



2019 TO 2022 BUDGET
AS APPROVED ON FEBRUARY 28, 2019



Mayor
Frank Scarpitti
City of Markham



Regional Councillor
Don Hamilton
City of Markham



Regional Councillor
Jack Heath
City of Markham



Regional Councillor
Joe Li
City of Markham



Regional Councillor
Jim Jones
City of Markham



Mayor
David Barrow
Town of Richmond Hill



Mayor
Maurizio Bevilacqua
City of Vaughan



Chairman & CEO
Wayne Emmerson



Regional Councillor
Joe DiPaola
Town of Richmond Hill

A Message from York Region Chairman and CEO and Members of Regional Council



Regional Councillor
Mario Ferri
City of Vaughan

York Regional Council is pleased to present the 2019 budget for The Regional Municipality of York. The combined operating and capital budget for 2019 is \$3.2 billion, which includes a tax levy increase of 2.96% plus an additional 1% to contribute to a new Roads Capital Acceleration Reserve.



Regional Councillor
Carmine Perrelli
Town of Richmond Hill

The budget includes an outlook for the remaining three years of this Council term with an annual tax levy increase of 2.96% from 2020 to 2022, which is inclusive of contributions to the Roads Capital Acceleration Reserve. Multi-year budgeting creates closer alignment between the budget and the updated Strategic Plan for 2019 to 2023, better supporting important long-term goals. Multi-year budgeting also improves fiscal discipline and helps the Region and its partners make better-informed decisions.



Regional Councillor
Gino Rosati
City of Vaughan

Moody's Investors Service and Standard & Poor's have maintained their credit ