	172	2.8
Increase in General Expenses		16	0.3	16	0.3
Increase in Staff Training and Development		9	0.1	9	0.1
Printing of CUPE contracts		15	0.2	15	0.2
Increase in Performance Recognition program expenditure		5	0.1	5	0.1
Increase in cost of Corporate Training		4	0.1	4	0.1
Increase in insurance chargeback		8	0.1	8	0.1
Increase in rent and operating costs at Gates of York		26	0.4	26	0.4
Increase in Negotiated Specific Recoveries as a result of cost of living adjustment		(20)	-0.3	(20)	-0.3
Base		235	3.8	235	3.8
Total Base Change		235	3.8	235	3.8
Growth					
Support in administration of employee pension - 1 FTE		78	1.3	78	1.3
Support for growth in Labour Relations activities - 1 FTE		117	1.9	117	1.9
Total Growth Request		196	3.1	196	3.1
Enhancement					
Resource for Performance Management 360 Feedback program - 1 FTE					
Total Enhancement Request					
2011 Departmental Request (excluding Contribution to Capital)		6,662	6.9	6,652	6.9

Human Resources Services

Budget Change Explanations 2012

Corporate Services - Human Resource Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		6,662		6,652	
Base					
Increase in Salaries and Benefits - Cost of living adjustment, offset by increases in recoverable salaries		127	1.9	127	1.9
Costs of salary survey and consultant study		48	0.7	48	0.7
Increase in General Expenses		21	0.3	21	0.3
Increase in cost of Corporate Training		8	0.1	8	0.1
Increase in Performance Recognition program expenditure		15	0.2	15	0.2
Increase in rent and operating costs at Gate of York		6	0.1	6	0.1
Increase in Negotiated Specific Recoveries as a result of cost of living adjustment		(9)	-0.1	(9)	-0.1
Base		216	3.2	216	3.2
Reductions/Efficiencies					
Reduction in 2011 one-time start-up and printing costs		(3)	-0.0	(3)	-0.0
Reductions/Efficiencies		(3)	(0.0)	(3)	(0.0)
Total Base Change		214	3.2	214	3.2
Growth					
Implementation of Position Management - 1 FTE		105	1.6	105	1.6
Provide additional recruitment services in response to Regional growth - 1 FTE's		115	1.7	115	1.7
Total Growth Request		221	3.3	221	3.3
2012 Departmental Request (excluding Contribution to Capital)		7,096	6.5	7,086	6.5

Human Resources Services

Budget Change Explanations Outlook Years 2013/2014

Corporate Services - Human Resource Services

Outlook Years (in \$000's - Incremental Values)

	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	7,096	7,086	7,414	7,404
Base				
Increase in Salaries and Benefits	115	115	121	121
Increase in consulting and legal fees	4	4	4	4
Increase in General Expenses	23	23	25	25
Increase in rent and operating costs at Gates of York	7	7	7	7
Increase in Negotiated Specific Recoveries as a result of Salaries and Benefits increase	(8)	(8)	(8)	(8)
Base	140	140	149	149
Reductions/Efficiencies				
Reduction in cost of salary survey	(45)	(45)		
Reduction in one-time start-up costs	(8)	(8)	(15)	(15)
Reductions/Efficiencies	(53)	(53)	(15)	(15)
Growth				
Provide additional recruitment services in response to Regional growth - 2 FTE's	202	202	206	206
Provide full-time administrative support to the Health and Safety program - 0.5 FTE	27	27		
Growth	230	230	206	206
Total Annual Incremental Budget Pressures	317	317	339	339
Total Annual Budget Request	7,414	7,404	7,753	7,743

Human Resources Services

Corporate Services - Human Resource Services

2011 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Pension Co-ordinator	1.0	G	78	78	
Employee Relations Specialist	1.0	G	117	117	
Organizational Development Specialist	1.0	E			
Total Permanent FTEs	3.0		196	196	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
HRMS Functional Analyst	1.0	G	105	105	
HR Consultant	1.0	G	115	115	
Total Permanent FTEs	2.0		221	221	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
2013					
HR Consultant and Recruitment Assistant	2.0	G	202	202	
Administrative Assist (conversion from permanent part-time to permanent full-time)	0.5	G	27	27	
2014					
HR Consultant and Recruitment Assistant	2.0	G	206	206	
Total Permanent FTEs	4.5		435	435	

*** Type of FTE's Legend:**

B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

Space Needs Accommodations:

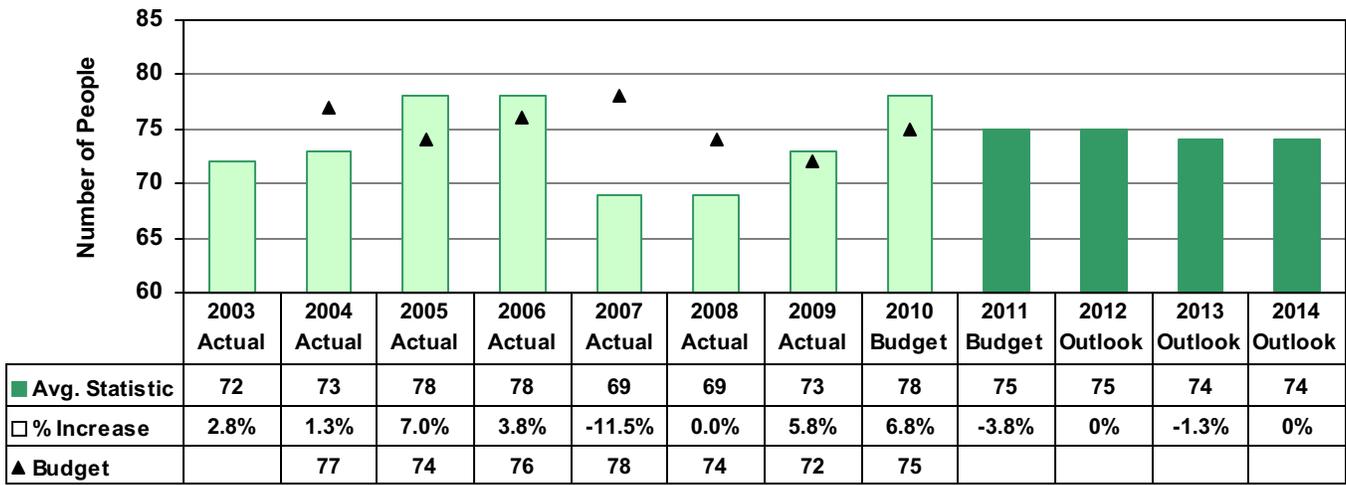
Space needs accommodations have been considered for the above requested positions

Yes x
 No

Human Resources Services

Service Level

Ratio of Human Resources Staff to Regional Employee



Source: Nominator - HR staff is defined by the number of full time equivalent Human Resources staff (permanent positions approved or proposed in the budget).

Denominator - 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, as well as both records for employees with more than one job at the Region. Fire Coordinators and Alternate Regional Fire Coordinators are not included. The counts are as of the last day of the month. Headcount is totalled monthly and averaged on an annual basis plus 10% for YRP.

What does the graph show?

- The average number of Regional employees serviced by one Human Resources Services employee.

Explanation of KPI Trend

- The ratio of Human Resources staff to Regional Employee was lower for 2007 compared to previous years. This could be attributed to the addition of 6.5 HR FTE's through budget approval and in-year conversions to deliver new programs such as Wellness and Recognition.
- In 2008, there was a 4% increase in HR staff with a corresponding percentage increase in Regional Employees, resulting in the same staff to employee ratio as for 2007.
- For 2009, the number of HR staff remained the same as 2008 while the number of new Regional employees had increased, which resulted in a higher ratio than budgetted.
- With new FTE's approved by Regional Council but no corresponding increase in HR staff, the ratio of HR staff to Regional Employees increased by 6.8% in 2010.
- In response to Regional growth, it is proposed to increase the HR staff complement by four FTE's in 2011, and this would result in a decrease in the staff to employee ratio compared to 2010.
- It is anticipated that the ratio for 2012-2014 would remain approximately the same as 2011 when HR staff is expected to grow at a similar rate as Regional employees during these years.
- Forecasts for 2011 and outlook years are based on the historical growth trend of the Regional employee population.

Human Resources Services

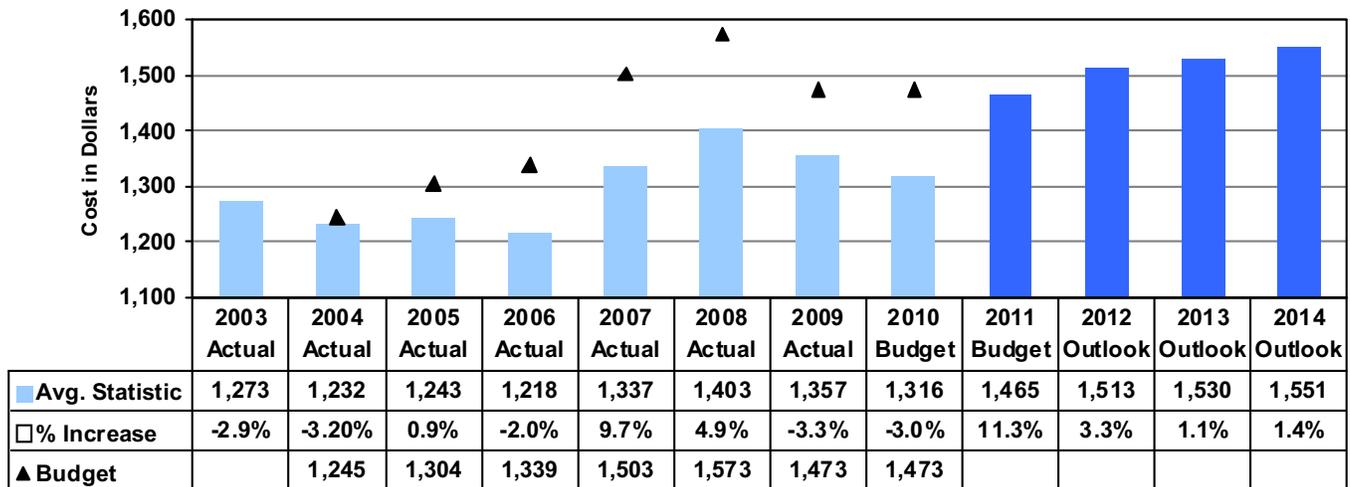
Comments / Background:

The Conference Board of Canada benchmark for similar sized organizations shows a benchmark of one HR employee to 67 employees. Our comparative Region's average is one HR employee to 83 Regional Employees. This measure is different in OMBI which takes into account T4's generated. Many factors can account for the variance, including number of HR programs delivered by the Branch (eg. Health Unit), the number of activities outsourced (eg. training) and the degree of decentralization (eg. Health & Safety).

Human Resources Services

Efficiency

Human Resources Costs per Regional Employee



Source: Nominator - Total net costs of all HR programs, including salaries before allocations to direct service departments. Denominator - 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, as well as both records for employees with more than one job at the Region. Fire Coordinators and Alternate Regional Fire Coordinators are not included. The counts are as of the last day of the month. Headcount is totalled monthly and averaged on an annual basis plus 10% for YRP.

What does the graph show?

- The costs per Regional employee for support from Human Resources Services.

Explanation of KPI Trend

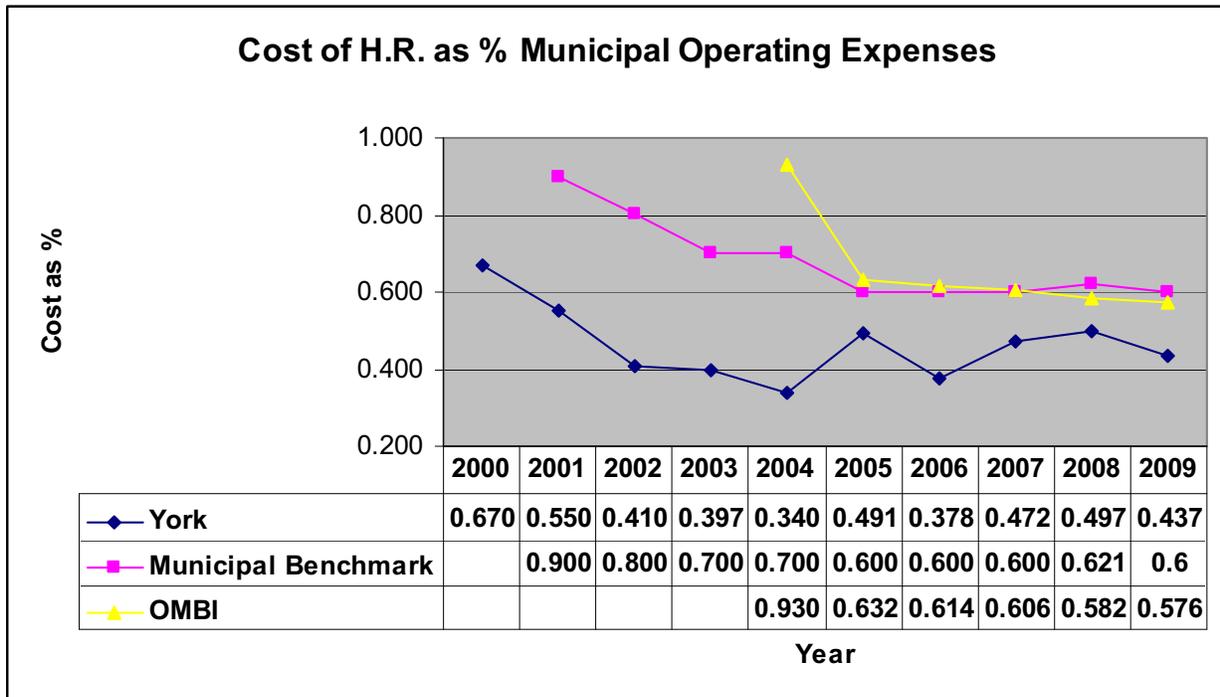
- 2007 actual program costs were higher compared to previous years due to offsite relocation and new leasing costs of the HRS Branch.
- The increase in costs for 2008 was primarily driven by salary increases.
- In 2009, the actual HR program expenditures were less than budgetted, resulting in a lower HR cost per employee.
- HR actual expenditure in 2010 was lower than budgetted as a result of salary gapping due to secondments and staff transfers, as well as savings in program expenses.
- With proposed new staff costs and projected increases in program expenditures, HR cost per employee is anticipated to increase in 2011 and in the outlook years.
- Costs for 2011 and outlook years are estimates based on cost of living increase with the historical growth trend of the Regional employee population factored in.

Comments / Background:

There is no benchmark data on the Human Resource Cost per Regional Employee measure. Most recently, a similar measure to above was endorsed by OMBI but looks at cost of H.R. per T4 generated. On that measure, York Region is in the middle of the group.

Human Resources Services

The HR Benchmarking Network Group uses the measure of HR costs as a percentage of the Regional Operating budget for cost efficiency. On that measure, York Region H.R. costs as a percentage of operating expense are the lowest cost of our comparators. The attached graph illustrates this measure.



INTENTIONAL BLANK

Legal Services

Corporate Services - Legal Services

Financial Summary

	2007	2008	2009	2010	2011	%	2012	2013	2014
	Actual	Actual	Actual	Restated	Request	Change	Outlook	Outlook	Outlook
Expenditures									
Salaries and Benefits		2,703	3,403	3,979	4,428	11.3%	4,780	4,876	4,974
Program Specific Expenses	4	4	3	11	11	0.0%	11	11	12
Professional Contracted Services	30	75	86	82	82	0.0%	84	85	87
General Expenses	177	206	254	291	293	0.5%	313	318	329
Occupancy Costs	1	1		1	1	0.0%	1	1	1
Minor Capital	8	26	28	34	13	-62.2%	21	6	6
Expenditures	220	3,013	3,774	4,399	4,828	9.8%	5,210	5,297	5,408
Financing Costs and Reserves									
Financing Costs	20	20	20	21	15	-28.8%	15	15	16
Contribution to Reserves									
Contribution to Capital									
Financing Costs and Reserves	20	20	20	21	15	-28.8%	15	15	16
Gross Expenditures	240	3,033	3,794	4,420	4,843	9.6%	5,225	5,313	5,424
Revenues									
Grant Subsidies									
User Fees									
Fees and Charges	(100)	(121)	(57)	(102)	(102)	0.0%	(102)	(102)	(102)
Development Charges									
Contribution from Reserves	(30)	(30)	(111)		(233)		(238)	(243)	(248)
Third Party Recoveries									
Revenues	(130)	(151)	(168)	(102)	(335)	227.8%	(340)	(345)	(350)
Negotiated Specific & Recoveries									
Negotiated Specific	(816)	(1,183)	(1,776)	(1,909)	(2,038)	6.8%	(2,103)	(2,145)	(2,188)
Departmental Charges & Recoveries									
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	(816)	(1,183)	(1,776)	(1,909)	(2,038)	6.8%	(2,103)	(2,145)	(2,188)
Gross Expenditures including									
Negotiated Specific & Recoveries	(576)	1,850	2,018	2,510	2,805	11.7%	3,122	3,168	3,236
Tax Levy	(706)	1,699	1,850	2,408	2,470	2.6%	2,782	2,823	2,886
% Change							12.6%	1.5%	2.2%

Legal Services

Budget Change Explanations 2011

Corporate Services - Legal Services

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		2,510		2,408	
Base					
Increase in Salaries and Benefits - Cost of living adjustment, increase in Benefits rates, and reclassification costs		128	5.1	128	5.3
Increase in Negotiated Specific Recoveries as a result of cost of living adjustment		(78)	-3.1	(78)	-3.3
Base		49	2.0	49	2.0
Reductions/Efficiencies					
Reduction in 2010 one-time start-up costs		(32)	-1.3	(32)	-1.3
Decrease in insurance chargebacks		(6)	-0.2	(6)	-0.2
Reductions/Efficiencies		(38)	(1.5)	(38)	(1.6)
Annualization					
Provide Legal advice and support for OMB hearings and Development Charge matters (conversion - 2 PFT) - Funding from Tax Stabilization Reserve		233	9.3		
Annualization		233	9.3		
Total Base Change		244	9.7	11	0.5
Growth					
Respond to increasing demand from Police (1 FTE- Law Clerk)		101	4.0	101	4.2
Recovery from Police		(51)	-2.0	(51)	-2.1
Total Growth Request		50	2.0	50	2.1
2011 Departmental Request (excluding Contribution to Capital)		2,805	11.7	2,470	2.6

Legal Services

Budget Change Explanations 2012

Corporate Services - Legal Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net	
		\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		2,805		2,470	
Base					
Increase in Salaries and Benefits - Cost of living adjustment		104	3.7	104	4.2
Increase in Court Fees and Land Registry Search Fees		2	0.1	2	0.1
Increase in General Expenses		10	0.3	10	0.4
Increase in Negotiated Specific Recoveries as a result of cost of living adjustment		(65)	-2.3	(65)	-2.6
Increase in Contribution from Reserve				(6)	-0.2
Base		50	1.8	45	1.8
Reductions/Efficiencies					
Reduction in 2011 one-time start-up costs		(10)	-0.4	(10)	-0.4
Reductions/Efficiencies		(10)	(0.4)	(10)	(0.4)
Total Base Change		40	1.4	35	1.4
Growth					
Provide additional legal support in the Litigation Law Area - 2 FTE's		277	9.9	277	11.2
Total Growth Request		277	9.9	277	11.2
2012 Departmental Request (excluding Contribution to Capital)		3,122	11.3	2,781	12.6

Legal Services

Budget Change Explanations Outlook Years 2013/2014

Corporate Services - Legal Services

	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital) Base	3,122	2,781	3,168	2,823
Increase in Salaries and Benefits	96	96	98	98
Increase in Court Fees and Land Registry Search Fees	2	2	2	2
Increase in General Expenses	6	6	12	12
Increase in Negotiated Specific Recoveries	(42)	(42)	(43)	(43)
Increase in Contribution from Reserve		(5)		(5)
Base	62	57	68	63
Reductions/Efficiencies				
Reduction in 2012 one-time start-up costs	(15)	(15)		
Reductions/Efficiencies	(15)	(15)		
Total Annual Incremental Budget Pressures	47	42	68	63
Total Annual Budget Request	3,168	2,823	3,236	2,886
Validation	3,168	2,823	3,236	2,886

Legal Services

Corporate Services - Legal Services

2011 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Associate Counsel Planning and Development	1.0	B-A	141		
Law Clerk Planning and Development	1.0	B-A	92		
Law Clerk	1.0	G	101	51	
Total Permanent FTEs		3.0	334	51	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Associate Counsel & Law Clerk Litigation	2.0	G	277	277	
Total Permanent FTEs		2.0	277	277	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Total Permanent FTEs		0.0			

***Type of FTE's Legend:**

B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

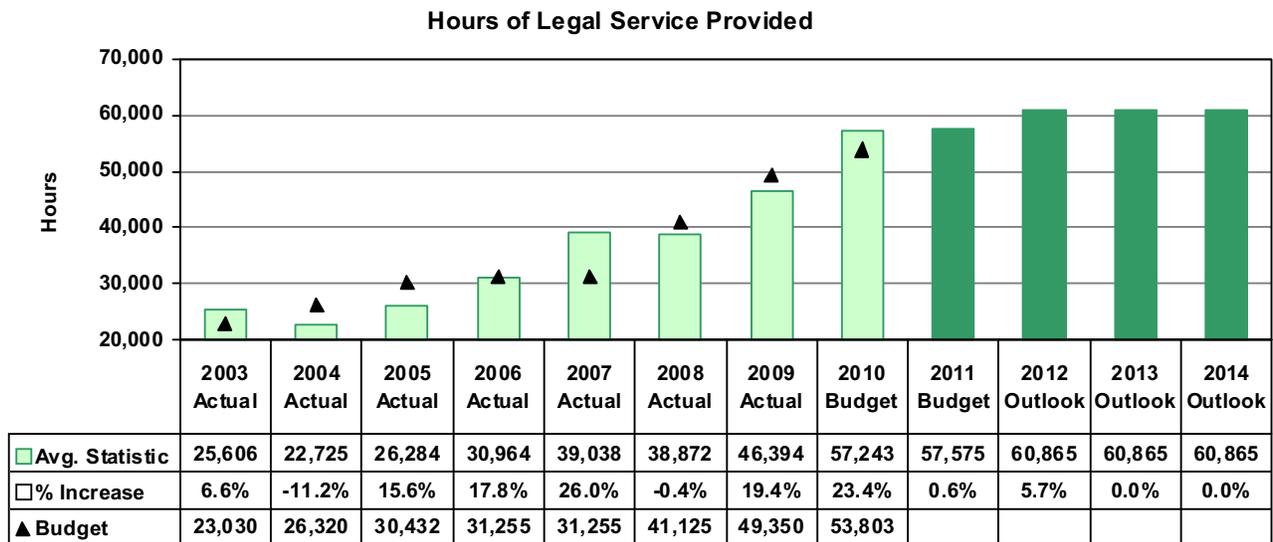
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes x
 No

Legal Services

Service Level



Source: This KPI includes Solicitor, Law Clerk and Legal Assistant service hours. Actual service hours are extrapolated from Time Matters Docket Reports. The 2010 actuals are based on hours docketed for April, May, Sept. and Oct. of 2010. The 2011 budget hours, as well as those for the outlook years, are based on the standard 1,645 working hours per year.

What does the graph show?

- Total number of service hours provided by all Legal Services staff

Explanation of KPI Trend

- Actual service hours in 2007 were higher than in past years as a result of increased workload, more comprehensive docketing practices, and the addition of 1 Environmental Solicitor.
- The 2008 actual service hours were lower than budgeted due to two leaves of absence and the delay in filling two vacancies.
- The actual total service hours for 2009 were significantly higher than 2008 due to the addition of five negotiated specific FTE's. However, the number of hours was less than budgeted due to delay in hiring as a result of the late budget approval.
- The actual total service hours for 2010 was higher than 2009 as a result of the addition of three new FTE's.
- Service hours are projected to increase slightly in 2011 with the proposed addition of one new FTE.
- The proposed increase of two FTE's is estimated to increase the service hours by 5.7% in 2012.
- With no proposed new staff additions in 2013 and 2014, the number of service hours for these two years are projected to remain unchanged.

Legal Services

Comments / Background:

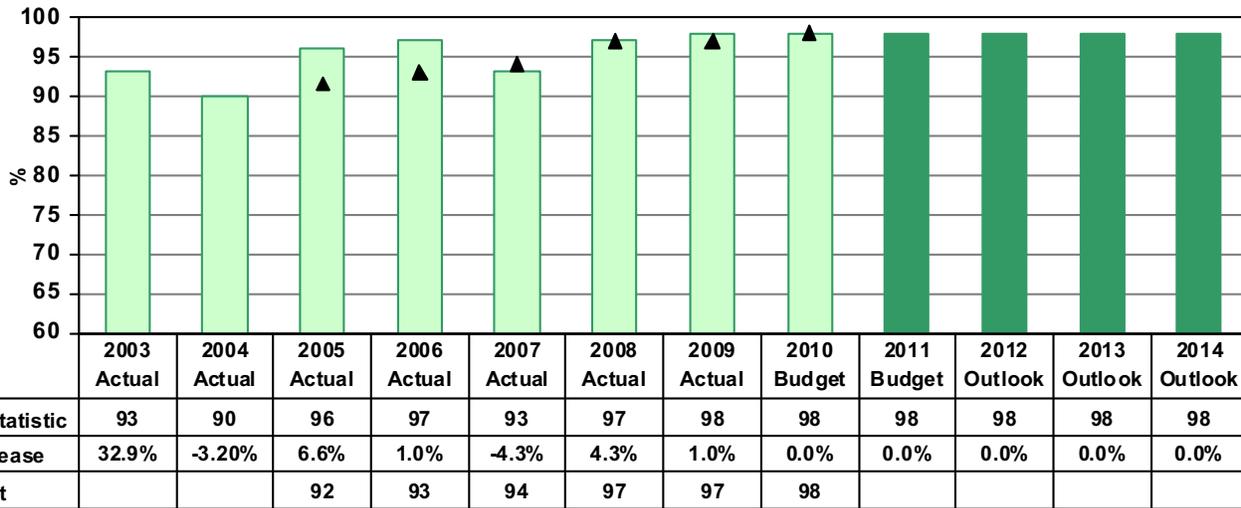
Hours of service are recorded using a docketing system, and then averaged from a 4-month sample and subsequently annualized. The branch experimented with a 6 month sample in 2003, but results were not significantly increased to justify expanding a very labour intensive process.

Service hours for 2011 and the outlook years are based on the standard 1,645 working hours per year.

Legal Services

Service Level

Satisfaction Rating with Legal Services



Source: Random customer surveys; 6 categories are rated and aggregated for a total % satisfaction rate

What does the graph show?

- Overall satisfaction with Legal Services as rated by Regional clients.

Explanation of KPI Trend

- Satisfaction ratings were lower in 2007 compared to previous years as a result of an increase in the Branch's workload which resulted in more matters being worked on per lawyer.
- In 2008 and 2009, satisfaction ratings improved with increases in new FTE's approved in the budget.
- Satisfaction ratings remained consistent in 2010 as a result of the addition of 3 FTE's.
- Satisfaction ratings are projected to remain unchanged in 2011-2014 with proposed FTE increases in 2011 and 2012 to meet customer demands.

Comments / Background:

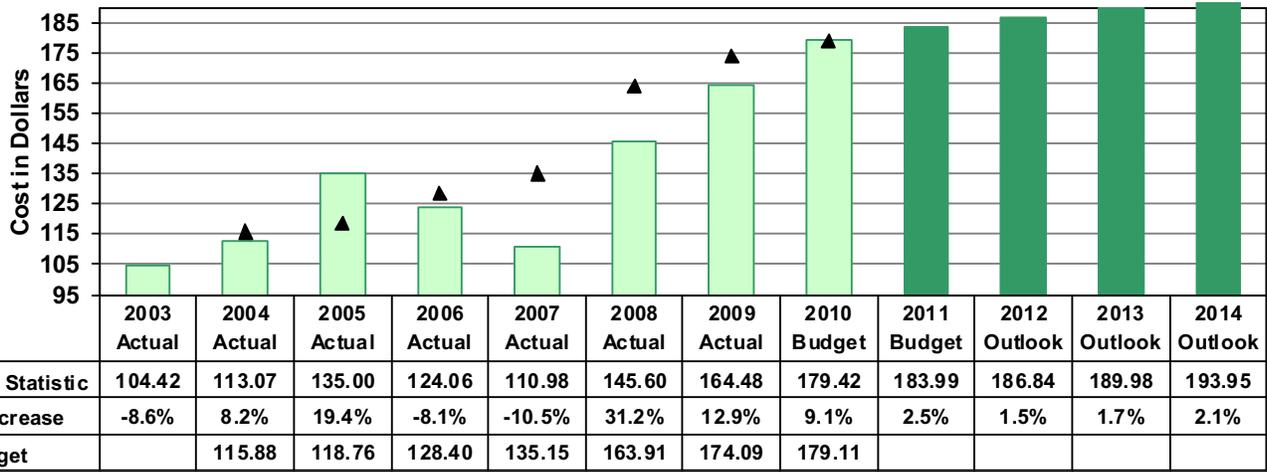
The satisfaction ratings shown above were based on random surveys undertaken between 2003 and 2010.

In 2002, a broad customer service survey was conducted of all Regional Departments and York Regional Police. The survey was developed collaboratively with the Regional Customer Service Manager. The overall satisfaction rating was 70%. This was an average of the scores of 6 categories of questions relating to services. Another full corporate survey was conducted in 2004, enhanced from the 2002 format to align with the common measurement survey tool, and the overall satisfaction rating was 81%. In the fall of 2007, another full-scale department survey was again undertaken which resulted in a satisfaction rating of 88%.

Legal Services

Service Level

Cost per Hour of Legal Services - Internal



Source: Numerator - Total gross costs of Legal Service program before recoveries and allocations to direct service departments.
 Denominator - Total service hours provided by Regional Solicitors. Law Clerk and Legal Assistant hours are not included for purposes of comparison to external hourly rates. Actual hours for 2009 are based on annualized docket hours. Service hours for 2011 and outlook years are based on the standard 1,645 working hours per year.

What does the graph show?

- Total average cost per hour of legal service provided by Regional Solicitors.

Explanation of KPI Trend

- More comprehensive docketing practices have increased service hours significantly contributing to a cost effective hourly rate for legal services for 2007.
- The increase in cost of internal service hours in 2008 was a result of increase in program costs, including the addition of 3 new FTE's and 2 reclassifications. Only the hours for solicitors were factored into the calculations. These results included the full costs of all three positions, but the hours for one of the three positions.
- 2009 actual hourly cost was higher than 2008 due to the increase in salary and program costs associated with the addition of 5 negotiated specific FTE's. Three of the five FTE's were support staff, and therefore their costs were included but their service hours were not factored in the calculation.
- In 2010, actual cost per hour of legal services was slightly higher than 2009 with the addition of three FTE's. The costs for all three positions were included in the gross program expenditure, but only the hours of the solicitor were included, therefore increasing the cost per lawyer.
- The gross program costs are projected to increase over the period 2011-2014 with the estimated cost of living adjustment and proposed FTE increases in 2011 and 2012.

Comments / Background:

Internal rates are favourable when compared to external counsel costs (averaged \$360 per hour). Service hours for 2010 and outlook years are based on the standard 1,645 working hours per year and include all proposed negotiated specific positions.

INTENTIONAL BLANK

Office of the Regional Clerk

Corporate Services - Office of Regional Clerk

Financial Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits	1,498	1,679	1,853	1,955	2,209	13.0%	2,538	2,871	2,927
Program Specific Expenses									
Professional Contracted Services	32	33	37	41	55	33.5%	56	57	58
General Expenses	229	225	225	236	263	11.7%	275	287	291
Occupancy Costs					5	0.0%	5	5	5
Minor Capital	6	15	7	6	19	216.7%	19	34	11
Expenditures	1,765	1,953	2,123	2,243	2,551	13.7%	2,893	3,253	3,292
Financing Costs and Reserves									
Financing Costs	3	3	3	4	3	-27.3%	3	3	4
Contribution to Reserves									
Contribution to Capital									
Financing Costs and Reserves	3	3	3	4	3	-27.3%	3	3	4
Gross Expenditures	1,768	1,956	2,126	2,247	2,554	13.7%	2,896	3,256	3,296
Revenues									
Grant Subsidies									
User Fees									
Fees and Charges	(12)	(7)	(5)	(4)	(4)	0.0%	(4)	(4)	(4)
Development Charges									
Contribution from Reserves	(45)	(44)	(45)						
Third Party Recoveries									
Revenues	(57)	(51)	(49)	(4)	(4)	0.0%	(4)	(4)	(4)
Negotiated Specific & Recoveries									
Negotiated Specific	(206)	(305)	(277)	(314)	(330)	5.4%	(338)	(345)	(352)
Departmental Charges & Recoveries									
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	(206)	(305)	(277)	(314)	(330)	5.4%	(338)	(345)	(352)
Gross Expenditures including Negotiated Specific & Recoveries	1,563	1,651	1,849	1,933	2,224	15.0%	2,558	2,911	2,944
Tax Levy	1,506	1,600	1,800	1,929	2,220	15.0%	2,554	2,907	2,940
% Change							15.1%	13.9%	1.1%

Office of the Regional Clerk

Budget Change Explanations 2011

Corporate Services - Office of Regional Clerk

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		1,933		1,929	
Base					
Increase in Salaries and Benefits - Cost of living adjustment and increase in Benefits rates		63	3.2	63	3.2
Increase in consulting costs - update archival inventory, privacy and RIM corporate training		14	0.7	14	0.7
Increase in office supplies, IT Lease Charges, staff training costs, and purchase of office equipment		11	0.6	11	0.6
Increase in printing costs of Council and Committee reports and agendas		14	0.7	14	0.7
Increase in Negotiated Specific Recoveries as a result of cost of living adjustment		(17)	-0.9	(17)	-0.9
Base		84	4.4	84	4.4
Reductions/Efficiencies					
Decrease in insurance chargeback		(1)	-0.1	(1)	-0.1
Reductions/Efficiencies		(1)	(0.1)	(1)	(0.1)
Total Base Change		83	4.3	83	4.3
Growth					
Provide information management education, and develop policies and procedures for management of electronic and paper records - 2 FTE's		207	10.7	207	10.7
Total Growth Approved		207	10.7	207	10.7
2011 Departmental Approved (excluding Contribution to Capital)		2,224	15.0	2,220	15.0

Office of the Regional Clerk

Budget Change Explanations 2012

Corporate Services - Office of Regional Clerk

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		2,224		2,220	
Base					
Increase in Salaries and Benefits - Cost of living adjustment		51	2.3	51	2.3
Increase in consulting costs		1	0.0	1	0.0
Increase in general office expenses		5	0.2	5	0.2
Increase in Negotiated Specific Recoveries as a result of cost of living adjustment		(8)	-0.4	(8)	-0.4
Base		49	2.2	49	2.2
Reductions/Efficiencies					
Reduction in 2011 one-time start-up costs		(8)	-0.4	(8)	-0.4
Reductions/Efficiencies		(8)	(0.4)	(8)	(0.4)
Total Base Change		41	1.8	41	1.8
Growth					
Develop Archives program to preserve the Region's archival heritage - 1 FTE		115	5.2	115	5.2
Provide project and administrative support to improve efficiency of RIM section - 1 FTE		74	3.3	74	3.3
Provide support and ongoing development for eDOCS after its rollout is completed - 1 FTE		104	4.7	104	4.7
Total Growth Request		293	13.2	293	13.2
2012 Departmental Request (excluding Contribution to Capital)		2,558	15.0	2,554	15.1

Office of the Regional Clerk

Budget Change Explanations Outlook Years 2013/2014

Corporate Services - Office of Regional Clerk	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	2,558	2,554	2,911	2,907
Base				
Increase in Salaries and Benefits	50	50	56	56
Increase in consulting fees	1	1	1	1
Increase in General Expenses	5	5	6	6
Increase in Negotiated Specific Recoveries	(7)	(7)	(7)	(7)
Base	49	49	57	57
Reductions/Efficiencies				
Reduction in one-time start-up costs	(9)	(9)	(24)	(24)
Reductions/Efficiencies	(9)	(9)	(24)	(24)
Growth				
Assist the Region with co-ordinating its Access & Privacy legislative obligations - 1 FTE	129	129		
Support for the Region's Archival program - 1 FTE	87	87		
Provide records management advice and consultation to Corporate Services Dept - 1 FTE	96	96		
Growth	313	313		
Total Annual Incremental Budget Pressures	354	354	33	33
Total Annual Budget Request	2,911	2,907	2,944	2,940

Office of the Regional Clerk

Corporate Services - Office of Regional Clerk

2011 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Corporate Information Management Educator	1.0	G	106	106	
Information Management Policy and Planning Specialist	1.0	G	101	101	
Total Permanent FTEs		2.0	207	207	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Regional Archivist	1.0	G	115	115	
RIM Project/Administrative Co-ordinator	1.0	G	74	74	
eDOCS Administrator	1.0	G	104	104	
Total Permanent FTEs		3.0	293	293	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>2013</u>					
Access and Privacy Officer	1.0	G	129	129	
Archival Technician	1.0	G	87	87	
Records & Information Analyst (Corporate Services)	1.0	G	96	96	
Total Permanent FTEs		3.0	313	313	

***Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

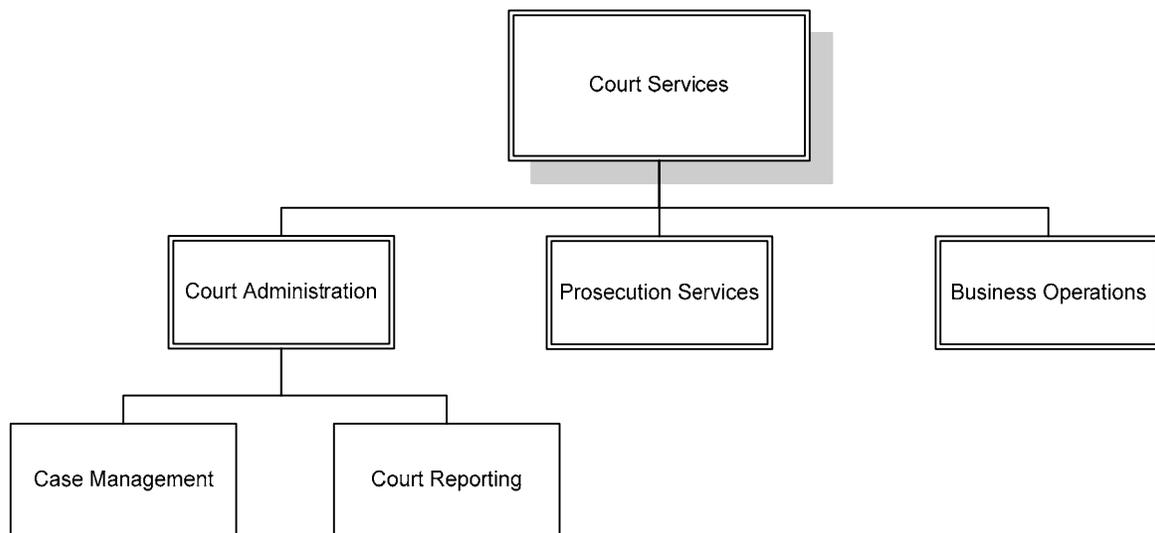
Yes	x
No	

INTENTIONAL BLANK

Court Services

Departmental Description

The Court Services Branch consists of 72.0 FTEs and provides two distinct functions of Court Administration and Prosecution. York Region Court Services is the second largest Provincial Offences court operation in Ontario (based on number of charges filed). The Court Services Branch provides service to the residents of York Region, the nine area municipalities, the Province of Ontario, the Judiciary and over thirty law enforcement and regulatory agencies operating within the Region of York. It operates 6 trial courtrooms and 2 intake courtrooms located in Newmarket and Richmond Hill.



Mission/Vision

To provide timely, quality and cost effective court administration, business support and prosecution services for the Ontario Court of Justice.

Mandate

- **Court Administration:** Provides a wide range of in-court and out-of-court administration functions for charges filed under the Provincial Offences Act and Federal Contraventions Act. Includes customer service counters, telephone inquiries, trial scheduling, court and judicial support, transcript production and enforcement.
- **Prosecutions:** Reviews prosecution briefs from enforcement agencies and conduct prosecutions of a wide range of offences under numerous statutes, regulations and by-laws. Prosecutions also provides advance disclosure to defendants, conducting early resolution negotiations, prosecuting at trials, conducting appeals and providing advice and education to enforcement agencies.

Court Services

- **Business Operations:** Manages the collection process of defaulted fines and provides financial and administrative support to the Court Services Branch.

Strategic Goals 2011 - 2014

- Maintain an active role in the design and layout of the new Court Services facility contained within the proposed Central Services Centre
- Review and modify service delivery model to ensure the continued, efficient operation of court services as services are relocated to the proposed Central Services Centre
- Respond to current and upcoming legislation changes (Good Government Act) by devising and implementing processes and working practices as needed

Key Highlights

Planned Initiatives for 2011 and 2012

- Further review and refine Walk-in-First-Attendance (WIFA) program in response to fluctuations in charges filed, trial requests
- Liaise with judiciary on complex court scheduling and allow for ongoing modifications to WIFA program
- Continue to work with enforcement agencies to minimize double scheduling of police officers
- Enhance statistical reporting to support improved business model
- Respond to actual and anticipated legislative changes (Good Government Act) and devise new processes and working practices to comply
- Enhance customer service to address walk-in customer's needs and inquiries promptly and accurately in an effort to minimize waiting times and improved walk-in traffic flow.
- Update Branch website to reflect changes related to the Good Government Act and improve business processes

Court Services

Base Drivers

- Increase in number of charges filed by enforcement agencies and tendency for charges to be disputed
- Uncontrollable workload (courts are an inherently reactive service and cannot influence the activity levels of enforcement agencies or the defendant's right for access to justice)
- Economic climate changes have a direct impact on court revenue as a result of:
 - 1. The general "ability to pay" problem which affects numerous defendants and results in an increased number of requests for additional time to pay as well as an increase in the number of defaulted fines
 - 2. Higher fines which will likely result in more appeals against sentence
 - 3. The defendant's effort to mitigate insurance costs impacts the number of trial requests (rather than taking early payment options) which places an additional strain on the court system and may result in more charges being withdrawn because of insufficient court time

Key Challenges

- **Caseload Growth** – Caseload growth will likely continue, based not only on the York Region population increases, but also on the increasing traffic volumes on the major highways passing through the Region and new types of offences
- **Economic Barriers** – The effects of the economic climate changes impact Court Services on a delayed basis (due to normal court scheduling timelines) and revenues may be reduced as people are unable to pay fines
- **Training Requirements** – Ongoing training of enforcement officers and Court Services staff is required to respond to case law developments
- **Major Re-location Project** – As York Region operates the second busiest POA court operation in Ontario, it will be challenging to maintain uninterrupted service while also transitioning to the proposed Central Services Centre

Service Challenges

- **Demand for Transcripts** – The demand for transcripts is increasing in all courts partly as a result of the increasing number of appeals. The judiciary has directed that current timeframes for producing transcripts must be reduced.
- **Supreme Court of Canada Case Law** – As a result of recent case law of the Supreme Court of Canada, submissions must now be typed and incorporated into transcripts which has a significant impact on workload
- **Demand for Additional Court Reporting Services** – Currently court reporting services are not provided in the intake courtrooms and pre trial court rooms on a regular basis. With the increasing workload in those courtrooms, it is anticipated that the judiciary will instruct staff to provide additional support

Court Services

- **Increase Need For Customer Service** - Increase in the number of walk-in Defendants seeking assistance, information related to court processes and available options impacts staff ability address questions and concerns in a timely manner
- **Staffing Ratios** - Any future workload increases will be extremely difficult to absorb into the existing staff complement, resulting in requests for further staff

Staffing Resources

Permanent FTE's	2008 Budget	2009 Budget	2010 Restated	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Full-Time FTE's (PFT)	65	69	72	74	76	82	90
Part-Time FTE's (PPT)	0	0	0	0	0	0	0
Total Permanent FTE's	65	69	72	74	76	82	90
Net Change	0	4	3	2	2	6	8

Court Services

Corporate Services - Court Services

Financial Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits	4,170	4,745	5,464	6,256	6,683	6.8%	7,092	7,725	8,552
Program Specific Expenses	784	1,114	802	1,264	1,264	0.0%	1,265	1,266	1,268
Professional Contracted Services	638	687	704	744	854	14.8%	884	916	950
General Expenses	511	503	718	609	675	10.9%	664	689	720
Occupancy Costs	283	(6)	(4)		2				
Minor Capital	108	131	34	36	26	-29.2%	14	46	65
Expenditures	6,494	7,174	7,717	8,908	9,503	6.7%	9,919	10,642	11,554
Financing Costs and Reserves									
Financing Costs	382	90	385	289	353	22.1%	355	357	358
Contribution to Reserves									
Contribution to Capital									
Financing Costs and Reserves	382	90	385	289	353	22.1%	355	357	358
Gross Expenditures	6,875	7,264	8,102	9,197	9,856	7.2%	10,274	10,999	11,912
Revenues									
Grant Subsidies									
User Fees									
Fees and Charges	(13,851)	(15,051)	(15,199)	(15,815)	(16,601)	5.0%	(17,099)	(17,609)	(18,136)
Go Transit	37	29	35	37	38	2.2%	38	38	39
Victim Fine Surcharge	2,123	2,271	2,493	2,166	2,274	5.0%	2,342	2,412	2,485
Dedicated Fines	146	129	104	149	156	5.0%	161	166	171
Devolved Payables	2,451	2,770	1,998	2,452	2,574	5.0%	2,651	2,731	2,813
York Region By Law	280	225	243	280	294	5.0%	303	312	321
Payout to Area Municipalities									
By-Law Area Municipalities	543	370	378	543	570	5.0%	587	605	623
Development Charges									
Contribution from Reserves	(90)	(90)	(90)						
Third Party Recoveries									
Revenues	(8,361)	(9,346)	(10,040)	(10,189)	(10,695)	5.0%	(11,017)	(11,345)	(11,685)
Negotiated Specific & Recoveries									
Negotiated Specific	25								
Departmental Charges & Recoveries									
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	25								
Gross Expenditures including Negotiated Specific & Recoveries	6,900	7,264	8,102	9,197	9,856	7.2%	10,274	10,999	11,912
Tax Levy	(1,461)	(2,082)	(1,938)	(992)	(839)	-15.4%	(742)	(346)	227
% Change									
					-15.4%		-11.5%	-53.4%	-165.6%

Court Services

Budget Change Explanations 2011

Corporate Services - Court Services

2011 (in \$000's)

Budget Change Explanations (2011/2010)	2010		Net		
	Units	\$000's	%	\$000's	%
2010 Departmental Budget Contributions to Capital) (excluding		9,197		(992)	
Base					
Fine Revenue - 5 % increase estimated				(506)	-5.5
Salaries Benefits - Step increases and wage adjustments		248	2.7	248	2.7
Professional - Interpreter, witness and legal fees		111	1.2	111	1.2
Collections - Increased Collection Activities		64	0.7	64	0.7
Charges					
Administrative - Postage, Tickets Dockets, Printing, Phones		47	0.5	47	0.5
Base		470	5.1	(36)	3.6
Efficiencies/Reductions					
Minor Capital one time costs		(17)	-0.2	(17)	-0.2
Efficiencies/Reductions		(17)	(0.2)	(17)	1.7
Total Base Change		453	4.9	(53)	5.3
Growth					
Computer software update required		17	0.2	17	0.2
Courtroom Clerk/Reporter 1.0 FTE		70	0.8	70	0.8
Prosecutor 1.0 FTE		109	1.2	109	1.2
Training Membership for new staff		3	0.0	3	0.0
Minor Capital for new staff		7	0.1	7	0.1
Total Growth Approved		206	2.2	206	(20.8)
2011 Departmental Approved (excluding Contribution to Capital)		9,856	7.2	(839)	-15.5

Court Services

Budget Change Explanations 2012

Corporate Services - Court Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	2011		Net		
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		9,856		(839)	
Base					
Salaries & Benefits		157		157	1.6
Fine Revenue				(322)	-3.3
Professional Contracted Services		34	0.3	34	0.3
Bank Charges		2	0.0	2	0.0
Administrative		13	0.1	13	0.1
Base		205	2.1	(116)	13.9
Efficiencies/Reductions					
Computer Software		(27)	-0.3	(27)	-0.3
Furniture Fixtures		(26)	-0.3	(26)	-0.3
Efficiencies/Reductions		(54)	(0.5)	(54)	6.4
Total Base Change		152	1.5	(170)	20.2
Growth					
Court Administration Clerk 2.0 FTE		152	1.5	152	1.5
Minor Capital related to new FTE		14	0.1	14	0.1
Casual Salary		100	1.0	100	1.0
Total Growth Request		266	2.7	266	2.7
2012 Departmental Request (excluding Contribution to Capital)		10,274	4.2	(743)	-11.4

Court Services

Budget Change Explanations Outlook Years 2013/2014

Corporate Services - Court Services

Outlook Years (in \$000's - Incremental Values)

	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	10,274	(743)	11,000	(345)
Base				
Court Services				
Salaries & benefits	142	142	154	154
Fine Revenue		(329)		(340)
Interpreters	16	16	19	19
purchase of services icon	16	16	16	16
Administration	25	25	24	24
Banking	2	2	2	2
Base	201	(127)	215	(125)
Efficiencies/Reductions				
Court Services				
Casual Salaries				
Minor Capital	(14)	(14)	(46)	(46)
Efficiencies/Reductions	(14)	(14)	(46)	(46)
Growth				
Court Services				
Salaries	390	390	534	534
Benefits	102	102	138	138
Membership Training	1	1	6	6
Minor Capital	46	46	65	65
Growth	539	539	743	743
Total Annual Incremental Budget Pressures	726	398	912	573
Total Annual Budget Request	11,000	(345)	11,912	227

Court Services

Corporate Services - Court Services

2011 Approved New Staff Summary

Mandatory/Legislated	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Court Services</u>					
Court Reporter- Court Room staff	1.0	G	70	70	
Prosecutor - Court Room Staff	1.0	G	109	109	
Sub Total			179	179	
Total Permanent FTEs	2.0		179	179	

2012 Proposed New Staff Summary

Mandatory/Legislated	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Court Services</u>					
Court Administration Clerk - Court Operations	2.0	G	152	152	
Sub Total			152	152	
Total Permanent FTEs	2.0		152	152	

2013 and 2014 Proposed New Staff Summary

Mandatory/Legislated	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Court Services</u>					
Court Reporter- 2-2013; 2-2014	4.0	G	295	295	
Court Administration clerk- 2-2013; 2-2014	4.0	G	312	312	
Prosecution Clerk - 2013	1.0	G	77	77	
Admin Clerk Secretary - 2014	2.0	G	134	134	
Prosecutor - 1- 2013; 2 - 2014	3.0	G	345	345	
Sub Total			1,163	1,163	
Total Permanent FTEs	14.0		1,163	1,163	

***Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

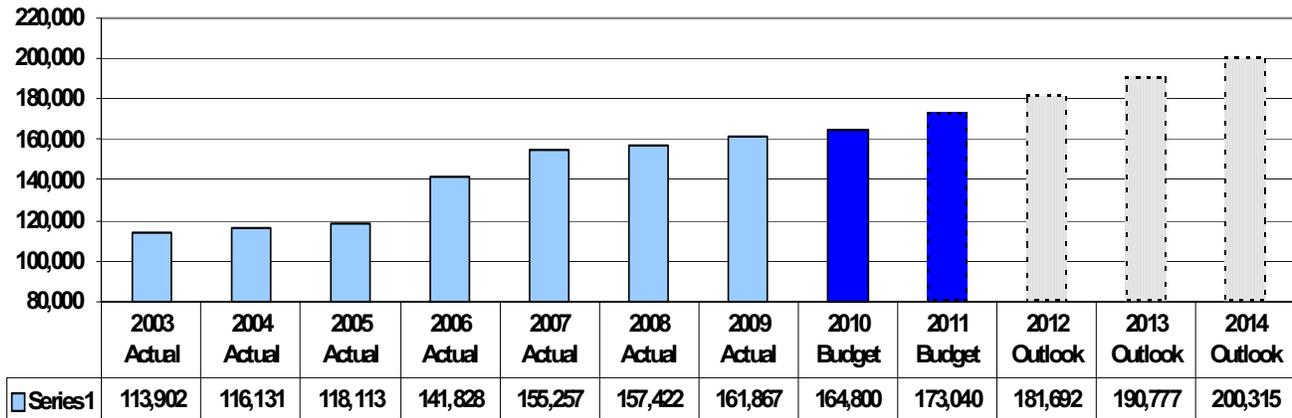
Space needs accommodations have been considered for the above requested positions

- Yes
- No

Court Services

Efficiency

Number of Charges Filed - Court Service



Source: RICO Report #2100 - "New Offence Register"

What does the graph show?

- Number of charges filed by enforcement agencies.

Explanation of KPI Trend

- This number is difficult to accurately forecast since it is not controllable.
- The estimates for 2011 through 2014 were based on 5% growth models.
- Mid-year results in 2010 confirm that the estimates appear valid.

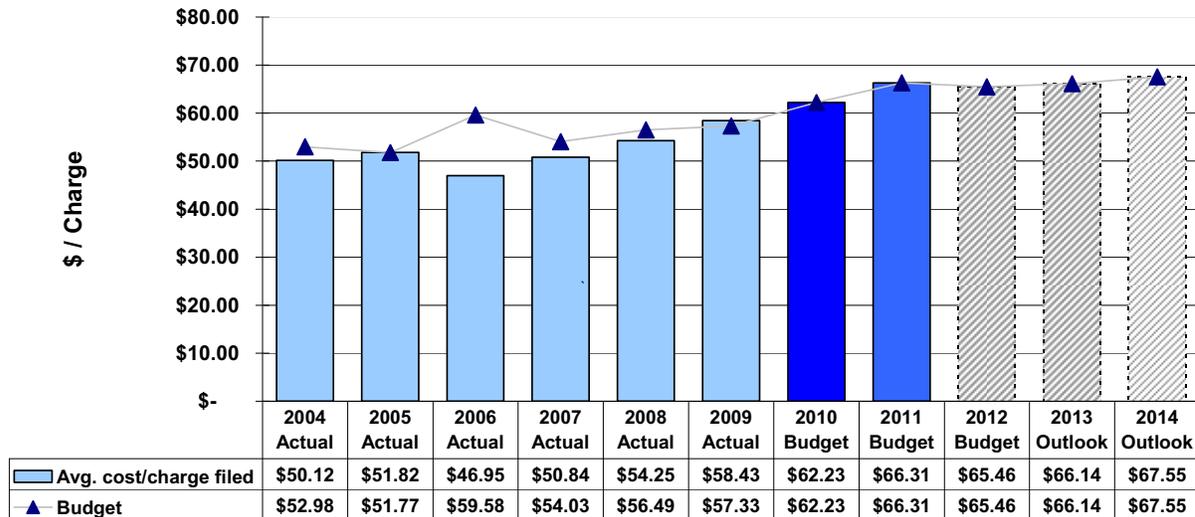
Comments / Background:

- This number acts as a denominator for the efficiency measure and is not a controllable measure.

Court Services

Efficiency

Average Cost per Charge Filed - Court Services



What does the graph show?

- The graph shows the relationship between the costs of court services and the number of charges filed.

Explanation of KPI Trend

- 2004: The cost per charge filed increased as a result of the mandatory increase in the cost for judicial fees from \$160/hr to \$200/hr and an increase in the number of staff to address the historical understaffing.
- 2005: The MAG audit indicated the need for additional administrative staffing which increased cost per charge filed. In general, some of this increase in cost was offset by an increase in the revenue generated through an increasing number of charges filed and sustained enforcement of licence suspensions.
- 2006: An increase in gross costs was forecast due to additional resources required to address increasing workloads associated with an increase in the number of charges filed. The budget for the additional staff did not receive approval from council and this combined with delays in the construction of the new court resulted in deferment of the additional expenditures. Also, a province-wide judicial availability crisis resulted in numerous court closures, thereby reducing the judicial fees payable to the Ministry of the Attorney General.
- 2007: Growth in gross costs continued as resources were added to address increasing workload. Actual costs were lower than budgeted due to the delays in the construction of the new court (T3) which did not open until September 2007.
- 2008: 8 additional FTE's were added to address increasing workloads and expansion of court schedules.

Court Services

- 2009: Actual charges filed were 8% lower than budgeted. Costs reflect operation of court roomT4.
- 2010: 2010 volumes of charges are tracking at 2% above 2009 levels. Associated administrative costs to address volumes have risen.
- 2011 and out years are budget to grow at a rate of 5% per year.

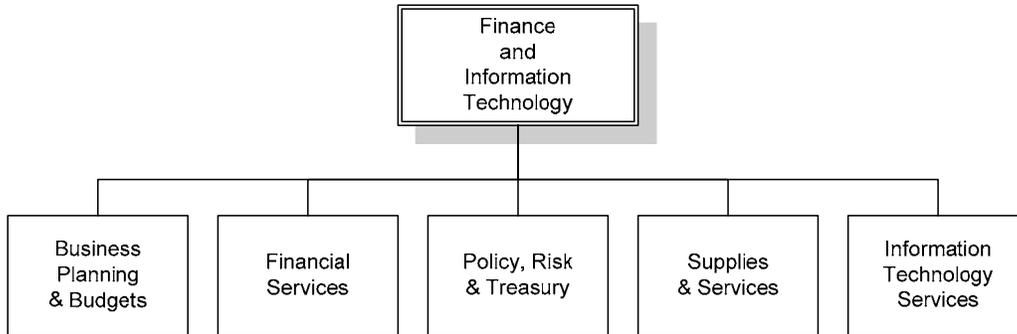
Comments / Background:

While the number of charges filed continues to increase, costs have also increased to support this additional workload and to maintain a two-location model.

Finance & IT Services

Departmental Description

The Finance and Information Technology Department provides financial management for the corporation as well as high quality corporate support services to our clients/departments. It is also responsible for the stewardship of the financial assets and records, the protection of the physical assets of the corporation, and providing comprehensive IT services, including network, application, help desk and support services.



Mission/Vision

To develop strategies and practices to ensure prudent financial management in a growth environment and to provide effective fiscal management and administration of York's financial resources, as well as provide internal and external customers with an increasing level of service that is both cost effective and efficient through the implementation of new systems and processes.

Mandate

Finance and Information Technology Services is responsible for:

Financial Services

- Accounts payable, accounts receivable and payroll
- Payroll, Time and Labour
- Financial Reporting
- ERP Financial Systems functional development and support

Policy, Risk & Treasury

- Fiscal Policy and Strategic Development
- Property Tax Policy
- Insurance and Risk Management
- Investments, Capital Financing and Reserves

Business Planning & Budgets

- Strategic Planning and Analysis
- Business Planning and Budgeting, including budget systems
- Performance Measurement to support the budget process

Finance & IT Services

- Capital & Development Financing, including Up-Front Developer Financing agreements
- Development Charge Administration

Supplies and Services

- Procurement
- Print Shop and Document Services

Information Technology

- Data Processing Centres, Data Centre Equipment, Data Storage Equipment, Telecommunications Equipment
- Networks for access to Data Centres, the Internet and other Government networks
- Business Applications software administration and maintenance
- Personal computers, printers, telephones, cellular devices, and other IT equipment deployment to Regional staff
- Technology and application architecture, planning, management and operations
- Technology security and disaster recovery
- Technical assistance and support to all Regional staff

Strategic Goals 2011 – 2014

Financial Services

- Further develop time and labour to provide better tools for management and to integrate labour costs to tangible capital assets
- Develop Asset Accounting/Management software to be in compliance with Public Sector Accounting Board requirements
- Continue to value and update our tangible capital asset files
- Integrate Fleet software with the Enterprise Resource Planning applications
- Integration and automation of all applications related to the construction and maintenance of tangible capital assets
- Develop workflow for Express Requisition and procurement card approval routes
- Develop hyperlink to eDocs files within PeopleSoft Financials particularly A/R, A/P, and Express Requisition
- Develop an Accounts Payable Road Map to streamline business functions, introduce new technologies and enhance data continuity and reliability
- Continue to automate A/P information into PeopleSoft Financials
- Review structure of the general ledger to assure reporting of financial information encompasses the needs of the business units
- PeopleSoft Financials upgrade required for continued maintenance
- Electronic Fund Transfer notification automation for outside vendors and employees
- Streamline Accounts Receivable billing process to accommodate new technologies, examples Automated Billing Loads and Interfaces

Finance & IT Services

Policy, Risk & Treasury

- Update and review long-term requirements for capital asset replacement reserves
- Develop and implement a policy on third party loans made by the Region
- Develop and implement a policy on working capital charges during project development
- Develop a comprehensive cash management policy and procedure
- Expand the use of commodity hedging programs, where appropriate, to manage costs
- Update Debt Management System to improve forecasting and reporting capabilities
- Expand the investor relations program to better market the Region's debentures
- Partner with Transportation Services (Roads) in rollout of computerized road maintenance records program
- Promote the use of Owner Controlled Insurance Program for large capital construction projects to better control risk and reduce insurance costs
- Promote risk management through a corporate learning course and a Risk Management Toolkit on the Intranet
- Develop surety bond tracking and management software
- Review surety bond requirements based on needs and availability
- Implement a formalized pothole claim dispute process

Supplies & Services

- Ensure timely delivery of Capital Programs for all departments to enhance service level expectations
- Continue the implementation of the PeopleSoft Purchasing module
- Streamline requisition approval process by integrating PeopleSoft Requisition Module and Workflow Module into Purchase Requisition
- Continue to provide enhanced centralized co-ordination of printing services to the Corporation
- Continue to provide 24 hour turnaround time for basic Print Shop work
- To put greater emphasis on green procurement initiatives

Business Planning & Budgets

- Provide ongoing support for the Long Range Fiscal Planning Strategy
- Implement an enhanced Budget System
- Further leverage the Team Budget System to enhance and streamline capital budgeting process
- Continue to implement the Total Project Budget Authority approach to capital budgeting
- Enhance multi-year business planning and investigate the potential for multi-year budgeting
- Review and update the Development Charge credit policy
- Continued administration of the Development Charge Bylaw, including DC collections, DC credits and securities

Finance & IT Services

- Undertake a comprehensive update of the Region's Development Charge Bylaw to be effective in 2012

Information Technology

- Integrate various systems in PeopleSoft
- Advance the 7 strategic Information Technology initiatives
 - Business Intelligence
 - Customer Relationship Management
 - Mobile Computing
 - Asset Management
 - Joint Portal (in collaboration with Markham)
 - Information Management
 - Enterprise Business Systems
- Design and construction of new Data Centre Facility to support Regional growth
- Complete the implementation of telephone network for York Regional Police
- Continue Support of the Server Based Computing environment
- Continue to implement enterprise architecture standards throughout York Region and participate in the Municipal Reference Model V.2
- Further develop York Telecom Network
- Develop Life Cycle Costing approach to refreshing and acquiring IT equipment

Key Highlights

2011 and 2012 Planned Initiatives

- Continue to focus on providing effective fiscal management and strategic financial management to support the Corporation in achieving future objectives
- Monitor the results of implementing Capital Asset, Debt Management Strategies and other financial policies to ensure prudent fiscal management
- Complete the Budget System review and develop options to address user needs
- Continue to implement the Total Project Budget Authority approach to capital budgeting
- Undertake a comprehensive update of the Region's Development Charge Bylaw to be effective in 2012
- Continue to maintain professional standards in staff development through education and training
- Review structure of the general ledger to ensure reporting of financial information encompasses the needs of the business units and design strategy for change implementation
- Continue to re-design financial business processes in conjunction with business units to provide efficiencies, structure and reliability in data processing.
- Record performance in accordance with OMBI and put greater emphasis on green procurement initiatives
- Enhance security tools & technology infrastructure

Finance & IT Services

- Continue 4th year refresh of desktops, laptops, and upgrade PC's to MS Office 2010 and Windows 7
- Revise and complete business impact analysis for Disaster Recovery Plan
- Implement Data Warehouse for Financial and Human Capital Management systems in support of Corporate and Departmental Business Intelligence initiatives
- Asset Lifecycle Management project delivery in support of Corporate and Departmental initiatives
- Completion of Phase 1 of the Joint Portal project, and initiation of Phase 2
- Customer Relationship Management software needs analysis and product search/acquisition
- Development of long term ERP directions particularly with respect to PeopleSoft
- Continue to incorporate on-line purchasing for more MRO (maintenance, repairs and operating) goods and services
- Update 5 year Network Strategy
- Development of long term strategy with respect to Mobile Computing
- Continue design and construction of the next components of York Region's fibre network
- Begin design and construction of new Regional Data Centre Facility at CSC and initiate design of backup Data Centre at Bales

Base Drivers

- Drivers that affect the current year's Base
 - 2.4% population growth
 - 2.0 % general inflation
 - Regional staff growth
 - Contractor increases
 - Growth in all Regional programs

Key Challenges

Population Growth and Economic Factors

- Population growth is expected to continue and additional capital infrastructure will be required to keep pace with growth

Managing Technological Change

- Keeping pace with demands for new technologies to increase effectiveness of York Region Departments
- Containing costs while responding to York Region growth
- Integrating the increasing number of Department opportunities to use technology into a technology strategy built on standards, common applications, highly reliable infrastructure and a secure computing environment

Service Provision for Growing Regional Programs

- Keeping pace with growing demands for service from our internal customers as their programs & staffing levels grow, recognizing resource constraints

Finance & IT Services

Staffing Resources

Permanent FTE's	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Permanent FTE's								
Full Time FTE's (PFT)	159.5	165.5	169.0	175.5	181.5	187.5	192.5	194.5
Part-Time FTE's (PFT)	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Total Permanent FTE's	160.9	166.9	170.4	176.9	182.9	188.9	193.9	195.9
Net Change	12.0	6.0	3.5	6.5	6.0	6.0	5.0	2.0
Casual (FTE Equivalent)*	1.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0

*Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

Finance Department

Finance

Financial Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits	8,002	8,373	8,647	9,662	10,202	5.6%	10,616	10,898	11,116
Program Specific Expenses									
Professional Contracted Services	263	246	474	422	646	53.0%	450	456	463
General Expenses	1,519	1,606	1,741	1,604	1,669	4.1%	1,720	1,750	1,780
Occupancy Costs									
Minor Capital	80	102	9	51	54	7.1%	58	55	48
Expenditures	9,864	10,326	10,871	11,739	12,572	7.1%	12,844	13,159	13,407
Financing Costs and Reserves									
Financing Costs	5	6	(9)	10	52	440.6%	52	52	52
Contribution to Reserves	25								
Contribution to Capital									
Financing Costs and Reserves	30	6	(9)	10	52	440.6%	52	52	52
Gross Expenditures	9,894	10,332	10,862	11,749	12,624	7.4%	12,896	13,211	13,459
Revenues									
Grant Subsidies	(2)	(2)	(1)						
User Fees	(7)								
Fees and Charges	(312)	(363)	(251)	(434)	(435)	0.2%	(435)	(380)	(380)
Development Charges	(49)			(308)	(308)	0.0%	(308)	(308)	(308)
Contribution from Reserves	(653)	(726)	(909)	(781)	(952)	21.9%	(778)	(778)	(778)
Third Party Recoveries									
Revenues	(1,023)	(1,090)	(1,161)	(1,523)	(1,695)	11.3%	(1,521)	(1,466)	(1,466)
Negotiated Specific & Recoveries									
Negotiated Specific	4	5	109	109	114	3.8%	115	117	119
Departmental Charges & Recoveries	(1,621)	(1,569)	(1,742)	(1,593)	(1,612)	1.1%	(1,691)	(1,714)	(1,739)
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	(1,617)	(1,565)	(1,633)	(1,484)	(1,498)	0.9%	(1,575)	(1,597)	(1,620)
Gross Expenditures including Negotiated Specific & Recoveries	8,277	8,767	9,229	10,265	11,126	8.4%	11,320	11,614	11,840
Tax Levy	7,254	7,677	8,068	8,742	9,431	7.9%	9,800	10,148	10,374
% Change							3.9%	3.6%	2.2%

Finance Department

Budget Change Explanations 2011

Finance	2011 (in \$000's)				
	Budget Change Explanations (2011/2010)	Gross		Net	
		Units	\$000's	%	\$000's
2010 Departmental Budget (excluding Contributions to Capital)		10,265		8,742	
Base					
Salaries & Benefits		275	2.7	275	3.1
Benefits- OMERS		77	0.8	77	0.9
Casual		25	0.2	25	0.3
General expenses		29	0.3	29	0.3
Insurance		42	0.4	42	0.5
IT Charge-back		21	0.2	21	0.2
Consultants- Payroll System & Debt Management Review		149	1.4	49	0.6
Base		619	6.0	519	5.9
Total Base Change		619	6.0	519	5.9
Growth					
1 FTE BP&B - Snr Fin. Analyst		103	1.0	103	1.2
1 FTE PRT - Admin. Clerk Insurance claims		59	0.6	59	0.7
IT Charge-back		5	0.0	5	0.1
Net reduction in fees & charges				3	0.0
Total Growth Request		168	1.6	171	2.0
Enhancement					
Consultants- A/P Process Review		75	0.7		
Total Enhancement Request		75	0.7		
2011 Departmental Request (excluding Contribution to Capital)		11,126	8.4	9,431	7.9

Finance Department

Finance		2012 (in \$000's)			
Budget Change Explanations (2012/2011)		Gross		Net	
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		11,126		9,431	
Base					
Salaries & Benefits		240	2.2	240	2.5
General expenses		51	0.5	51	0.5
Minor capital		4	0.0	4	0.0
Departmental Charges & recoveries		(78)	-0.7	(79)	-0.8
Base		217	1.9	216	2.3
Efficiencies/Reductions					
Consultants		(196)	-1.8	(196)	-2.1
Reduce contribution from reserves				175	1.9
Efficiencies/Reductions		(196)	(1.8)	(21)	(0.2)
Total Base Change		21	0.2	195	2.1
Growth					
To support increase transactions processing and fiscal policy management, 2 FTE's		174	1.6	174	1.8
Total Growth Request		174	1.6	174	1.8
2012 Departmental Request (excluding Contribution to Capital)		11,320	1.7	9,800	3.9

Finance Department

Budget Change Explanations Outlook Years 2013/2014

Finance	Outlook Years (in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	11,320	9,800	11,614	10,148
Base				
Salaries & Benefits	212	212	218	218
Consultants	6	6	7	7
General expenses	9	9	8	8
Fees & charges		55		
Base	227	282	233	233
Efficiencies/Reductions				
Minor capital	(3)	(3)	(7)	(7)
Efficiencies/Reductions	(3)	(3)	(7)	(7)
Growth				
To support increase transactions processing, 1 FTE	70	70		
Growth	70	70		
Total Annual Incremental Budget Pressures	294	349	226	226
Total Annual Budget Request	11,614	10,148	11,840	10,374

Finance Department

Finance

2011 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
BPB - Senior Financial Analyst	1.0	G	103	103	
PRT - Clerk Insurance Claims	1.0	G	59	59	
Total Permanent FTEs		2.0	163	163	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
PRT - Fiscal Policy Analyst	1.0	G	106	106	
FS - Accounting Clerk Intermediate	1.0	G	68	68	
Total Permanent FTEs		2.0	174	174	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
FS - Accounting Clerk Intermediate	1.0	G	70	70	
Total Permanent FTEs		1.0	70	70	

***Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

- Yes
- No

INTENTIONAL BLANK

Information Technology Services

Information Technology Services

Financial Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits	6,598	6,796	7,772	8,644	9,441	9.2%	10,097	10,754	11,205
Program Specific Expenses									
Professional Contracted Services	117	191	121	290	350	20.8%	365	380	396
General Expenses	5,643	4,489	2,505	3,002	1,661	-44.7%	1,270	989	751
Occupancy Costs	21	78							
Minor Capital	19	97	82	133	193	45.0%	202	210	219
Expenditures	12,398	11,651	10,480	12,069	11,646	-3.5%	11,934	12,334	12,571
Financing Costs and Reserves									
Financing Costs	14	14	14	9	10	4.4%	10	10	11
Contribution to Reserves	1,493	1,916	4,770	5,439	5,917	8.8%	6,588	7,154	7,683
Contribution to Capital							830	1,733	2,730
Financing Costs and Reserves	1,507	1,930	4,783	5,448	5,927	8.8%	7,428	8,897	10,423
Gross Expenditures	13,905	13,581	15,264	17,517	17,573	0.3%	19,362	21,231	22,994
Revenues									
Grant Subsidies									
User Fees									
Fees and Charges									
Development Charges									
Contribution from Reserves	(3,229)	(3,558)	(3,558)	(2,658)	(2,658)	0.0%	(2,658)	(2,658)	(2,658)
Third Party Recoveries									
Revenues	(3,229)	(3,558)	(3,558)	(2,658)	(2,658)	0.0%	(2,658)	(2,658)	(2,658)
Negotiated Specific & Recoveries									
Negotiated Specific	(557)	(124)	(65)	60	31	-48.6%	34	37	40
Departmental Charges & Recoveries									
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	(557)	(124)	(65)	60	31	-48.6%	34	37	40
Gross Expenditures including Negotiated Specific & Recoveries	13,347	13,457	15,199	17,577	17,603	0.2%	19,396	21,268	23,035
Tax Levy	10,118	9,899	11,641	14,918	14,945	0.2%	16,738	18,609	20,376
% Change							12.0%	11.2%	9.5%

Information Technology Services

Budget Change Explanations 2011

Information Technology Services

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Gross		Net		
	Units	\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		17,577		14,918	
Base					
Salaries and Benefits		371	2.1	371	2.5
Contract Services -Technology & Professional		60	0.3	60	0.4
Other - Occupancy Costs, Minor Capital, Insurance, Property Building Rental, Negotiated Specifics		31	0.2	31	0.2
Base		463	2.6	463	3.1
Efficiencies/Reductions					
<u>Computer & Telephone</u>					
Reduction in Computer Network and Telephone Costs with New Bell Contract		(840)	-4.8	(840)	-5.6
Lease Recoveries less External Lease Costs		(358)	-2.0	(358)	-2.4
Internal Lease: Contrib to Reserves - IT Equip Replacement		358	2.0	358	2.4
		(840)	(4.8)	(840)	(5.6)
<u>Software</u>					
Reduction in Software Maintenance Costs		(221)	-1.3	(221)	-1.5
Software Training - Windows 7 & Office 2010 Rollout		78	0.4	78	0.5
Contribution to Reserves - IT Software		120	0.7	120	0.8
		(23)	(0.1)	(23)	(0.2)
Efficiencies/Reductions		(863)	(4.9)	(863)	(5.8)
Annualization					
<u>3 Annualized FTE's</u>					
Business Intelligence - Technical Specialist		108	0.6	108	0.7
Applications - Technical Specialist		108	0.6	108	0.7
Project Manager - Portal		137	0.8	137	0.9
Annualization		353	2.0	353	2.4
Total Base Change		(47)	(0.3)	(47)	(0.3)
Growth					
<u>1 Growth FTE</u>					
Business Operations Analyst		74	0.4	74	0.5
Total Growth Request		74	0.4	74	0.5
2011 Departmental Request (excluding Contribution to Capital)		17,603	0.2	14,945	0.2

Information Technology Services

Budget Change Explanations 2012

Information Technology Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		17,603		14,945	
Base					
Salaries and Benefits		216	1.2	216	1.4
Contract Services - Technology & Professional		15	0.1	15	0.1
General Expenses - base expense increase and equipment recovery increase		(391)	-2.2	(391)	-2.6
Contribution to Reserves		671	3.8	671	4.5
Other - Occupancy Costs, Minor Capital, Insurance, Property Building Rental, Negotiated Specifics		12	0.1	12	0.1
Base		523	3.0	523	3.5
<u>2 Applications Related Annualized FTEs</u>		220	1.2	220	1.5
Annualization		220	1.2	220	1.5
Total Base Change		743	4.2	743	5.0
Growth					
<u>2 Computer Related Growth FTEs</u>		220	1.2	220	1.5
Total Growth Request		220	1.2	220	1.5
Enhancement					
<u>4 Year Phase-in of Contribution to IT Development Reserve</u> First Year of 4-Year Phase-in of Contribution to IT Development Reserve Funding		830	4.7	830	5.6
Total Enhancement Request		830	4.7	830	5.6
2012 Departmental Request (excluding Contribution to Capital)		19,396	10.2	16,738	12.0

Information Technology Services

Budget Change Explanations Outlook Years 2013/2014

Information Technology Services	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	19,396	16,738	21,268	18,609
Base				
Salaries and Benefits	206	206	222	222
Technology & Professional Services	15	15	16	16
General Expenses - base expense increase and equipment recovery increase	(281)	(281)	(239)	(239)
Contribution to Reserves	566	566	529	529
Other - Occupancy Costs, Minor Capital, Insurance, Property Building Rental, Negotiated Specifics	12	12	12	12
Base	519	519	539	539
<u>Applications Related Annualized FTEs</u>				
2013: 2 FTE's	225	225		
Annualization	225	225		
Growth				
<u>Computer Related Growth FTEs</u>				
2013: 2 FTE's	225	225		
2014: 2 FTE's			230	230
Growth	225	225	230	230
Enhancements				
<u>4 Year Phase-in of Contribution to IT Development Reserve</u>				
Second and Third Years of 4-Year Phase-in of Contribution to IT Development Reserve Funding	903	903	998	998
Enhancements	903	903	998	998
Total Annual Incremental Budget Pressures	1,871	1,871	1,767	1,767
Total Annual Budget Request	21,268	18,609	23,035	20,376

Information Technology Services

Information Technology Services

2011 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Program - ITS</u>					
Applications:					
Business Intelligence - Technical Specialist	1.0	B-A	108	108	
Applications - Technical Specialist	1.0	B-A	108	108	
Project Manager - Portal	1.0	B-A	137	137	
Business Operations:					
Business Operations Analyst	1.0	G	74	74	
Total Permanent FTEs		4.0	427	427	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Program - ITS</u>					
Applications:					
2 Application Related FTE	2.0	B-A	220	220	
Computers:					
2 Computer Related FTE	2.0	G	220	220	
Total Permanent FTEs		4.0	440	440	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Program - ITS</u>					
2013					
2 Application Related FTE	2.0	B-A	225	225	
2 Computer Related FTE	2.0	G	225	225	
2014					
1 Application Related FTE	1.0	G	115	115	
1 Computer Related FTE	1.0	G	115	115	
Total Permanent FTEs		6.0	680	680	

***Type of FTE's Legend:**

B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

Space Needs Accommodations:

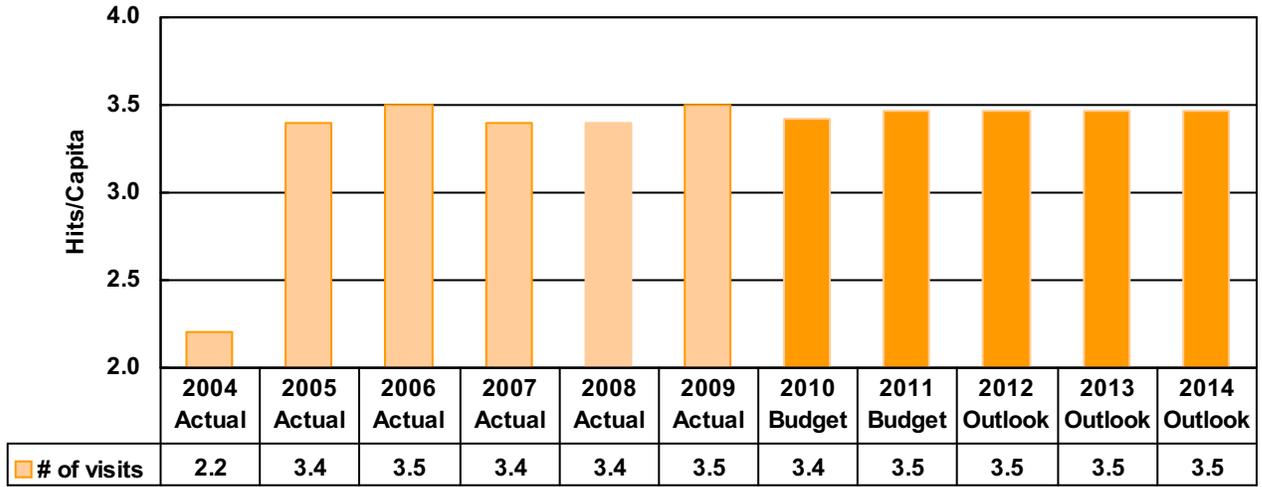
Space needs accommodations have been considered for the above requested positions

Yes
 No

Information Technology Services

Community Impact

Number of Visits to Website per Capita



	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Total Visits	3,160,544	3,317,797	3,346,711	3,452,510	3,614,979	3,627,000	3,751,000	3,838,000	3,924,000	4,011,000
Population	922,000	950,674	983,100	1,011,360	1,032,600	1,065,000	1,082,650	1,107,650	1,132,650	1,157,650
# of Visits	3.4	3.5	3.4	3.4	3.5	3.4	3.5	3.5	3.5	3.5

Source: Internal ITS Data

What does the graph show?

- The number of visits to the Municipal web-site per Capita.

Explanation of KPI Trend

- Steady increase in visits to website based on population growth and informed public. Higher actual visits in 2009 will result in an increase in visits for the future years.

Comments / Background:

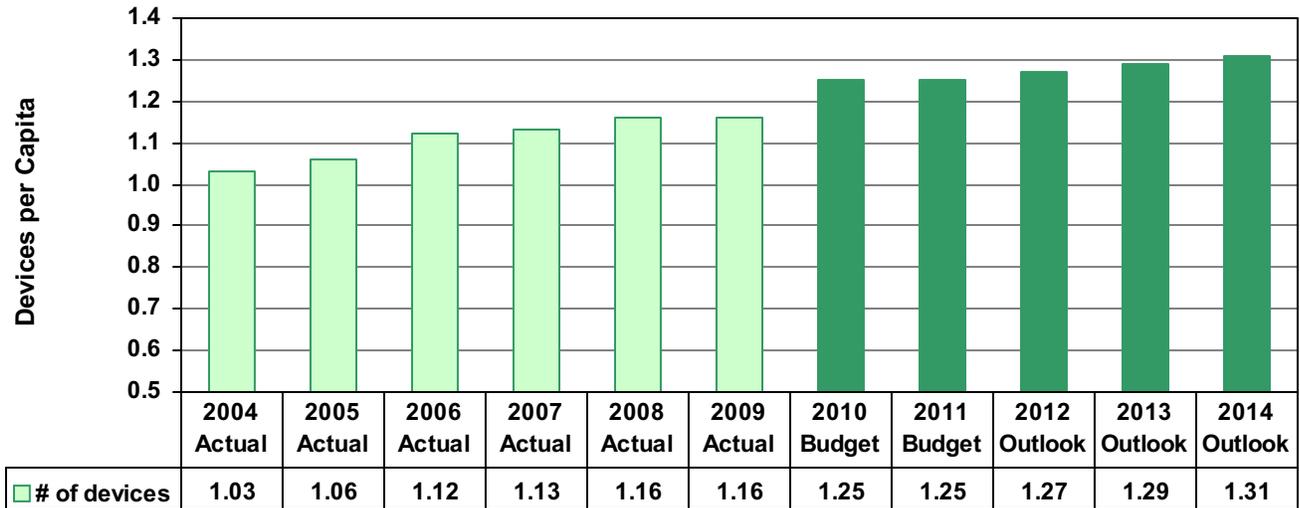
The number of visits is projected to increase by 16% between 2008 and 2014.

Population projections are provided by the Planning Dept.

Information Technology Services

Service Level

Number of Devices per Municipal Staff



	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
# of devices	2,868	3,055	3,341	3,714	3,841	4,244	4,364	4,564	4,764	4,964
Staff	2,714	2,734	2,947	3,215	3,307	3,400	3,500	3,600	3,700	3,800
Devices per staff	1.06	1.12	1.13	1.16	1.16	1.25	1.25	1.27	1.29	1.31

Source: Internal ITS Data

What does the graph show?

- The total number of devices per staff.
- Staff includes the following employees: permanent full time, permanent part time and casual.

Explanation of KPI Trend

- With the implementation of the Provisioning Policy, guidelines were established for the use of devices at various levels.

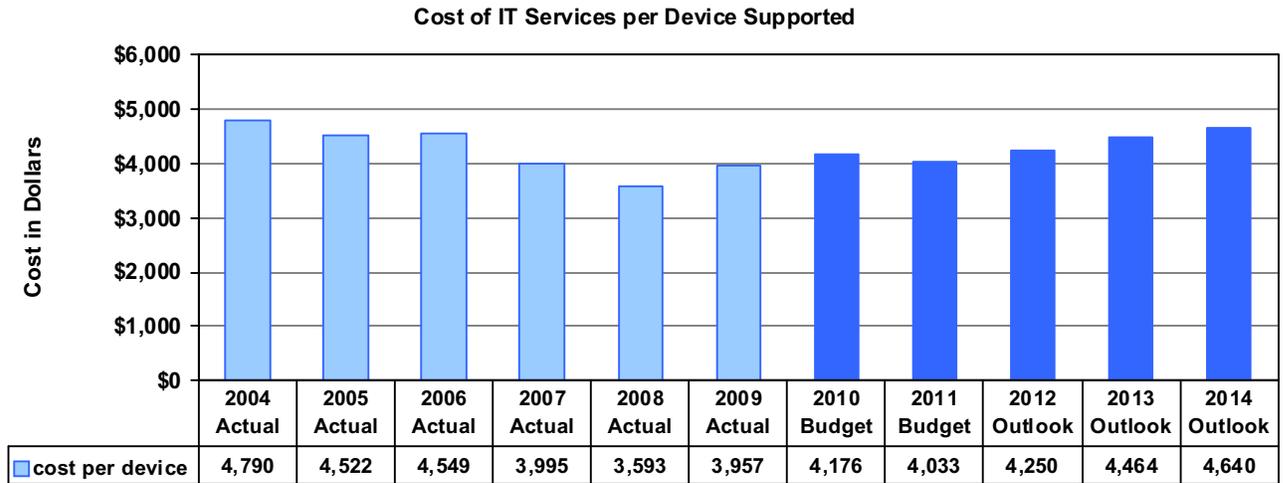
Comments / Background:

Devices include Desktops, Laptops, Tablets, Blackberries.

To be more responsive, ITS Branch maintains a loaner pool, training facility machines, as well as machines for pilot projects in the operating departments.

Information Technology Services

Efficiency



	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Cost of Services	12,968,804	13,895,879	13,347,197	13,343,939	15,197,895	17,724,100	17,603,300	19,396,300	21,267,600	23,034,600
# of devices	2,868	3,055	3,341	3,714	3,841	4,244	4,364	4,564	4,764	4,964
Cost per device	4,522	4,549	3,995	3,593	3,957	4,176	4,033	4,250	4,464	4,640
% Change	-5.6%	0.6%	-11.6%	-10.1%	10.1%	5.5%	-3.4%	5.4%	5.0%	3.9%

Source: ITS Operating Budget

What does the graph show?

- The total cost of all IT Services per device supported.

Explanation of KPI Trend

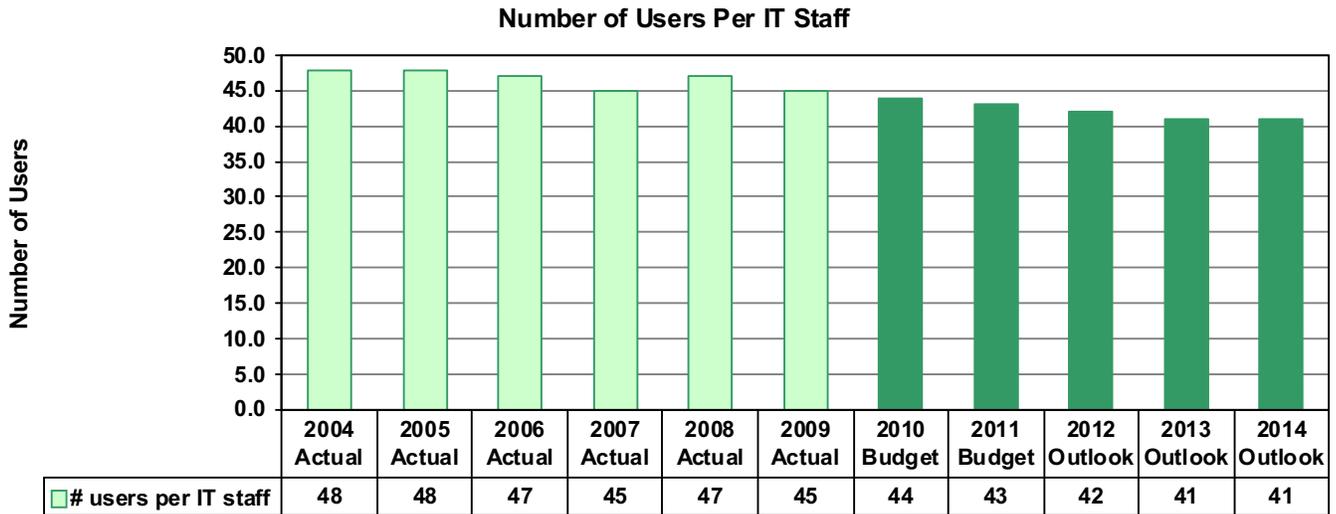
- IT service cost per device decreased in 2008 due to deferred hardware and operating maintenance expenditures and a higher than budgeted number of devices.
- IT service cost per device will increase gradually in 2012, 2013, 2014, 2015 due to 4 year phase-in of Contributions to the IT Development Reserve to replace the funding of IT Development projects from the General Capital Reserve.
- IT will continue to look for efficiencies to decrease IT costs per device supported.
- Numerous locations geographically dispersed increases support costs.
- York Region has invested in "knowledge" workers with a higher degree of technology adoption.

Comments / Background:

IT Services include: Data and Voice Network, PC and phone system support, Data Management, Disk/Space Management, Application Delivery, Service requests (moves, changes, project management, and application support). In addition, York Region is currently engaged in several unique initiatives, such as eDOCS, ePortal, Asset Management, Mobile Computing, Customer Relationship Management, and multiple Data Centres.

Information Technology Services

Service Level



	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Budget	2012 Outlook	2013 Outlook	2014 Outlook
Regional Staff	2,714	2,734	2,947	3,215	3307	3,400	3,500	3,600	3,700	3,800
IT Staff	56	58	66	68	73	78	82	86	90	92
# of users per IT staff	48	47	45	47	45	44	43	42	41	41
% Change	0.0%	-2.1%	-4.3%	4.4%	-4.2%	-3.8%	-2.1%	-1.9%	-1.9%	0.5%

Source: Internal ITS staffing records Data and HR staffing records.

What does the graph show?

- The total number of users per IT staff.
- Staff include the following employees: permanent full time, permanent part time, and casual.

Explanation of KPI Trend

- In 2011 to 2013, the addition of several permanent positions related to the operationalization of several capital projects, decreases the ratio of Regional Staff to permanent IT staff.
- Future year projections for IT staff will keep pace with Regional staff growth.

Comments / Background:

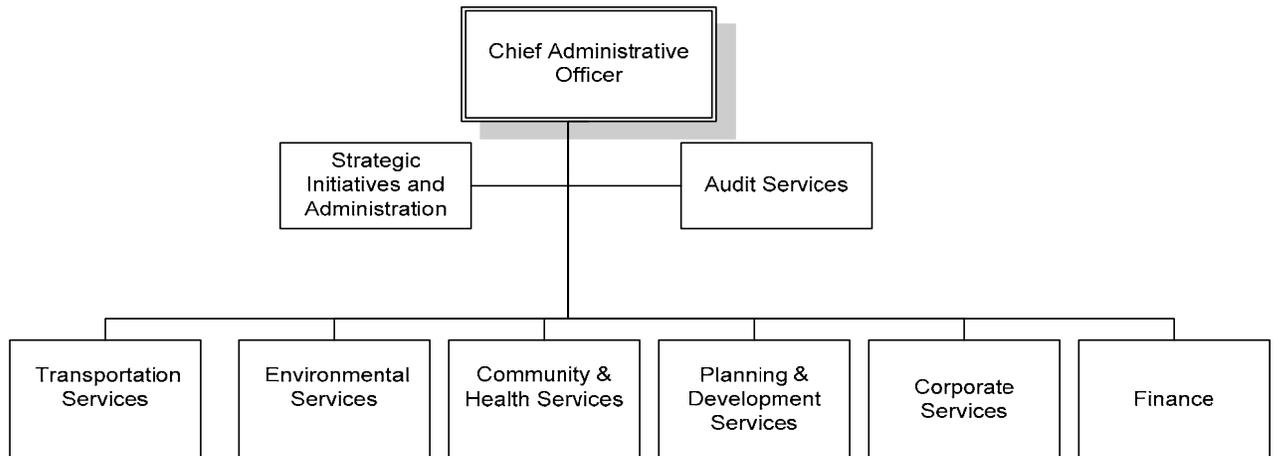
With the Regional Staff growth continuing in future years, the number of IT staff will increase correspondingly to support the additional users.

INTENTIONAL BLANK

Office of the Chief Administrative Officer

Departmental Description

The Chief Administrative Officer (CAO) is appointed by Regional Council. The CAO directs and coordinates the general management and business affairs of the corporation in accordance with the bylaws, policies and plans approved by Council. The CAO ensures fiscal responsibility and the delivery of high quality services to meet the ever changing needs of the community.



Mandate

The Office of the Chief Administrative Officer is mandated to ensure that York Region's programs and services are delivered in a cost efficient and effective manner to our customers and stakeholders in accordance with Council approved policies and the Region's Vision.

Strategic Goals 2011 - 2014

- Identify improvement areas and lead corporate-wide quality initiatives to increase operational efficiency and ensure effective service delivery
- Continue to refocus the Customer Service Strategy with an objective to strengthen the integration of customer service delivery
- Continue to develop the Emergency Management Program to include Business Continuity initiatives (i.e. new scenarios, testing, change management) and alignment with the Disaster Recovery Plan to ensure the Region is prepared to manage service disruptions
- Enhance our public and internal communications by continuing to develop strategies that proactively inform taxpayers and staff of Regional initiatives, policies, programs and operations

Office of the Chief Administrative Officer

Key Highlights

Planned Initiatives for 2011 and 2012

- Continue oversight and guidance for construction of the Toronto York Spadina Subway Extension project and participation in the planning for the Yonge Subway extension
- Continue administrative oversight for Infrastructure Stimulus Fund projects
- Lead development and implementation of Corporate Strategic Plan
- Lead design and implementation of Senior Management Team's pilot project to improve presentations to Committees
- Develop half-day Introduction to Emergency Management training course for all York Region staff
- Lead the redesign of the Internet www.york.ca to improve look and ease of navigation
- Lead the implementation of the Information and Communications portion of the proposed Integrated Accessibility Regulation (re: *Ontarians with Disabilities Act, 2005*) to make our programs and services more accessible
- Lead customer service improvement initiatives that support increasing access to products and services, including a corporate Customer Relationship Management System

2011 Base Drivers

For 2011, the budget increases for the Office of the CAO are directly related to increased salary and benefit costs.

2010 Accomplishments

- Provided oversight and guidance for construction of the Toronto York Spadina Subway Extension project and participate in the planning for the Yonge Subway extension
- Partnered with Human Resources to facilitate improvement initiatives resulting in York Region's achievement of the National Quality Institute's Level 2 Progressive Excellence Award for Healthy Workplace
- Partnered with Community and Health services to obtain corporate compliance Accessible Standards for Customer Service, Ontario regulation 429/07 (re: *Ontarians with Disabilities Act, 2005*)
- Led the development of the first administrative Strategic Plan

Office of the Chief Administrative Officer

- Prepared an Evacuation Annex in the Emergency Plan in consultation with York Regional Police, Emergency Medical Services, Community and Health Services and local municipal fire departments

Services Challenges

As York Region continues to rapidly grow the key challenges are those associated with sustainable growth and balancing the needs of our environment, communities, and economy in both the short and long term. Corporate strategies must be planned in conjunction with our Fiscal Strategy and priorities of Council, and continually monitored and evaluated for progress.

As program areas mature there are expectations from Regional taxpayers and Council for ongoing improvement, so that our service delivery becomes increasingly more efficient while continuing to meet the needs of our community. The Office of the Chief Administrative Officer will endeavor to do this through leading the continuous improvement of our administrative systems and processes, as well as development of an enhanced monitoring and evaluation process for our Regional programs.

Staffing Resources

Permanent FTE's	2008 Budget	2009 Budget	2010 Budget	2011 Budget Approved	2012 Outlook	2013 Outlook	2014 Outlook
Full-Time FTE's (PFT)	28.5	29.0	29.0	29.0	29.0	29.0	29.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	28.5	29.0	29.0	29.0	29.0	29.0	29.0
Net Change	0.0	0.5	0.0	0.0	0.0	0.0	0.0
Casual (FTE Equivalent)*	0.6	0.6	0.0	0.0	0.0	0.0	0.0

* Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

Office of the Chief Administrative Officer

Office of the Chief Administrative Officer

Financial Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits	2,760	3,074	3,375	3,469	3,566	2.8%	3,655	3,746	3,840
Program Specific Expenses									
Professional Contracted Services	186	32	118	140	140	0.0%	140	140	140
General Expenses	517	497	472	634	633	-0.1%	633	634	634
Occupancy Costs									
Minor Capital	14	14	8	29	29	0.0%	29	29	29
Expenditures	3,477	3,617	3,973	4,271	4,368	2.3%	4,457	4,549	4,642
Financing Costs and Reserves									
Financing Costs	2	2	2	3	3	0.0%	3	3	3
Contribution to Reserves									
Contribution to Capital									
Financing Costs and Reserves	2	2	2	3	3	0.0%	3	3	3
Gross Expenditures	3,479	3,619	3,975	4,274	4,371	2.3%	4,460	4,552	4,645
Revenues									
Grant Subsidies									
User Fees									
Fees and Charges	(55)	(47)	(77)	(140)	(140)	0.0%	(140)	(140)	(140)
Development Charges									
Contribution from Reserves	(65)	(63)	(71)	(50)	(50)	0.0%	(50)	(50)	(50)
Third Party Recoveries									
Revenues	(120)	(110)	(148)	(190)	(190)	0.0%	(190)	(190)	(190)
Negotiated Specific & Recoveries									
Negotiated Specific	(149)	(240)	(258)	(260)	(260)	0.0%	(266)	(273)	(280)
Departmental Charges & Recoveries									
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	(149)	(240)	(258)	(260)	(260)	0.0%	(266)	(273)	(280)
Gross Expenditures including Negotiated Specific & Recoveries	3,330	3,379	3,717	4,014	4,111	2.4%	4,194	4,279	4,366
Tax Levy	3,210	3,269	3,569	3,825	3,921	2.5%	4,004	4,089	4,176
% Change							2.1%	2.1%	2.1%

Office of the Chief Administrative Officer

Budget Change Explanations 2011

Office of the Chief Administrative Officer

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		4,014		3,825	
Base					
Salary/COLA increases		68	1.7	68	1.8
OMERS increases		18	0.4	18	0.5
Other benefit increases		11	0.3	11	0.3
Base		96	2.4	96	2.5
Total Base Change		96	2.4	96	2.5
2011 Departmental Approved (excluding Contribution to Capital)		4,111	2.4	3,921	2.5

Office of the Chief Administrative Officer

Budget Change Explanations 2012

Office of the Chief Administrative Officer

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net	
		\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		4,111		3,921	
Base					
Salaries and benefit increases		83	2.0	83	2.1
Base		83	2.0	83	2.1
Total Base Change		83	2.0	83	2.1
2012 Departmental Request (excluding Contribution to Capital)		4,194	2.0	4,004	2.1

Office of the Chief Administrative Officer

Budget Change Explanations Outlook Years 2013/2014

Office of the Chief Administrative Officer	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	4,194	4,004	4,279	4,089
Base				
Salaries and benefit increases	85	85	87	87
Base	85	85	87	87
Total Annual Incremental Budget Pressures	85	85	87	87
Total Annual Budget Request	4,279	4,089	4,366	4,176

INTENTIONAL BLANK

Regional Chair & Council

Office of the Regional Chair

Financial Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits	1,472	1,490	1,535	1,486	1,613	8.5%	1,650	1,683	1,717
Program Specific Expenses									
Professional Contracted Services	4			20	40	100.0%	40	40	40
General Expenses	196	219	138	356	276	-22.5%	276	276	356
Occupancy Costs									
Minor Capital									
Expenditures	1,672	1,710	1,674	1,862	1,929	3.6%	1,966	1,999	2,113
Financing Costs and Reserves									
Financing Costs	7	5	6	5	6	37.8%	6	7	7
Contribution to Reserves	20	20	20		20		20	20	
Contribution to Capital									
Financing Costs and Reserves	27	25	26	5	26	482.2%	26	27	7
Gross Expenditures	1,699	1,735	1,699	1,867	1,955	4.7%	1,993	2,026	2,120
Revenues									
Grant Subsidies									
User Fees									
Fees and Charges									
Development Charges									
Contribution from Reserves	(8)	(9)	(8)						(60)
Third Party Recoveries									
Revenues	(8)	(9)	(8)						(60)
Negotiated Specific & Recoveries									
Negotiated Specific									
Departmental Charges & Recoveries									
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries									
Gross Expenditures including Negotiated Specific & Recoveries	1,699	1,735	1,699	1,867	1,955	4.7%	1,993	2,026	2,120
Tax Levy	1,691	1,726	1,691	1,867	1,955	4.7%	1,993	2,026	2,060
% Change							1.9%	1.7%	1.7%

Regional Chair & Council

Budget Change Explanations 2011

Office of the Regional Chair

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Gross		Net		
	Units	\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		1,867		1,867	
Base					
Increase in benefits: dental, extended health, OMERS		1	5.4%	1	5.4%
Salaries & benefits		127	6.8	127	6.8
Professional services		20	1.1	20	1.1
Reserve changes		(60)	-3.2	(60)	-3.2
Base		88	4.7	88	4.7
Total Base Change		88	-3.2%	88	4.7
2011 Departmental Request (excluding Contribution to Capital)		1,955	-3.2%	1,955	4.7

Regional Chair & Council

Budget Change Explanations 2012

Office of the Regional Chair

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net	
		\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		1,955		1,955	
Base					
Salaries & benefits		36	1.8	36	1.8
Insurance		2	0.1	2	0.1
Base		38	1.9	38	1.9
Total Base Change		38	1.9	38	1.9
2012 Departmental Request (excluding Contribution to Capital)		1,993	1.9	1,993	1.9

Regional Chair & Council

Budget Change Explanations Outlook Years 2013/2014

Office of the Regional Chair	Outlook Years (in \$000's - Incremental Values)			
	2013	2013	2014	2014
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	1,993	1,993	2,026	2,026
Base				
Program				
Salaries & benefits	33	33	34	34
Inaugural 2014			60	
Base	33	33	94	34
Total Annual Incremental Budget Pressures	33	33	94	34
Total Annual Budget Request	2,026	2,026	2,120	2,060

Non-Program Items

Financial Items

	Divisional Overview								
	(\$000's)				(\$000's)				
	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Financial Items	938	2,778	4,063	4,336	1,765	-59.3%	4,482	2,992	3,658
Asset Replacement	17,991	24,601	27,013	34,375	41,936	22.0%	49,729	57,716	65,864
Tax Levy	18,929	27,379	31,076	38,711	43,701	12.9%	54,211	60,708	69,522

Financial Summary

	2007	2008	2009	2010	2011	%	2012	2013	2014
	Actual	Actual	Actual	Restated	Approved	Change	Outlook	Outlook	Outlook
Expenditures									
Corporate Initiatives	1,700	1,005	639	1,334	1,300	-2.5%	1,280	1,290	1,310
Expenditures	1,700	1,005	639	1,334	1,300	-2.5%	1,280	1,290	1,310
Financing Costs and Reserves									
Working Capital	(849)	1,547	2,462	1,000	1,000	0.0%	1,000	1,000	1,000
Insurance	6,187	3,886	3,333	6,198	5,262	-15.1%	5,262	5,420	5,582
Asset Replacement									
Debt Reduction Strategy	11,801	11,801	11,801	11,801	11,801	0.0%	11,801	11,801	11,801
Capital Replacement Reserve	6,190	12,800	15,212	22,574	30,135	33.5%	37,928	45,915	54,063
Reserves - Supplementary Tax	12,601	9,000	17,996	6,400	9,000	40.6%	3,050	6,500	3,500
Corporate Contingency	108	1,507	1,507	3,054	(528)	-117.3%	1,312	(1,088)	(1,300)
Financing Costs and Reserves	36,038	40,541	52,311	51,027	56,670	11.1%	60,353	69,548	74,646
Gross Expenditures	37,738	41,546	52,950	52,361	57,970	10.7%	61,633	70,838	75,956
Revenues									
Grant Subsidies									
Fees and Charges	(12,618)	(8,794)	(17,996)	(6,400)	(9,000)	40.6%	(3,050)	(6,500)	(3,500)
Contribution from Reserves	(6,191)	(5,373)	(4,878)	(6,419)	(5,269)	-17.9%	(4,372)	(3,630)	(2,934)
Eliminate Reliance on Reserve Fund			1,000	(831)		-100.0%			
Revenues	(18,809)	(14,167)	(21,874)	(13,650)	(14,269)	4.5%	(7,422)	(10,130)	(6,434)
Negotiated Specific & Recoveries									
Negotiated Specific									
Departmental Charges & Recoveries									
Capital Recoveries									
Other Recoveries									
Gross Expenditures including Negotiated Specific & Recoveries	37,738	41,546	52,950	52,361	57,970	10.7%	61,633	70,838	75,956
Tax Levy	18,929	27,379	31,076	38,711	43,701	12.9%	54,211	60,708	69,522
% Change							24.0%	12.0%	14.5%

Non-Program Items

GTA Pooling, Boards & Authorities (excluding Conservation Authorities)

Financial Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Go Transit	10,403	14,362	10,355	2,500	2,500	0.0%	2,500	2,500	2,500
Hospital Capital Funding	7,300	7,300	12,000	12,324	12,706	3.1%	13,024	13,284	13,550
Property Assessment (MPAC)	13,031	13,721	14,327	14,800	15,702	6.1%	16,200	16,700	17,200
GTA Pooling	81,776	66,111	52,889	39,600	26,400	-33.3%	13,200		
Expenditures	112,510	101,494	89,571	69,224	57,308	-17.2%	44,924	32,484	33,250
Financing Costs and Reserves									
Financing Costs									
Contribution to Reserves									
Contribution to Capital									
Financing Costs and Reserves									
Gross Expenditures	112,510	101,494	89,571	69,224	57,308	-17.2%	44,924	32,484	33,250
Revenues									
Grant Subsidies									
Fees and Charges									
Development Charges	(4,723)	(1,942)	(1,365)	(2,500)	(2,500)	0.0%	(2,500)	(2,500)	(2,500)
Contribution from Reserves	(2,980)								
Revenues	(7,703)	(1,942)	(1,365)	(2,500)	(2,500)	0.0%	(2,500)	(2,500)	(2,500)
Negotiated Specific & Recoveries									
Negotiated Specific									
Departmental Charges & Recoveries									
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries									
Gross Expenditures including Negotiated Specific & Recoveries	112,510	101,494	89,571	69,224	57,308	-17.2%	44,924	32,484	33,250
Tax Levy	104,807	99,552	88,206	66,724	54,808	-17.9%	42,424	29,984	30,750
% Change							-22.6%	-29.3%	2.6%

Non-Program Items

Budget Change Explanations 2011

GTA Pooling, Boards & Authorities (excluding Conservation Authorities)

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		69,224		66,724	
Base					
Hospital Capital Funding at Assessment Growth of 3.1%		382	0.6	382	0.6
Property Assessment (MPAC)		902	1.3	902	1.4
Base		1,284	1.9	1,284	1.9
Mandatory/Legislated					
GTA Pooling		(13,200)	-19.1	(13,200)	-19.8
Mandatory/Legislated		(13,200)	-19.1	(13,200)	-19.8
Total Base Change		(11,916)	(17.2)	(11,916)	(17.9)
2011 Departmental Approved (excluding Contribution to Capital)		57,308	-17.2	54,808	-17.9

Non-Program Items

Budget Change Explanations 2012

GTA Pooling, Boards & Authorities (excluding Conservation Authorities)

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net	
		\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		57,308		54,808	
Base					
Hospital Capital Funding at Assessment Growth of 2.5%		318	0.6	318	0.6
Property Assessment (MPAC)		498	0.9	498	0.9
Base		816	1.4	816	1.5
Mandatory/Legislated					
GTA Pooling		(13,200)	-23.0	(13,200)	-24.1
Mandatory/Legislated		(13,200)	-23.0	(13,200)	-24.1
Total Base Change		(12,384)	(21.6)	(12,384)	(22.6)
2012 Departmental Request (excluding Contribution to Capital)		44,924	-21.6	42,424	-22.6

Non-Program Items

Budget Change Explanations Outlook Years 2013/2014

GTA Pooling, Boards & Authorities (excluding Conservation Authorities)

	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital) Base	44,924	42,424	32,484	29,984
Hospital Capital Funding at Assessment Growth of 2%	260	260	266	266
Property Assessment (MPAC)	500	500	500	500
Base	760	760	766	766
Mandatory/Legislated				
GTA Pooling	(13,200)	(13,200)		
Mandatory/Legislated	(13,200)	(13,200)		
Total Annual Incremental Budget Pressures	(12,440)	(12,440)	766	766
Total Annual Budget Request	32,484	29,984	33,250	30,750

INTENTIONAL BLANK

Conservation Authorities

Departmental Description

The Conservation Authorities provides conservation, restoration, development and management of natural resources other than gas, oil, coal and material in the jurisdiction of the Regional Municipality of York for which they are responsible. Lake Simcoe Region Conservation Authority (LSRCA) and Toronto and Region Conservation Authority (TRCA) share this responsibility.

Mission/Vision

LSRCA

To provide leadership in the protection and restoration of the environmental health and quality of Lake Simcoe and its watershed with our community, municipal and other government partners.

TRCA

To work with our partners to ensure that *The Living City* is built upon a natural foundation of healthy rivers and shorelines; greenspace and biodiversity; and sustainable communities.

Mandate

The Conservation Authorities provide programs and services within four areas of focus:

- Science and Research
- Protection and Restoration
- Education and Outreach
- Program Support

Conservation Authorities

Description of major program areas undertaken by each Conservation Authority are outlined below

Lake Simcoe Region Conservation Authority (LSRCA)

Planned Initiatives for 2011 and 2012

Basin Wide Initiatives

Planned Initiatives:

- Completion of the Stormwater Management Master Plan Guidance Document for lower tier municipalities to complete Master Stormwater Management Plans in accordance with Provincial Legislation and Lake Simcoe Protection Plan (LSPP).
- Completion of an In-Stream Flow Target Methodology in accordance with Provincial Legislation and Lake Simcoe Protection Plan (LSPP).
- Review and recommendations for a revised Phosphorus Trading Program within the Lake Simcoe Basin.
- Development and monitoring of new Best Management Practices (BMP's) for Phosphorus Control: 3 projects Aurora Engineered Wetland, Phoslock Application Holland Marsh and Holland River, and Urban Storm Sewer Exfiltration system.
- Climate change modeling to develop a risk management strategy for the Lake Simcoe Watershed both to assess future changes in water balance and water quality to ground and surface waters.

Base Drivers:

- Municipal requirements under provincial legislation (LSPP),
- Economic benefits and cost saving associated with new technologies and process to target investment to the most cost beneficial works.
- Provides a framework for more sustainable growth opportunities within the Region,
- Continues to improve the health and quality of the environment in York Region promoting enhanced quality of life for Regional residents.

Key Challenges:

- Regional Growth – both from development and infrastructure.
- Significant uncertainty and risk associated with climate change. Identifying the impacts and understanding the significance of changes is necessary before recommending adaptation measures.

Service Challenges:

- Provincial legislation – adapting to requirements of the LSPP.
- Involves a large number of diverse stakeholders, and representation from all levels of government.

Conservation Authorities

Natural Heritage Mapping

Planned Initiatives:

- Mapping updates and refinements to support Natural Hazard Mapping

Base Drivers:

- Continued refinement of regulation area for developing areas of York Region
- Provide accurate data and information for York Region infrastructure projects

Key Challenges:

- Regional growth – both from development and infrastructure (both new and replacement)

Service Challenges:

- Infrastructure and development happening at rapid pace – need to respond with current data to support
- Responding to new and emerging requirements as defined in the Lake Simcoe Protection Plan and subsequent requirements

LEAP (Stewardship/Restoration)

Planned Initiatives:

- Continued delivery of the LEAP program throughout the Lake Simcoe watershed, with specific focus on the following:
 - East Holland River Restoration Project
 - Maskinonge River Restoration Project
 - Drinking Water Source Protection Early Actions Program
 - Lake Simcoe Clean-Up Fund projects
- Refinement of eligible projects and funding categories to increase program uptake

Base Drivers:

- Increased interest in program leads to opportunities for more projects
- Opportunity to leverage funding from other partners (federal and provincial government, Lake Simcoe Conservation Foundation, etc.)

Key Challenges:

- Projects to be undertaken in the urban sector are more expensive to implement
- Partner funding is time bound leading to a “rush” on project completion

Service Challenges:

- Quick turn around on projects leads to some inflated pricing from contractors

Conservation Authorities

Natural Hazard Mapping

Planned Initiatives:

- Ongoing refinement and updating of existing mapping
- Developing advanced hydrology / hydraulic modeling for watercourses

Base Drivers:

- Continued refinement of regulation area for developing areas of York Region
- Provide accurate data and information for York Region infrastructure projects

Key Challenges:

- Regional growth – both from development and infrastructure (both new and replacement)
- Climate change in hazard mapping

Service Challenges:

- Infrastructure and development happening at rapid pace – need to respond with current data to support
- Responding to new and emerging requirements as defined in the Lake Simcoe Protection Plan and subsequent requirements

Subwatershed Planning

Planned Initiatives:

- Complete the short-term 1-5 year implementation plans in cooperation with external stakeholders.
- Refine resource targets and identify roles and responsibilities, funding sources, and lead agencies to complete works.
- Develop the tools and framework for reporting progress to municipalities and stakeholders.
- Develop new monitoring parameters to address economic and social conditions associated with the subwatershed plan implementation.
- Identify any data gaps or implementation deficiencies and adapt the plans accordingly.

Base Drivers:

- Municipal requirements under provincial legislation (ORMCP, and LSPP),
- Economic benefits and cost saving associated with new technologies and process to target investment to the most cost beneficial works.
- Provides a framework for more sustainable growth opportunities within the Region,
- Continues to improve the health and quality of the environment in York Region promoting enhanced quality of life for Regional residents.

Conservation Authorities

Key Challenges:

- Regional growth and land use changes continue.
- Resources needed to implement changes are limited.

Service Challenges:

- Involves a large number of diverse stakeholders, and representation from all levels of government.
- Competition of interests within the government agencies and stakeholder groups.
- Provincial legislation – adapting to the changing requirements of the LSPP.

Watershed Monitoring

Planned Initiatives:

- Expanded the current stream gauging monitoring network as required and being paid for by the Province (3 new sites).
- Continued monitoring of water quality and quantity of tributaries entering Lake Simcoe (22 sites).
- Developing a new Standard Operating Procedure for aquatic monitoring within the tributaries and continue monitoring as recommended (maximize the data collected and use for decision making) .
- Continue near-shore monitoring of Lake Simcoe.
- Continue groundwater monitoring for quality and quantity of 13 sites.
- Monitoring of the effectiveness of 3 new BMP's including agricultural and urban projects.
- Continue to monitor climate stations (3 stations) and rainfall\atmospheric deposition (9 stations) within the watershed. Install a new atmospheric bulk collector\rain gauge on Georgina Island.
- Support current LSCUF initiatives with 3 Universities and Federal and Provincial agencies.

Base Drivers:

- Municipal requirements under provincial legislation (ORMCP, and LSPP),
- Economic benefits and cost saving associated data available for municipal studies associated with EA's.
- Provides a framework for more sustainable growth opportunities within the Region,
- Continues to improve the health and quality of the environment in York Region promoting enhanced quality of life for Regional residents.

Key Challenges:

- Laboratory costs for analysis continue to increase.
- Provincial laboratory resources have declined.
- Demand from the public for immediate results and real time data.

Conservation Authorities

Service Challenges:

- Data requests have significantly increased from previous years.
- Provincial legislation – adapting to the changing requirements of the LSPP.

Conservation Area Management Planning

Planned Initiatives:

- Complete management plan for Holland Landing Conservation Area (East Gwillimbury)
- Begin management plans for Thornton Bales Conservation Area (King) and Rogers Reservoir Conservation Area (East Gwillimbury)
- Complete management statements for two low-use conservation areas (eg. Pottageville Swamp, Tyrwhitt, etc.)
- Complete Baseline Document Reports (BDRs), management plans, and/or management statements on newly acquired land as necessary

Base Drivers:

- Currently managing many Conservation Areas within York utilizing outdated or non-existing management plans
- Need to develop management plans in order to establish long- and short-term goals, and to develop strategies by which the goals can be achieved

Key Challenges:

- The demands of a growing population for greater variety and more modern conveniences, as well as clean, safe and attractive sites, places a greater demand on the conservation authority to meet these changing needs, especially in more urban settings.

Service Challenges:

- Limited resources available to meet the needs/desires of the growing population, particularly in York Region

Flood Forecast and Warning

Planned Initiatives:

- Updating modeling tools for improved flood forecasting including lake level monitoring.
- Updating the Emergency Response System based on the improved tools.

Base Drivers:

- Authority is required to provide this service under provincial legislation (Cons. Auth. Act).
- Improved capacity to manage risk and reduce the potential for loss of life and property.
- Continues to improve the health and quality of the environment in York Region promoting enhanced quality of life for Regional residents.

Conservation Authorities

Key Challenges:

- Regional growth and land use changes continue.
- Climate change currently represents a potential unknown risk.

Service Challenges:

- Dealing with the Trent Severn Waterways Commission and revisions to the Lake Simcoe management protocol.

Conservation Authorities

Toronto and Region Conservation Authority (TRCA)

Program/Project	General activity	Detail
Watershed/Subwatershed Planning	Aimed at maintaining state-of-the-art planning tools and advancing the science necessary to guide growth and ensure a robust, diverse, and healthy natural environment. Flood risk assessment and emergency planning is a priority.	<ol style="list-style-type: none"> 1. Aquatic System Priority Planning 2. Climate Change Research and Adaptation 3. Headwaters Small Tributaries Guidelines 4. Sustainable Neighbourhood Retrofit Action Plan – York/Rouge 5. Water Management Analysis and Guidelines 6. Watershed Plan Updates and Follow-up Projects
Flood Forecasting/Warning	To reduce the risk to both life and property caused by flooding and erosion.	<ol style="list-style-type: none"> 1. Flood Forecasting and Warning System 2. Large Dams, Capital Works 3. Small Dams and Flood Control Facilities, Capital Works 4. Watershed Erosion Monitoring and Maintenance Program 5. York Growth O.P. Impact Hydrology Project
Groundwater management	The lead in groundwater management science. The provision of data accessible via the internet for water well and borehole information and improved management of groundwater Basin-wide initiatives.	<ol style="list-style-type: none"> 1. Regular maintenance and upgrades necessary to maintain the quality and usefulness of the effort 2. Groundwater flow model updated to include water recharge to the aquifers 3. Outputs incorporated into Official Plans and Conservation Authority policies for improved management of groundwater 4. York/Peel/Durham/Toronto Groundwater Project
Watershed monitoring	A comprehensive, integrated, and coordinated approach to environmental monitoring.	<ol style="list-style-type: none"> 1. Compilation of information to establish benchmarks from which trends can be detected 2. Data management and mapping services are provided to municipalities 3. Contribution to York Region's environmental reporting and provides information for infrastructure projects

Conservation Authorities

Program/Project	General activity	Detail
		<ol style="list-style-type: none"> 4. West Nile Virus is also monitored in stormwater ponds and natural wetlands. This information is provided to the municipality to assist in detection and sickness prevention strategies 5. Regional Watershed Monitoring Program
Regional Flood Hazard Mapping	To ensure the appropriate management of natural hazards. The main objective is to reduce the risk to both life and property caused by flooding and erosion.	<ol style="list-style-type: none"> 1. Update and maintain current flood line maps for the management of hazard lands 2. Preparation and update of generic regulation 3. Development and maintenance of flood vulnerable databases 4. Inform development review and permitting responsibilities 5. Ensure the appropriate management of natural hazards i.e. <ul style="list-style-type: none"> • Regulation Line Mapping Technical Updates • TRCA Flood Line Mapping Program • Growth Management and Specialized Planning Studies • Regulation and Planning Policy Update • Special Policy Areas (Flood Risk Assessment and Emergency Planning)
Natural Heritage Mapping	Ensures that expertise, new information, and advances in science continue to be state-of-the-art, defensible and responsive to the specific needs of municipalities.	<ol style="list-style-type: none"> 1. Accessibility to data for specific partner initiatives in growth areas, and greening strategies 2. The provision of specialized expertise for species recovery plans, invasive species management, urban forest assessment for climate change mitigation, and field inventory of 1,000 hectares annually 3. Terrestrial Natural Heritage Program
Stewardship	Two major components:	The Natural Heritage Regeneration component includes the following

Conservation Authorities

Program/Project	General activity	Detail
	<p>a) Natural Heritage Regeneration and b) Stewardship</p> <p>Natural Heritage Regeneration is aimed at implementing habitat restoration recommendations from planning documents such as watershed plans and fisheries management plans.</p> <p>The Stewardship Program has several projects aimed at increasing public awareness on environmental issues to change public attitudes and behaviours resulting in more sustainable communities.</p>	<p>projects:</p> <p>Regeneration: Don River</p> <ul style="list-style-type: none"> • Don River Valley and Stream Restoration Program • Richmond Hill Planting Partnership – Don • Upper Don River Stewardship <p>Regeneration: Duffins Creek</p> <ul style="list-style-type: none"> • Duffins-Carruthers Community Stewardship <p>Regeneration: Humber River</p> <ul style="list-style-type: none"> • Humber River Watershed Habitat Implementation Plan • Lake Wilcox Habitat Improvement • William Granger Greenway • York Community Environmental Enhancements Projects • Richmond Hill Planting Partnership- Humber <p>Regeneration: Rouge River</p> <ul style="list-style-type: none"> • Richmond Hill Planting Partnership – Rouge • Rouge Watershed Plan Implementation • York Children's Water Festival • Rouge Community Events <p>The Stewardship program consists of the following components:</p> <ol style="list-style-type: none"> i. Stewardship, ii. Outreach Education, iii. Sustainable Technology, iv. Sustainable Communities, and v. Watershed Wide Stewardship. <p>The Stewardship component includes the following projects:</p> <p>Stewardship</p> <ul style="list-style-type: none"> • Family Nature Events • Healthy Yards • Multicultural Environmental Stewardship Program • Rural Clean Water Program <p>Outreach Education</p>

Conservation Authorities

Program/Project	General activity	Detail
		<ul style="list-style-type: none"> • Aquatic Plants Program • Watershed on Wheels • Yellow Fish Road Sustainable Technology <ul style="list-style-type: none"> • Living City Report Card • Sustainable Technologies Evaluation Sustainable Communities <ul style="list-style-type: none"> • Sustainable House Programming • Community Transformation Partnership • Living City Centre Campus Programming Watershed Wide Stewardship <ul style="list-style-type: none"> • Managing TRCA Hazard Trees • Private Land Stewardship • Bioregional Seed Crop Monitoring and Collection • Reforestation for Biodiversity • Habitat for Wildlife • Canada Goose Management

Conservation Authorities

Key Highlights

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	%	2012 Outlook	2013 Outlook	2014 Outlook
LSRCA									
General Operating Levy	1,309	1,388	1,471	1,570	1,744	11.1%	1,776	1,812	1,850
Special Capital Levy									
Natural Hazard Mapping	65	71	67	29	44	51.7%	46	48	50
Natural Heritage Mapping				40	50	25.0%	52	54	56
Flood/Forecasting/Warning	10	11	66	68	69	1.5%	72	75	78
LSEMS co-ordination & communication	107	113	114						
ORMCP	250	250	253						
Watershed Monitoring	284	299	244	310	323	4.2%	335	349	363
Lake Simcoe Protection Plan				117	120	2.6%	125	130	135
Watershed Special Studies (LEAP)	400	420	432	440	445	1.1%	462	481	501
Conservation Area Management	60	63	62	64	65	1.6%	67	70	73
CA Moraine Coalition	5	5	5	5	5	0.0%	5	5	6
Groundwater Man./Basin-wide initiative	69	72	231	179	180	0.6%	187	194	203
Watershed/Subwatershed Planning				256	256	0.0%	266	277	288
	1,250	1,304	1,474	1,508	1,557	3.2%	1,617	1,682	1,752
Other Expenditures									
Reforestation	50	50	50	50	40	-20.0%	40	40	40
Forgivable loan - Administrative Building	224	224	224	224	224	0.0%	224	224	224
	274	274	274	274	264	-3.6%	264	264	264
Total Gross Expenditures	2,833	2,966	3,219	3,352	3,565	6.4%	3,657	3,758	3,866
Funded by:									
Tax Levy	(1,583)	(1,662)	(1,745)	(1,844)	(2,008)	8.9%	(2,040)	(2,076)	(2,114)
Rates - Water	(850)	(884)	(1,042)	(951)	(992)	4.3%	(1,030)	(1,072)	(1,116)
Rates - Wastewater	(400)	(420)	(432)	(557)	(565)	1.4%	(587)	(610)	(636)
Total Funding	(2,833)	(2,966)	(3,219)	(3,352)	(3,565)	6.4%	(3,657)	(3,758)	(3,866)

Conservation Authorities

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	%	2012 Outlook	2013 Outlook	2014 Outlook
TRCA									
General Operating Levy	2,273	2,436	2,673	3,105	3,209	3.3%	3,267	3,332	3,402
Special Capital Levy									
Natural Hazard Mapping	272	95	96	200	200	0.0%	208	216	225
Natural Heritage Mapping		81	121	127	127	0.0%	132	137	143
Flood/Forecasting/Warning		192	255	205	205	0.0%	213	221	231
Watershed Monitoring	299	313	300	315	315	0.0%	327	340	354
Stewardship	443	561	710	715	715	0.0%	742	772	804
Groundwater Management	100	125	125	125	125	0.0%	130	135	141
ORMCP	335	172	259				0	0	0
Watershed/Subwatershed Planning				328	328	0.0%	341	354	369
Kortright Campus					127	-	132	137	143
	1,449	1,539	1,866	2,015	2,142	6.3%	2,224	2,314	2,410
Other Expenditures									
Reforestation	50	50	50	50	50	0.0%	50	50	50
Terrestrial Natural Heritage	50								
Urban Canopy			173	120	120	0.0%	120	120	120
Kortright Centre	250	250	250	250		-			
	350	300	473	420	170	-59.5%	170	170	170
Total Gross Expenditures	4,072	4,275	5,012	5,540	5,521	-0.3%	5,661	5,816	5,982
Funded by:									
Tax Levy	(2,373)	(2,486)	(2,896)	(3,275)	(3,379)	3.2%	(3,437)	(3,502)	(3,572)
Rates - Water	(1,006)	(978)	(1,156)	(972)	(1,099)	13.1%	(1,141)	(1,187)	(1,236)
Rates - Wastewater	(443)	(561)	(710)	(1,043)	(1,043)	0.0%	(1,083)	(1,127)	(1,173)
Reserves	(250)	(250)	(250)	(250)	0	-			
Total Funding	(4,072)	(4,275)	(5,012)	(5,540)	(5,521)	-0.3%	(5,661)	(5,816)	(5,982)

Conservation Authorities

Conservation Authorities

	Divisional Overview								
	2007-2010				2011-2014				
	2007	2008	2009	2010	2011	%	2012	2013	2014
Actual	Actual	Actual	Restated	Approved	Change	Outlook	Outlook	Outlook	
LSRCA	1,531	1,611	1,695	1,800	1,968	9.3%	2,000	2,036	2,074
TRCA	2,323	2,511	2,673	3,335	3,209	-3.8%	3,267	3,332	3,402
Tax Levy	3,854	4,123	4,368	5,135	5,177	0.8%	5,267	5,368	5,476
Financial Summary									
	2007	2008	2009	2010	2011	%	2012	2013	2014
	Actual	Actual	Actual	Restated	Approved	Change	Outlook	Outlook	Outlook
Expenditures									
Salaries and Benefits									
Program Specific Expenses									
Professional Contracted Services									
General Expenses									
Occupancy Costs									
Minor Capital									
Expenditures									
Financing Costs and Reserves									
Financing Costs	4,104	4,373	4,618	5,700	5,177	-9.2%	5,267	5,368	5,476
Contribution to Reserves									
Contribution to Capital									
Financing Costs and Reserves	4,104	4,373	4,618	5,700	5,177	-9.2%	5,267	5,368	5,476
Gross Expenditures	4,104	4,373	4,618	5,700	5,177	-9.2%	5,267	5,368	5,476
Revenues									
Grant Subsidies									
User Fees									
Fees and Charges									
Development Charges									
Contribution from Reserves	(250)	(250)	(250)	(565)		-100.0%			
Third Party Recoveries									
Revenues	(250)	(250)	(250)	(565)		-100.0%			
Negotiated Specific & Recoveries									
Negotiated Specific									
Departmental Charges & Recoveries									
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries									
Gross Expenditures including									
Negotiated Specific & Recoveries	4,104	4,373	4,618	5,700	5,177	-9.2%	5,267	5,368	5,476
Tax Levy	3,854	4,123	4,368	5,135	5,177	0.8%	5,267	5,368	5,476
% Change							1.7%	1.9%	2.0%

Conservation Authorities

Budget Change Explanations 2011

Conservation Authorities

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		5,700		5,135	
Base					
CVA and COLA		253	4.4	253	4.9
Legal expenses		25		25	
Base		278	4.9	278	5.4
Efficiencies/Reductions					
LSRCA - Parking Lot and AODA cost		(125)		(6)	-0.1
TRCA - Kortright Centre		(250)			
TRCA - Property tax, CVA credit and Office accommodation		(326)		(130)	-2.5
TRCA - floodline cost transferred to capital		(100)		(100)	-1.9
Efficiencies/Reductions		(801)	(14.1)	(236)	(4.6)
Total Base Change		(523)	(9.2)	42	0.8
2011 Departmental Request (excluding Contribution to Capital)		5,177	-9.2	5,177	0.8

Conservation Authorities

Budget Change Explanations 2012

Conservation Authorities

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		5,177		5,177	
Base					
CVA and COLA		90	1.7	90	1.7
Base		90	1.7	90	1.7
Total Base Change		90	1.7	90	1.7
2012 Departmental Request (excluding Contribution to Capital)		5,267	1.7	5,267	1.7

Conservation Authorities

Budget Change Explanations Outlook Years 2013/2014

Conservation Authorities	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital) Base	5,267	5,267	5,368	5,368
CVA and COLA	101	101	108	108
Base	101	101	108	108
Total Annual Incremental Budget Pressures	101	101	108	108
Total Annual Budget Request	5,368	5,368	5,476	5,476

INTENTIONAL BLANK

York Region Rapid Transit Corporation

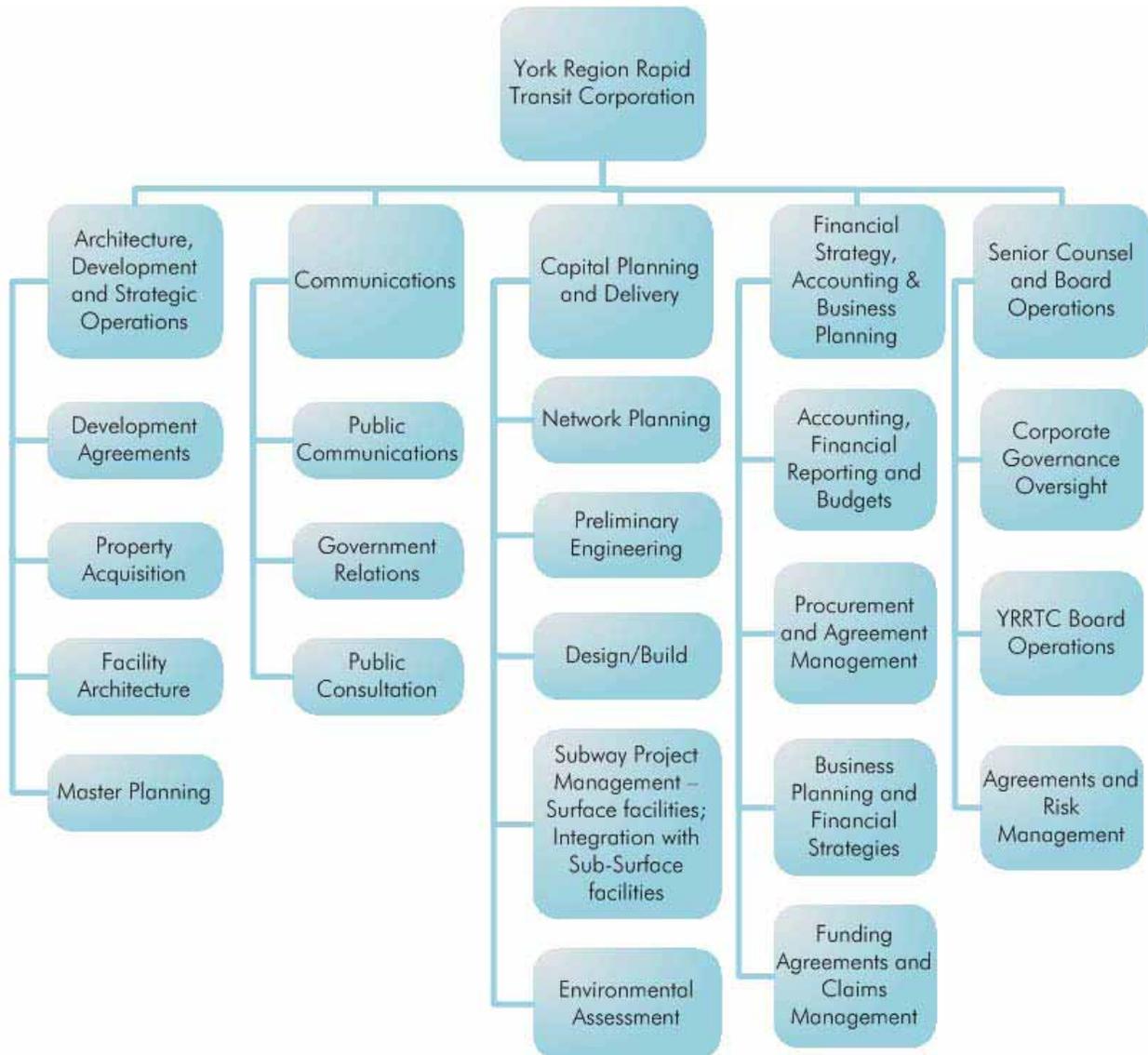
Corporate Description

The York Region Rapid Transit Corporation is in a unique position to deliver a world-class Rapid Transit system that will provide:

- Safer and faster movement of people through the implementation of dedicated rapidways that are expected to reduce transit travel times during peak periods by up to 40% along the most congested sections of the corridors;
- Safer and faster movement of goods along the Region's major land transportation routes resulting from a decrease in the rate of automobile congestion;
- Reduced production of greenhouse gases and other airborne pollutants as the result of a reduction in automobile transportation mode share and the number of vehicles idling on congested roads and highways during peak travel periods;
- Effective, mixed-use urban development to accommodate rapidly growing population and employment in sustainable transit villages with increased land use densities;
- Enhanced economic activity with improved inter-regional transit connections that support increasingly balanced two-way travel patterns to and from York Region for residents, employees and tourists; and
- Leading-edge technologies and operational practices to enhance customer service and minimize greenhouse gas emissions.

To accomplish our mission to deliver this exceptional rapid transit system that moves people quickly, connects communities and shapes our living environment, we are structured along the streams of Architecture, Communications, Capital Planning and Delivery, Finance, and Legal Services as elaborated in the following chart.

York Region Rapid Transit Corporation



Mission/Vision

Our mission is to design and deliver an exceptional rapid transit system attracting, moving and connecting people to York Region’s urban centres and destinations.

Our Mission supports our Vision where:

- People can move quickly, conveniently and reliably without a vehicle.
- Public transit is used extensively because it is attractive, easy to use, efficient and economical.
- People live, work, shop and play in close proximity to public transit.
- Employers locate in York Region because of its robust transit options for employees.
- Development and public transit are planned together to shape communities, support a sustainable future and promote energy.

York Region Rapid Transit Corporation

Mandate

Under its Articles of Incorporation, YRRTC has broad powers in connection with the delivery and operation of a public transportation system. Its Articles permit YRRTC to:

- operate and maintain a public transportation system
- construct and own the system, including the related land and facilities, provided however that these facilities are new
- undertake transit-related development
- sell, lease and encumber related land and facilities

Strategic Goals 2011 – 2014

The following key strategies are expected to be implemented in 2011 through to 2014:

- Complete rapidway construction on Davis Drive; Highway 7 from Richmond Hill Centre to Warden
- Commence rapidway construction on Yonge Street from Richmond Hill Centre to Major Mackenzie and Highway 7 – Vaughan Metropolitan Centre
- Finalize business arrangements with land owners at Steeles West Station (Spadina Subway Extension); the Richmond Hill Anchor Hub; and the Unionville Mobility Hub where appropriate
- Facilitate and participate in progressing Mobility Hubs
- Implement business and governance model for parking operations and commence implementation of the parking strategy
- Complete all property acquisition required for the remaining rapidway segments – Highway 7, west of Richmond Hill Centre to Pine Valley Drive; Yonge Street, from Richmond Hill Centre to 19th Avenue, and south of Mulock Drive to Davis Drive
- Complete study to confirm rapid transit corridors prioritization of the 2010 Transportation Master Plan
- Develop in conjunction with YRT, the transition to a new operating agreement and concession arrangement (if any) for vivaNext service, pre- and post-2015
- Advance funding support for the Yonge Subway extension and maintain project momentum by progressing concept level design and preliminary engineering activities
- Continue to advance communications/outreach programs to support the business objectives and public/stakeholder information needs before and during construction
- Ensure that necessary infrastructure adjacent to or associated with the Spadina Subway extension is constructed and appropriately funded

Key Highlights

2011 Planned Initiatives

- Continue with the implementation of the \$1.4 billion programs funded through Metrolinx, which include the construction of rapidways along Highway 7 from Richmond Hill Centre to Warden and along Davis Drive in Newmarket

York Region Rapid Transit Corporation

- Commence design of an Operations, Maintenance and Storage facility in the Southern section of York Region
- Continue coordination of Spadina Subway activities in York Region
- Commence Transportation Master Plan Network Configuration study to establish project priorities and implementation sequencing and alignment
- Commence implementation of the parking strategy

2011 Base Drivers

- Principle and interest charges for debentures issued for elements of the capital program that are not funded through senior levels of government

2010 Accomplishments

- Completed the first installation of rapidway and BRT canopy construction along Enterprise Drive in Markham, within budget and on-time.
- Awarded a \$235 million design/build work program to York Consortium 2002 for the construction of over 8 kilometres of rapidways and 22 stations along Highway 7 from Yonge Street to Warden Avenue. Substantial completion is targeted for January 2014.
- Awarded a \$12.2 million Early Works construction work program along Davis Drive for Keith Bridge work and retaining walls.
- Designed, constructed and commenced operation of the Galsworthy Road stops along Highway 7 in Markham.
- Commenced the procurement process for property along Yonge Street, from the Richmond Hill Centre to 19th Avenue, and south of Mulock Drive to Davis Drive; along Highway 7 from Pine Valley Boulevard to the Richmond Hill Centre.
- Salvaged materials from 21 buildings identified for demolition along Davis Drive to divert at least 85% of material from landfill, and transplanted many trees, plants and shrubs from those acquired properties to other locations in the community; and
- Initiated proactive communications in advance of utility relocation and early construction works to mitigate concerns and keep stakeholders fully informed, including face-to-face, on-street, electronic, mass media and participating in stakeholder working groups.
- Commencement of the Cost Confidence Process with York Consortium 2002 for:
 - Davis Drive design/build work program
 - Highway 7 - Pine Valley to Richmond Hill Centre Preliminary Engineering work program
- Worked with TTC to advance the design and construction of the Spadina Subway stations within York Region. The stations and tunnels are all well past 60% design station with some aspects already under construction at Highway 407 station
- With TTC, advanced the Conceptual Design Study for the Yonge Subway Extension. Objectives achieved included: updated ridership forecasting, revised concepts for the bus facilities at Richmond Hill Centre, Clark and Steeles stations, additional geotechnical testing, concepts for additional train storage, and revised East Don River Bridge design options
- Obtained Provincial approval of \$780 million of the \$1.4 billion MoveOntario 2010 Announcement for VivaNext over the next five years

York Region Rapid Transit Corporation

- Advanced discussions with Metrolinx on the Master Agreement for projects contemplated in the 2010-2015 timeframe
- Finalized project definition for \$255 million in funding from the Federal, Provincial and Regional governments and entered into a Contribution Agreement with the Federal Government for \$85 million in Federal funding
- Finalized and received funding claims from the Ministry of Transportation Ontario and Transport Canada for over \$18 million
- Reached agreement on form of Design / Build contract between Metrolinx and York Consortium 2002 for all segments of the vivaNext program.

Key Challenges

The following trends and issues will have an impact on the Corporation over the 2011 to 2014 timeframe.

Resource constraints

- In 2011, we will commence construction of over \$450 million in capital projects, in addition to procuring over 170 properties. We will have many funding partners who require regular involvement and solid claims management. Remaining organizationally lean will need to be balanced with a strong team of professionals to move the projects forward.

Funding of Program Management Efforts for Future, Unfunded Projects

- While the current capital projects being delivered are funded through contribution agreements and other arrangements with senior levels of government, we continue to invest efforts to advance other elements of the system that are not currently funded. Costs associated with such efforts, such as staff time and related expenses, may not be recoverable against capital and may have a tax levy impact on the corporation.
- The scope and scale of the Transportation Master Plan, particular to rapid transit initiatives, will have a larger impact on the tax levy than is seen under the current mandate of the rapid transit office. The longer term network plans for the rapid transit network will need to be updated, prioritized and funded.

Working Arrangements and Agreements

- As we move into the next phases of project delivery with the YRRTC Board, Metrolinx and other funding agencies, we will continue to require external support and expertise in the areas of governance, performance agreements, and concession agreements. Not all of the costs associated with these efforts are deemed eligible for senior government funding recovery and will have an impact on the tax levy.

York Region Rapid Transit Corporation

Staffing Resources

	2007 Budget	2008 Budget	2009 Budget	2010 Approved	2011 Outlook	2012 Outlook	2013 Outlook
Full-Time FTE's (PFT)	15.0	18.0	19.0	28.0	29.0	30.0	31.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	15.0	18.0	19.0	28.0	29.0	30.0	31.0
Net Change	2.0	3.0	1.0	9.0	1.0	1.0	1.0
Casual (FTE Equivalent)	0.0	0.0	0.3	0.3	1.9	1.9	1.9

York Region Rapid Transit Corporation

York Region Rapid Transit

	Divisional Overview				\$000's				
	2007	2008	2009	2010	2011	%	2012	2013	2014
	Actual	Actual	Actual	Restated	Approved	Change	Outlook	Outlook	Outlook
Admin	7,293	7,589	9,256	9,130	11,860	29.9%	17,717	25,038	29,708
Communications					134		27	31	35
Tax Levy	7,293	7,589	9,256	9,130	11,994	31.4%	17,744	25,069	29,743

	Financial Summary				\$000's				
	2007	2008	2009	2010	2011	%	2012	2013	2014
	Actual	Actual	Actual	Restated	Approved	Change	Outlook	Outlook	Outlook
Expenditures									
Salaries and Benefits		1,190	1,625	3,203	3,590	12.1%	3,675	3,748	3,823
Program Specific Expenses									
Professional Contracted Services	248	277	443	1,603	1,764	10.1%	1,662	1,662	1,662
General Expenses	66	51	170	290	321	10.5%	309	306	306
Occupancy Costs		1							
Minor Capital		2	2	5	15	197.7%	15	10	5
Expenditures	314	1,521	2,240	5,101	5,690	11.5%	5,661	5,726	5,796
Financing Costs and Reserves									
Financing Costs	10,588	10,836	12,664	15,312	16,993	11.0%	25,172	39,215	47,615
Contribution to Reserves									
Contribution to Capital									
Financing Costs and Reserves	10,588	10,836	12,664	15,312	16,993	11.0%	25,172	39,215	47,615
Gross Expenditures	10,902	12,357	14,904	20,413	22,683	11.1%	30,833	44,942	53,411
Revenues									
Grant Subsidies									
User Fees									
Fees and Charges									
Development Charges	(2,110)		(2,635)	(4,646)	(3,889)	-16.3%	(6,178)	(12,961)	(16,758)
Contribution from Reserves	(2,253)	(5,849)	(2,253)	(2,240)	(2,240)	0.0%	(2,240)	(2,240)	(2,240)
Third Party Recoveries		(1)	(1)						
Revenues	(4,363)	(5,850)	(4,889)	(6,886)	(6,129)	-11.0%	(8,418)	(15,201)	(18,998)
Negotiated Specific & Recoveries									
Negotiated Specific	948	1,082	1,286	1,547	2,532	63.7%	2,532	2,532	2,532
Departmental Charges & Recoveries									
Capital Recoveries	(847)		(2,045)	(5,945)	(7,091)	19.3%	(7,202)	(7,202)	(7,202)
Other Recoveries									
Negotiated Specific & Recoveries	101	1,082	(759)	(4,398)	(4,560)	3.7%	(4,671)	(4,671)	(4,671)
Gross Expenditures including									
Negotiated Specific & Recoveries	11,003	13,439	14,145	16,015	18,123	13.2%	26,162	40,271	48,741
Tax Levy	6,640	7,589	9,256	9,130	11,994	31.4%	17,744	25,069	29,743
% Change							47.9%	41.3%	18.6%

York Region Rapid Transit Corporation

Budget Change Explanations 2011

York Region Rapid Transit

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Units	Gross		Net	
		\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		16,015		9,130	
Base					
12000					
Salary Re-classification		168	1.0	168	1.8
Benefits increase		47	0.3	47	0.5
Professional Contracted Services		112	0.7	112	1.2
General Expense		24	0.2	24	0.3
Minor Capital		10	0.1	10	0.1
Negotiated Specifics and Capital Recoveries		(207)	-1.3	(207)	-2.3
12500					
Salary Re-classification		7	0.0	7	0.1
Benefits increase		16	0.1	16	0.2
Professional Contracted Services		49	0.3	59	0.6
General Expense		6	0.0	6	0.1
Capital Recoveries		45	0.3	45	0.5
Base		278	1.7	288	3.2
Annualization					
12000					
Debt and interest repayment		1,667	10.4	2,414	26.4
Insurance Charges		13	0.1	13	0.1
Annualization		1,680	10.5	2,427	26.6
Total Base Change		1,958	12.2	2,715	29.7
Growth					
12000					
Salary-Casual		78	0.5	78	0.9
Total Growth Request		78	0.5	78	0.9
Enhancement					
Salary and Benefits - new FTE		71	0.4	71	0.8
Total Enhancement Request		71	0.4	71	0.8
2011 Departmental Request (excluding Contribution to Capital)		18,123	13.2	11,994	31.4

York Region Rapid Transit Corporation

Budget Change Explanations 2012

York Region Rapid Transit

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net	
		\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		18,123		11,994	
Base					
12500					
Capital Recoveries		(111)	-0.6	(111)	-0.9
Salaries & Benefits		85	0.5	85	0.7
Base		(26)	-0.1	(26)	-0.2
Efficiencies/Reductions					
12000					
Professional contracted services		(102)	-0.6	(102)	-0.9
General Expenses		(11)	-0.1	(11)	-0.1
Efficiencies/Reductions		(113)	(0.6)	(113)	(0.9)
Annualization					
12000					
Financing Costs		8,179	45.1	5,889	49.1
Annualization		8,179	45.1	5,889	49.1
Total Base Change		8,040	44.4	5,750	47.9
2012 Departmental Request (excluding Contribution to Capital)		26,163	44.4	17,744	47.9

York Region Rapid Transit Corporation

Budget Change Explanations Outlook Years 2013/2014

York Region Rapid Transit	Outlook Years			
	(in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	26,163	17,744	40,271	25,069
Base				
12000				
Salaries & Benefits	73	73	75	75
Base	73	73	75	75
Efficiencies/Program Reductions				
12000				
General Expense	(3)	(3)		
Minor Capital	(5)	(5)	(5)	(5)
Efficiencies/Program Reductions	(8)	(8)	(5)	(5)
Annualization				
12000				
Debt and Interest Repayment	14,043	7,260	8,401	4,605
Annualization	14,043	7,260	8,401	4,605
Total Annual Incremental Budget Pressures	14,108	7,325	8,471	4,675
Total Annual Budget Request	40,271	25,069	48,741	29,743
Validation	40,271	25,069	48,741	29,743

York Region Rapid Transit Corporation

York Region Rapid Transit

2011 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>12000</u> Customer Information Rep (Receptionist)	1.0	B	71	71	70
Total Permanent FTEs		1.0	71	71	70

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Total Permanent FTEs		0.0			

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Total Permanent FTEs		0.0			

***Type of FTE's Legend:**

B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

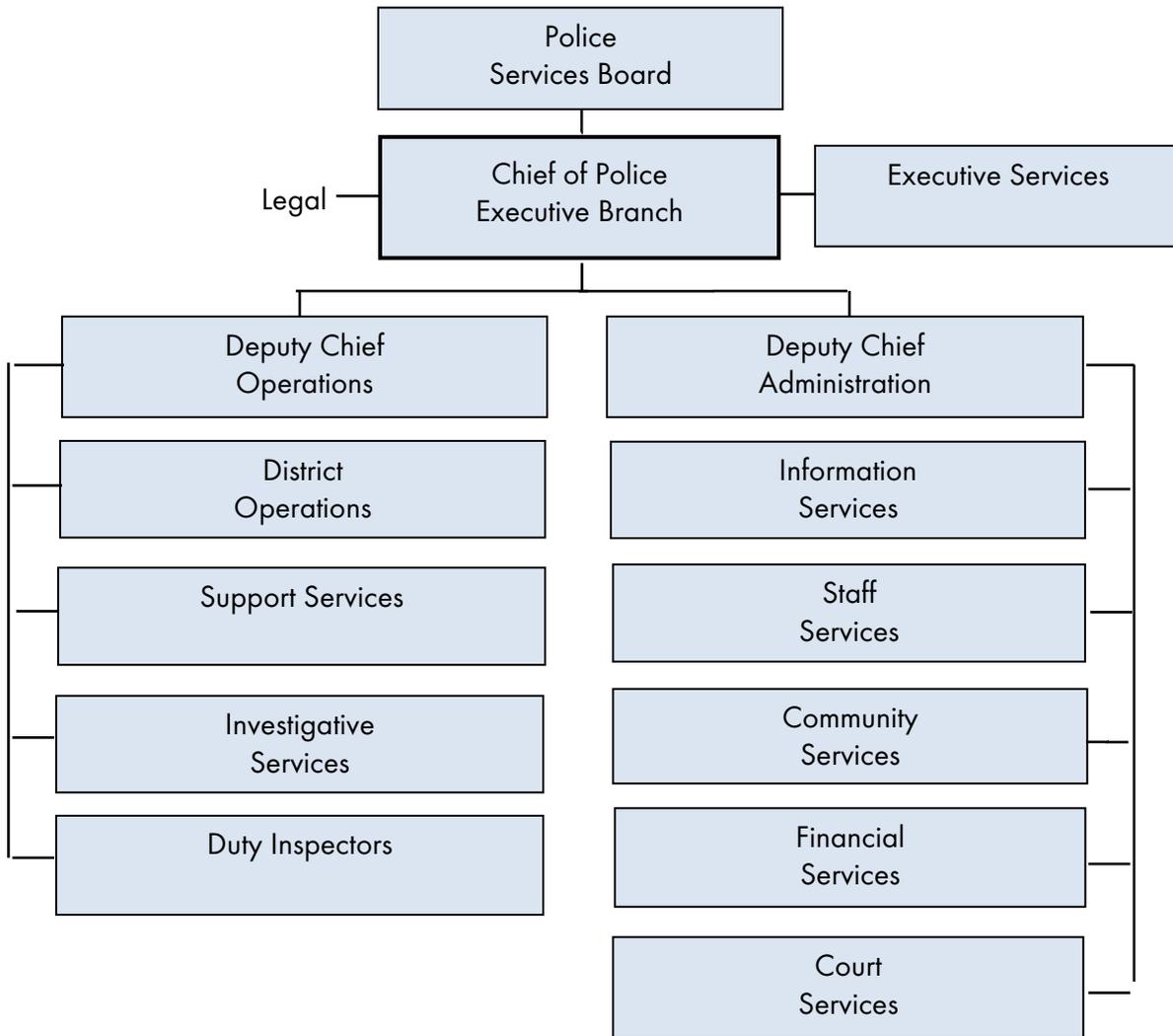
Yes
 No

INTENTIONAL BLANK

York Regional Police

York Regional Police proudly serves its communities through the efforts of its 1,956 members. We maintain headquarters and support facilities in each of our five police districts. Core police services include: crime prevention, law enforcement, victims' assistance, public order maintenance, and emergency response.

Our organizational structure includes an Executive Branch, an Operational Branch and an Administrative Branch which oversee Uniform, Investigative, Support, Information, Financial, Human Resource, Staff Services, Community Services and Court Services.



York Regional Police

Mission / Vision

Mission: "We will ensure our citizens feel safe and secure through excellence in policing."

Vision: "Making a Difference in our Community"

Values:

- Integrity "We are honest in all we say and do"
- Community "We and the community are one"
- Respect "We respect our citizens, our employees and each other"
- Accountability "We accept responsibility for our actions"
- Competence "We foster a learning environment"
- Leadership "We all take the initiative to lead"
- Teamwork "We achieve better results when we work together"

Mandate

Governing all police services, The Police Services Act (Part I section 1) outlines the following declaration of principles:

- The need to ensure the safety and security of all persons and property in Ontario.
- The importance of safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code.
- The need for co-operation between the providers of police services and the communities they serve.
- The importance of respect for victims of crime and understanding of their needs.
- The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society.

The Police Services Act (Regulation 3/99, s.30) requires every Police Services Board, in consultation with the Chief of Police, to establish priorities and objectives. The Adequacy Standards Regulation (2000) requires the Police Services Board to prepare a Business Plan at least once every three years. Our 2011-2013 Business Plan will outline goals and strategies designed to ensure adequate and effective police services for our community.

Strategic Goals 2011 – 2014

A new cycle commences with the 2011-2013 Business Plan outlining our commitment for the next three years based on feedback from our 2010 Community Needs Survey and Employee Survey. New goals and strategies are being defined based on the results of these surveys and they will be grouped into four areas known as our "Four Cornerstones". Commonly referred to as "COPS", the "Four Cornerstones" which represent the foundation of York Regional Police are: Community Focus, Operational Excellence, Preferred Place of Employment, and Superior Quality Service. It is expected that the 2011-2013 Business Plan will be finalized and approved by the Police Services Board in March 2011.

York Regional Police

Key Highlights

Planned Initiatives for 2011 and 2012

Year One & Two of the 2011-2013 Business Plan

- Add an additional 38 employees (28 uniform members and 10 civilians) in 2011 and an additional 46 employees (34 uniform members and 12 civilians) in 2012.
- Assign the majority of additional uniform members to front-line deployment.

Business Plan Implementation

- Establish teams for each cornerstone and assign specific goals and actions from the plan.
- Develop implementation plans and timelines for each action.
- Report team progress regularly to senior management who will report to the Police Services Board.

Performance Indicators Report

- Continue to review and analyze key measures used for assessing service level, community impact, efficiency and quality of service, on a semi-annual basis.

Base Drivers

Regional growth

- Serving the fastest growing Region in Ontario, York Regional Police strives to keep pace with anticipated population growth. The addition of 38 employees in 2011 and 46 employees in 2012 will maintain our current ratio of police to population, part of an overall strategy to consistently deliver the highest level of service to all York Region citizens.

2010 Accomplishments

- Officially opened the new Central Services Building in Aurora on November 19, 2010 including a new Customer Service office.
- Enhanced uniform visibility within the community through staffing increases and re-deployment of resources.
- Increased support for Victims of Crime through local partnerships, promotion of the Common Roof Project, and the creation of new Victim Services and Community Support Units across the Region.
- Expanded Youth Programs and Crime Prevention Programs across the Region including the Empowered Students Partnerships Program and a new Graffiti Management Strategy which engages various groups.
- Completed an Inclusivity Strategy and continued recruiting reflective of the community.
- Completed a comprehensive review of Quality Service Standards aimed at delivering the highest possible Community Satisfaction rates.

York Regional Police

- Received the “Best Overall Safety Traffic Program” award from the International Association of Chiefs of Police which recognizes excellence in major traffic safety priorities: occupant protection, impaired driving and speeding.

Key Challenges

The York Regional Police Business Plan reflects and responds to growth and change in the population we serve and in our operating environment. The following trends and influences continue to significantly impact on the delivery of police services.

- Global and National Influences
 - Aging and more vulnerable population.
 - Growing number of immigrants and refugees.
 - Continuing threat of terrorist acts.
 - Threat of natural disasters and infectious disease.
- Public Safety and Policing Challenges
 - Evolving role of law enforcement and intelligence agencies.
 - Increased fluidity and influence of organized crime groups.
 - Rise in drug trafficking and drug-related offences.
 - Technology-based and intellectual property crime.
 - Human trafficking for sexual exploitation and forced labour.
 - Sexual exploitation of children/child pornography.
 - Potential for criminal acts associated with terrorism.
- Regional Trends and Demographics
 - Continued high growth rate, urbanization and increased population density, especially in the south end of the Region.
 - Increased ethnic and cultural diversity of the population.
 - Increased number of seniors and vulnerable residents.
 - Increased number of youth in the crime-prone age cohort.
 - Widening income gap between high and low-income households.
 - Increased number of single-person and lone-parent households.
 - Continued strong growth in employment and number of business establishments.
 - Increased volume of traffic.
 - Increased tourism and seasonal visitors.
 - Increased numbers of schools and school enrolment.
- Local Crime Trends and Challenges
 - Increased occurrences of prostitution.
 - Increased number of domestics.
 - Increased prevalence in youth crime.
 - Decreased counts of weapons violations.
 - Decreased impaired driving.
 - Decreased incidents of mischief.
 - Decreased number of break & enters.
 - Decreased drug violations.
 - Decreased number of assaults.
 - Decreased number of homicides.
 - Decreased number of robberies.

York Regional Police

Staffing Resources

Permanent FTE's*	2008 Budget	2009 Budget	2010 Budget	2011 Approved	2012 Outlook	2013 Outlook	2014 Outlook
Full-Time FTE's (PFT)	1859	1911	1953	1991	2037	2083	2128
Part-Time FTE's (PPT)	0	0	0	0	0	0	0
Total Permanent FTE's	1,859	1,911	1,953	1,991	2,037	2,083	2,128
Net Change	123	52	42	38	46	46	45

*Permanent FTE's figures represent authorized complement.

York Regional Police

York Regional Police

Financial Summary

	2007 Actual	2008 Actual	2009 Actual	2010 Restated	2011 Approved	% Change	2012 Outlook	2013 Outlook	2014 Outlook
Expenditures									
Salaries and Benefits	159,050	174,256	189,054	200,337	213,906	6.8%	228,781	243,391	257,239
Program Specific Expenses	1,475	1,985	1,745	1,862	2,146	15.2%	2,210	2,277	2,345
Professional Contracted Services	421	439	443	639	622	-2.7%	641	660	680
General Expenses	13,040	15,228	14,293	14,871	15,562	4.6%	16,177	16,790	17,398
Occupancy Costs	4,104	4,054	4,539	4,309	4,470	3.7%	4,648	4,824	5,001
Minor Capital	237	1,386	1,690	1,141	964	-15.5%	993	1,023	1,054
Expenditures	178,327	197,348	211,764	223,160	237,670	6.5%	253,450	268,965	283,715
Financing Costs and Reserves									
Financing Costs	7,165	7,238	7,295	10,841	12,811	18.2%	13,682	15,587	17,259
Contribution to Reserves	39	61	63	50	1,550	3000.0%	1,550	1,550	1,550
Contribution to Capital	7,780	6,629	7,655	5,753	5,851	1.7%	6,036	6,226	6,436
Financing Costs and Reserves	14,983	13,927	15,013	16,644	20,212	21.4%	21,268	23,363	25,245
Gross Expenditures	193,311	211,275	226,777	239,804	257,883	7.5%	274,718	292,328	308,961
Revenues									
Grant Subsidies	(6,429)	(7,009)	(7,884)	(7,605)	(7,767)	2.1%	(7,767)	(7,767)	(7,767)
User Fees									
Fees and Charges	(4,994)	(5,001)	(5,717)	(5,289)	(6,228)	17.8%	(6,728)	(7,228)	(7,728)
Development Charges	(1,094)	(1,172)	(1,600)	(3,340)	(4,174)	25.0%	(3,923)	(3,921)	(3,919)
Contribution from Reserves	(468)	(66)	(41)	(410)	(60)	-85.4%	(60)	(60)	(60)
Third Party Recoveries	(1,241)	(1,640)	(1,256)	(1,275)	(1,346)	5.6%	(1,346)	(1,346)	(1,346)
Revenues	(14,226)	(14,888)	(16,499)	(17,920)	(19,576)	9.2%	(19,824)	(20,322)	(20,821)
Negotiated Specific & Recoveries									
Negotiated Specific	689	822	754	815	865	6.2%	900	936	973
Departmental Charges & Recoveries									
Capital Recoveries									
Other Recoveries									
Negotiated Specific & Recoveries	689	822	754	815	865	6.2%	900	936	973
Gross Expenditures including Negotiated Specific & Recoveries	194,000	212,097	227,530	240,619	258,748	7.5%	275,618	293,263	309,934
Tax Levy	179,774	197,209	211,032	222,699	239,172	7.4%	255,794	272,941	289,113
% Change							6.9%	6.7%	5.9%

York Regional Police

Budget Change Explanations 2011

York Regional Police

2011 (in \$000's)

Budget Change Explanations (2011/2010)	Gross		Net		
	Units	\$000's	%	\$000's	%
2010 Departmental Budget (excluding Contributions to Capital)		240,619		222,699	
Base					
2011 Collective Agreement, Reclassifications & Overtime		6,994	2.9	6,994	3.1
Increase to Benefit rates		3,102	1.3	3,102	1.4
Increase to Operating Expenses		2,038	0.8	2,038	0.9
Increase to Revenues				(660)	-0.3
Base		12,134	5.0	11,474	5.2
Efficiencies/Program Reductions					
Savings from Lease Rentals		(597)		(597)	-0.3
Harmonized Sales Tax savings		(258)		(258)	-0.1
Efficiencies/Program Reductions		(855)	(0.4)	(855)	(0.4)
Mandatory/Legislated					
Increase to Grants				(162)	-0.1
Mandatory/Legislated				(162)	-0.1
Annualization					
Annualization of 2010 Additional Staff Salary Gapping		1,903	0.8	1,903	0.9
Debt Principle and Interest		1,779	0.7	1,779	0.8
Increase to Development Charges				(834)	-0.4
Annualization		3,682	1.5	2,848	1.3
Total Base Change		14,961	6.2	13,305	6.0
Growth					
Uniform new hires		1,170	0.5	1,170	0.5
Civilian new hires		400	0.2	400	0.2
Total Growth Approved		1,570	0.7	1,570	0.7
Enhancement					
Contribution to Sick Leave Reserve		1,500	0.6	1,500	0.7
Total Enhancement Approved		1,500	0.6	1,500	0.7
2011 Departmental Approved (excluding Contribution to Capital)		258,650	7.5	239,074	7.4

York Regional Police

Budget Change Explanations 2012

York Regional Police

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		
	Units	\$000's	%	\$000's	%
2011 Departmental Budget (excluding Contributions to Capital)		258,650		239,074	
Base					
2012 Collective Agreement, Reclassification & Overtime		7,718		7,718	
Increase to Benefit rates		4,145	1.6	4,145	1.7
Increase to Operating Expenses		940	0.4	940	0.4
Increase to Revenues				(500)	
Base		12,803	4.9	12,303	5.1
Efficiencies/Program Reductions					
Efficiencies/Program Reductions					
Mandatory/Legislated					
Mandatory/Legislated					
Annualization					
Annualization of 2011 Additional Staff Salary Gapping		974	0.4	974	0.4
Debt Principle and Interest		870	0.3	870	0.4
Decrease to Development Charges				251	
Annualization		1,844	0.7	2,096	0.9
Total Base Change		14,647	5.7	14,399	6.0
Growth					
Uniform new hires		1,449	0.6	1,449	0.6
Civilian new hires		589	0.2	589	0.2
Total Growth Request		2,038	0.8	2,038	0.9
Enhancement					
Total Enhancement Request					
2012 Departmental Request (excluding Contribution to Capital)		275,335	6.5	255,511	6.9

York Regional Police

Budget Change Explanations Outlook Years 2013/2014

York Regional Police	Outlook Years (in \$000's - Incremental Values)			
	2013 Gross	2013 Net	2014 Gross	2014 Net
Prior Year's Departmental Budget (excluding Contributions to Capital)	275,335	255,511	292,790	272,468
Base				
Collective Agreement, Reclassification & Overtime	6,944	6,944	6,771	6,771
Increase to Benefit rates	4,259	4,259	3,623	3,623
Increase to Operating Expenses	940	940	940	940
Increase to Revenues		(500)		(500)
Base	12,143	11,643	11,334	10,834
Annualization				
Annualization of Additional Staff Salary Gapping	1,292	1,292	1,331	1,331
Debt Principle and Interest	1,905	1,905	1,672	1,672
Decrease to Development Charges		2		2
Annualization	3,197	3,199	3,003	3,005
Growth				
Uniform new hires	1,504	1,504	1,509	1,509
Civilian new hires	611	611	614	614
Growth	2,115	2,115	2,123	2,123
Total Annual Incremental Budget Pressures	17,455	16,957	16,460	15,962
Total Annual Budget Request	292,790	272,468	309,251	288,430

York Regional Police

York Regional Police

2011 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Uniform new hires	28.0	G	1,170	1,170	
Civilian new hires	10.0	G	400	400	
Total Permanent FTEs		38.0	1,570	1,570	

2012 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
Uniform new hires	34.0	G	1,449	1,449	
Civilian new hires	12.0	G	589	589	
Total Permanent FTEs		46.0	2,038	2,038	

2013 and 2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>2013</u>					
Uniform new hires	34.0	G	1,504	1,504	
Civilian new hires	12.0	G	611	611	
<u>2014</u>					
Uniform new hires	33.0	G	1,509	1,509	
Civilian new hires	12.0	G	614	614	
Total Permanent FTEs		91.0	4,238	4,238	

***Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

- Yes
- No

Glossary

Accrual Basis of Accounting	Sources of financing and expenditures are reported on the accrual basis of accounting. This method recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a receipt of goods or services and the creation of a legal obligation to pay.
Activity	The components of a Program that are necessary to address the required levels of service and accomplish the desired outcomes.
Amortization	The accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Amortization expense is an important part of the cost associated with providing local government services, regardless of how the acquisition of tangible capital assets is funded. Depreciation accounting is another commonly used term to describe the amortization of tangible capital assets.
Annual Repayment Limit	Debt charges relating to debentures issued and outstanding must fall within the limit prescribed by the Ministry of Municipal Affairs and Housing. The annual debt limit is set at 25 per cent of net own-source revenues less net debt charges and contractual commitments. This calculation excludes development charge revenues.
Annualization	The cost of a full year of operation.
Appropriation	Specifying the use or expenditure of a designated amount of public funds for a specific purpose.
Area Municipality	Any lower-tier municipality located within York Region.
Assessment	Value of property determined by Municipal Property Assessment (MPAC) and used by municipalities as a basis for property taxation.
Asset	Resources owned or held by the Region which have no monetary value.
Attrition	A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the year.
Balanced Budget	The <i>Municipal Act, 2005</i> states in Section 290, 2(b) that the budget shall provide that the estimated revenues are equal to the estimated expenditures.
Base Budget	Cost of continuing the existing levels of service in the current budget year.
Bond	A certificate issued by the government or a company promising to pay back borrowed money at a fixed rate of interest on a specified date.

Glossary

Budget	A plan of financial activity for a calendar year indicating all planned revenues and expenses for the budget period.
Budget Adjustments	Council approved adjustments to the budget when formal requests are made through the appropriate Standing Committees of Council.
Budgetary Control	The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.
Businesses	Organizational units for which business plans and budgets are developed. Can provide either direct service to the community (e.g. Emergency Medical Services) or act as a support service (e.g. Finance).
Business Unit	The unit for which Regional Council approves a Business Plan and Budget.
Capital Budget	The budget that provides funding for the Region's expenditures on capital assets, i.e. assets which provide benefits to the Region over several years.
Capital Expenditures	Capital expenditures include expenditures to purchase, develop or construct major new linear or discrete tangible assets with lifecycles greater than one year which are used in the delivery of Regional programs and services, together with expenditures made to expand, rehabilitate or improve the service delivery capability of existing physical assets. Examples of capital assets included in the capital budget include: roads contiguous and discrete assets, water and wastewater linear and discrete assets, buildings or facilities, rolling stock, and certain program specific equipment.
Capital Financing	A generic term for the financing of capital assets using debt, financing leases, swaps and other derivatives.
Capital Fund	Fund to account for all capital expenditures and the financing of capital expenditures.
Capital Reserve	An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.
Casual Employees	Pool of resources available for staffing where the employee has the right to accept or decline shifts or hours requested by the employer. Most commonly used in services such as Long Term Care.
Commercial Property Tax	Taxes levied on the property of businesses in York Region.
Community Impact Measure	A performance indicator measuring the result or effect the business unit/program has on taxpayers or the York Region community at large. E.g. percentage of waste recycled.

Glossary

Consulting Costs	Costs for professional proposals, study, advice or judgment provided by external experts.
Consumer Price Index (CPI)	A statistical description of price levels provided by Statistics Canada. The index is used to measure the cost of living.
Contingency	A budgetary reserve set aside for emergencies or unforeseen expenditures.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
Cost of Living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
Council	The Regional Municipality of York Council.
CUPE	Canadian Union of Public Employees.
Customer Service Measure	A performance indicator that evaluates service delivery for the user or “customer” of the program/service. It is specific to the customer group serviced and developed based on customer needs, priorities and requirements. The measure is reflective of only the customers that the Region directly serves or serves through contractors (e.g. customer service response times, customer satisfaction rating).
Current Value Assessment (CVA)	The amount of money a willing seller can expect to receive for their property as of date from a prospective buyer.
Debenture	A formal written obligation to repay specific sums on certain dates. In the case of a municipality debentures are typically unsecured.
Debt	Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions but could also include loans from reserves. Opportunity bonds issued by Ontario Municipal Economic Infrastructure Financing Authority (OMEIFA) on behalf of a municipality are also considered debt.
Debt and Financial Obligation Limit	A calculation provided annually to a municipality by the Ministry of Municipal Affairs and Housing that determines the maximum amount of new annual debt servicing costs that a municipality can undertake or guarantee without seeking the approval of the Ontario Municipal Board.
Deficit	The excess of an entity’s liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.
Department	The basic organizational unit of government which is functionally unique in its delivery of services. Some departments are further broken into businesses.

Glossary

Depreciation	The accounting process of the allocation of the cost, less the residual value, of an asset to operating as an expense over its useful life in a rational manner appropriate to its use.
Depreciation Accounting	The accounting procedure in which the cost or other recorded value of a fixed asset less any estimated value on disposal is distributed over its useful life in a systematic and rational manner. It is a process of allocation, not valuation.
Development Charges	Development charges are imposed against new development both residential and non-residential and are the primary funding source for financing Regional growth-related capital such as the road network, water and sewer. The rates imposed to Developers are based upon a Council approved Development Charge bylaw.
Efficiencies	Organizational savings in time and money created through the implementation of new and more cost effective methods of operation.
Efficiency Measure	Performance indicator measuring the operational cost of a business unit/program in relation to a significant program service driver or specific demographic (e.g. cost/service hr).
Employee	A person hired by York Region for a position and whose salary is paid from the Region's pay account and receives a T-4 Slip.
Employee Benefits	Amounts paid by York Region on behalf of employees. These amounts are not included in the gross salary and are not paid directly to employees. Employee benefits include the cost for health insurance premiums, dental insurance, life and disability insurance, Canada Pension Plan, Employment Insurance and the OMERS pension plan contributions.
Operating Expenditures	The costs of goods and services acquired which include items such as salaries and benefits, program related costs, professional services, administration related expenses, occupancy costs, financial items, minor capital and internal charges and recoveries.
Fees and Charges	Fees paid by individuals or organizations to the Region for the use of Regional services or facilities (e.g. transit fares, Long Term Care facilities for residents, Police fees).
Fiscal Policy	A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.
Fiscal Year	A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.
Fixed Assets	Assets that are long-term in nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Glossary

Full Time Equivalent (FTE)	Number of positions calculated on the basis that one FTE equates to a 35 or 40 hour work week for twelve months. Workweek is dependent upon the defined hours as per the job schedules for the York Region.
Fund Accounting	A fund is a complete set of accounts set up in separate records and providing separate and distinct reports.
GAAP	Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
Gas Tax	A share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit systems and other infrastructure.
Geomatics	The science and technology of gathering, analyzing, interpreting, distributing and using geographic information to create a detailed but understandable picture of the physical world and our place in it.
Goal	A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.
Grant	A contribution from a level of government to support a particular function, service or program.
Historical Cost	The amount of money that was originally used to pay for an asset. Industrial, Commercial, and Institutional construction.
Infrastructure	The system of public works in the Region, consisting of immovable physical assets, that deliver an essential public service (e.g. road network, water and sewer systems).
Internal charges and Recoveries	Charges or recoveries between Regional departments for use of assets or the provision of services.
Interdepartmental Allocations	Costs of support departments allocated to direct services using drivers based on the Ontario Municipal CAO's (Chief Administrative Officers) Benchmarking Initiative (OMBI) allocation methodology.
Key Performance Measures (KPI)	An indicator of service delivery performance. Measures can take many forms (e.g. efficiency, service level, community impact, customer service).
Long-term Debt	Any debt for which the repayment of any portion of the principal is due beyond one year.
Minor Capital	Capital assets that are not related to infrastructure assets. They include office furniture and equipment, vehicles, computer hardware and software and leasehold improvements.

Glossary

Municipal Act	Passed by the legislature in December 2001, the Act is designed to allow municipal leaders the autonomy, power and flexibility they need to chart their community's future in a meaningful way and react quickly to change.
Municipal Capital Facilities	Includes land, as defined in the Assessment Act, works, equipment, machinery and related system infrastructures.
Net Budget	Represents the total budget expenditures less total budgeted revenues. The budgeted amount required to be raised by Regional taxes.
Objective	Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.
Obligations	Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.
Ontario Municipal Board (OMB)	Provincial board which provides an appeal forum for planning and assessment decisions made by the Region.
OMBI	The Ontario Municipal CAO's Benchmarking Initiative; created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and operational best practices.
OMERS	Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits to the Region's full-time employees. Employees and employers normally make equal contributions to the plan.
Ontario Disability Support Program (ODSP)	An income and employment support program designed to help people with disabilities live comfortable and productive lives.
Operating Budget	The budget that provides the Region's various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities).
Operating Revenues	Sources of funds including tax levy, the Water rate, contributions from reserves, and other revenue categories as outlined in the operating budget.
Permanent Employees	Composed of Regular Full Time, Regular Part Time, Temporary Full Time and Temporary Part Time employees.
POA	<i>Provincial Offences Act.</i>
Police Services Board	The governing body of the York Regional Police.
Policy	A general principle, plan or rule that directs staff in making consistent decisions.
Procedures	A series of steps needed to implement a policy.

Glossary

Program	A specific service and service level mandated by legislation or Regional Council.
Program Costs	The consolidation of costs associated with the provision of services.
Project Financing	Financing in which principal and interest payments are structured so as to more closely match the revenues or cost savings of a specific project. Also includes financing for which the lender, in the case of default, would have no or limited recourse to the issuer beyond the assets purchased with the proceeds of the financing.
PSAB	Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA) issues standards and guidance with respect to matters of accounting in the public sector.
PSAB Section 3150	Municipal requirement to account for and report on non financial assets of local governments.
Regional Department	Group of Business Units that are the responsibility of a Commissioner. May also consist of a single Business Unit, e.g. Planning and Development Services, also referred to as Departments.
Regular Full Time Employee	An employee engaged to fill a full time position for an indefinite period and regularly working 30 hours or more per week.
Regular Part Time Employee	An employee engaged to fill a part time position for an indefinite period and regularly working less than 30 hours per week.
Residential Property Tax	Taxes levied on the property of residents in York Region.
Reserve	An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.
Reserve Funds	An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. Investment income is accumulated in the reserve fund. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while Council creates discretionary reserve funds for a specified future use.
Resources	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
Restated Budget	The prior years' budget provided for comparison purposes. The budget may be adjusted in accordance with the Regions' budget By-law with no net impact to the Regions' overall costs.

Glossary

Rolling Stock	Equipment that moves on wheels used for transportation and/or transit purposes. Examples include railroad cars, trucks, buses and tractor-trailer.
Salary Gapping	Unspent salary dollars resulting from position vacancies (e.g. the time a position is unfilled after resignations, unpaid leaves, etc.) Annual unspent salary gapping savings are applied to reduce the corporate tax levy.
Service Level Measure	Performance indicator measuring units of service being delivered by the business/unit program. Can be an absolute number or a comparative to a specific demographic (e.g. patient/vehicle ambulance hours, waste recycled/capita).
Short-term Debt	Any debt for which the repayment of the principal is due within one year.
Standing Committee	Appointed for the consideration of subject matter regarding particular areas of interest and specialization.
Subsidies & Grants	Funding that is received either by the Provincial or Federal Governments or Agencies to supplement the cost of some services that are provided directly by the Region.
Supplementary Taxes	Property taxes collected on new assessment and not previously identified by MPAC.
Surplus	The excess of budgeted net operating expenditures over the actual amount incurred. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.
SSO	Source Separated Organics waste management program.
Tax Levy	York Region's portion of funds that are collected through property taxes generally from residential, farm, industrial and commercial properties.
Taxes	Compulsory charges levied by a government for the purpose of financing service performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.
Technology and Professional Services Costs	Costs to engage a technical professional to develop a specific product or service (e.g. IT hardware or software).
Temporary Full Time Employee	An employee engaged for a defined period of time to fill a temporary full time position or regular full time position and working such regular hours as constitutes a full workweek in accordance with the positions schedule.
Temporary Part Time Employee	An employee engaged for a defined period of time to fill a temporary part time position and regularly working less than 30 hours per week.

Glossary

Tender	A process whereby formal bids are submitted to acquire debt securities or to provide a lease.
Vacancy Rate	The percentage of total office space and industrial buildings that lies unoccupied.

INTENTIONAL BLANK

Acronyms

AAC	Accessibility Advisory Committee
ACL	Alternative Community Living
ACP	Advanced Care Paramedic
AHP	Affordable Housing Program
ALHB	Asian Long Horned Beetle
AMM	A Million Messages
AMO	Association of Municipalities of Ontario
AMCTO	Association of Municipal Managers, Clerks and Treasurers of Ontario
AODA	Accessibility for Ontarians with Disabilities Act
AOK	All Our Kids
A/P	Accounts Payable
APC	Automated Passenger Counting
ARL	Annual Repayment Limit
AVL	Automatic Vehicle Locator
BCA	Building Condition Audit
BCI	Brief Contact Intervention
BEFS	Building Energy Feasibility Studies
BMS	Business Management System
BOQA	Business Operations and Quality Assurance
BP	Business Plan
BP&B	Business Plan and Budget
BRT	Bus Rapid Transit

Acronyms

BSA	Business Support Analyst
BSS	Business Support Services
CA	Conservation Authority
CAB	Change Advisory Board
CAD	Computer Aided Dispatch
CAFMS	Computer Assisted Facility Management System
CAO	Chief Administrative Officer
CARES	Customer Action & Response System
CARF	Commission on Accreditation of Rehabilitation Facilities
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CCAC	Community Care Access Centre
CCHSA	Canadian Council of Health Services Accreditation
CCSD	Canadian Council on Social Development
CDIF	Community Development and Investment Fund
CEC	Community Environmental Centre
CEO	Chief Executive Officer
CGII	Corporate Geospatial Information Infrastructure
C&HS	Community & Health Services
CHATS	Community Home Assistance to Seniors
CHPP	Consolidated Homelessness Prevention Program
CIC	Certification in Infection and Prevention Control
CICA	Canadian Institute of Chartered Accountants
CINOT	Children in Need of Treatment

Acronyms

CITO	Chief Information Technology Officer
CMM	Case Mix Measure
CMSM	Consolidated Municipal Service Manager
CLHIN	Central Local Health Integrated Network
CMHCAP	Community Mental Health Common Assessment Project
COLA	Cost of Living Adjustment
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CSDS	Community Social Data Strategy
CS&H	Community Services & Housing
CSR	Customer Service Representative
CTRC	Corporate Technology Review Committee
CUPE	Canadian Union of Public Employees
CVA	Current Value Assessment
CWMS	Computerized Work Management System
DC	Development Charges
DNA	Day Nurseries Act
DOORS	Developing Opportunities for Ontario Renters
DRP	Disaster Recovery Plan
DSSAB	District Social Services Administration Board
EA	Environmental Assessment
EAB	Emerald Ash Borer
ECLA	Energy Conservation Leadership Act

Acronyms

EDI	Early Development Investment
EDMS	Electronic Document Management System
eDOCS	York Region's Electronic Document Management System
EES	Enhanced Employment Services
EFS	Employment and Financial Support
EIS	Electronic Information System
EIS	Early Intervention Services
EFW	Energy From Waste
ELCC	Early Learning Child Care
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Report
EQ	Equalization Tank
ER	Eligibility Review
ERP	Enterprise Resource Planning
ESA	<i>Employment Standards Act</i>
ET	Elevated Tank
FACS	Family and Children's Services
FAH	First Attendance Hearing
FDE	Full Day Equivalent
FM	Facilities Management
FSDPC	Food Safety Disclosure Program Coordinator
FTE	Full Time Equivalent

Acronyms

FTR	Fail To Respond
GB	Gigabytes
GIS	Geographical Information System
GO	Government of Ontario
GPS	Global Positioning System
GTA	Greater Toronto Area
GTAFS	Greater Toronto Area Fare System
GTTA	Greater Toronto Transit Authority
GWS	Georgina Water Supply
HBHC	Healthy Babies, Healthy Children
HHPM	Health Hazard Prevention and Management Program Standard
HHW	Household Hazardous Waste
HNS	Homemakers & Nurses Services
HOV	High Occupancy Vehicle
HPI	Homelessness Partnership Initiative
HPP	Homelessness Prevention Program
HPPA	<i>Health Protection and Promotion Act</i>
HRIS	Human Resources Information System
HRMS	Human Resources Management System
HRS	Human Resources Services
HSO	Healthy Smiles Ontario
HSPB – YR	Human Services Planning Board of York Region
HSPC	Human Services Planning Coalition

Acronyms

HVAC	Heating Ventilation and Air Conditioning
HYI	Housing York Inc.
ID&C	Infrastructure Design & Construction
IDCD	Infectious Diseases Control Division
IPAC	Infection Prevention and Control
IPOP	Integrated Psychogeriatric Outreach Program
ISMP	Information Systems Master Plan
ISO	International Organization for Standards
ITS	Information Technology Services
ITS	Intelligent Transportation System
IVR	Interactive Voice Response
J P	Justice of the Peace
KPI	Key Performance Indicators
LBW	Low Birth Weight
LEAP	Learning, Earning and Parenting
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
LHINS	Local Health Integrated Networks
LIPS	Local Immigration Partnerships Initiative
LKM	Lane Kilometre
LMDA	Labour Market Development Agreement
LMPA	Labour Market Partnership Agreement
LRSP	Long Range & Strategic Planning

Acronyms

LSR	Local Service Realignment
LSS	Local System Support
LTC	Long Term Care
LTCH	Long Term Care Hospital
LTCSB	Long Term Care and Seniors Branch
LTWS	Long Term Water Servicing
MAG	Ministry of the Attorney General
MDS/RUGs	Minimum Data Set / Resource Utilization Groupings
MHC	Maple Health Centre
MIS	Management Information System
MISWAA	Modernizing Income Security for Working Age Adults
MMAH	Ministry of Municipal Affairs & Housing
MOE	Ministry of the Environment
MOHLTC	Ministry of Health and Long Term Care
MOU	Memorandum of Understanding
MP	Mobility Plus
MPAC	Municipal Property Assessment Corporation
MPMP	Municipal Performance Measurement Program
MRF	Material Recovery Facility
MRO	Maintenance, Repairs & Operating Goods & Services
MTCU	Ministry of Training, Colleges and Universities
MTO	Ministry of Transportation of Ontario
MUSH	Municipalities, Universities, Schools and Hospitals

Acronyms

NADF	New Agency Development Fund
NCB	National Child Benefit
NHC	Newmarket Health Centre
NHI	National Homelessness Initiative
NOC	Network Operations Centre
O&M	Operating and Maintenance
OBC	Ontario Building Code
OBRP	Ontario Bus Replacement Program
OCAN	Ontario Common Assessment of Need
OCB	Ontario Child Benefit
OCCMS	Ontario Child Care Management System
ODA	<i>Ontario Disability Act / Ontarians with Disabilities Act</i>
ODSP	Ontario Disability Support Program
OHQC	Ontario Health Quality Council
OHRC	Ontario Human Rights Commission
OLA	Operating Level Agreements
OMB	Ontario Municipal Board
OMBI	Ontario Municipal Benchmarking Initiative
OMEIFA	Ontario Municipal Economic Infrastructure Financing Authority
OMERS	Ontario Municipal Employees Retirement System
OMPF	Ontario Municipal Partnership Fund
OMSSA	Ontario Municipal Social Services Association
ONA	Ontario Nurses Association

Acronyms

OP	Official Plan
OPHS	Ontario Public Health Standards
ORMCP	Oak Ridges Moraine Conservation Plan
OTVP	Ontario Transit Vehicle Program
OW	Ontario Works
PAD	Public Access Defibrillator
PC	Personal Computer
PCP	Primary Care Paramedic
PD	Pressure District
PDA	Personal Data Assistant
PERS	Personal Emergency Response System
PFT	Permanent Full Time
PLAY	Positive Leisure Activities for Youth
PMP	Preventative Maintenance Programs
PNA	Personal Needs Allowance
PPT	Permanent Part Time Employee
POA	<i>Provincial Offences Act</i>
POMS	Performance and Operational Management System
PRU	Paramedic Response Unit Vehicle
PRV	Paramedic Response Vehicle
PS	Pumping Station
PSA	<i>Police Services Act</i>
PSB	Police Services Board

Acronyms

PSB	Property Services Branch
PSAB	Public Sector Accounting Board
PSS	Personal Service Setting
QA	Quality Assurance
R&R	Rehabilitation and Replacement
RCI	Road Condition Index
RFP	Request for Proposal
RGI	Rent Geared to Income
RQI	Resident Quality Inspection
RICN	Region Infection Control Networks
RIDE	Reduce Impaired Driving Everywhere
RIM	Records and Information Management
RIT	Records and Information Technician
ROP	Regional Official Plan
ROPA	Regional Official Plan Amendment
ROW	Right of Way
RRFSS	Rapid Risk Factor Surveillance System
RTV	Rapid Transit Vehicle
SA	Social Assistance
SAIL	Supportive Approaches Through Innovative Learning
SAP	Strategic Accommodation Plan
SARS	Sever Acute Respiratory Syndrome
SBEC	Small Business Enterprise Centre

Acronyms

SCADA	Supervisory Control and Data Acquisition
SC-TOPP	Safer Communities – One Thousand Officers Partnership Program
SCPI	Supporting Community Partnership Initiatives
SHAMIS	Social Housing Admin Management Information System
SHRA	<i>Social Housing Reform Act</i>
SHRRP	Social Housing Renovation & Retrofit Program
SMG	Senior Management Group
SOP	Standard Operating Procedures
SPS	Sewage Pumping Station
SP& BP	Strategic Planning & Business Planning
SSIP	Strategic Service Integration and Policy
SSO	Source Separated Organics
SWM	Solid Waste Management
T&IU	Technology & Infrastructure Unit
T&W	Transportation and Works
TB	Tuberculosis Management
TBD	To Be Determined
TCA	Tangible Capital Asset
TEAMS	Time Entry and Approved Management System
TM	Traffic Management
TFT	Temporary Full-Time Employee
TMP	Transportation Master Plan
TMS	Transit Management System

Acronyms

TOCC	Transit Operation Control Centre
TOD	Transit Oriented Development
TRCA	Toronto Region Conservation Authority
TREB	Toronto Real Estate Board
TRIEC	Toronto Region Immigration Employment Council
TSB	Technical Standards Board
TTC	Toronto Transit Commission
UPS	Uninterrupted Power Supply
UV	Ultra Violet
VIVA	York Region's Rapid Transit System.
VMS	Variable Messaging Signs
VoIP	Voice Over Internet Protocol
WDO	Waste Diversion Ontario
WIFA	Walk-in-First-Attendance
WLAN	Wireless Local Area Network
WMC	Waste Management Centre
WNV	West Nile Virus
WPCP	Water Pollution Control Plant
WSIB	Workplace Safety and Insurance Board
WTP	Water Treatment Plant
YC2002	York Consortium 2002
YDSS	York Durham Sewerage System
YRITS	York Region Information Technology Strategy

Acronyms

YRRTC	York Region Rapid Transit Corporation
YRT	York Region Transit
YRTP	York Rapid Transit Plan
YWS	York Water System



The Regional Municipality of York
17250 Yonge Street
Newmarket, Ontario, L3Y 6Z1
Canada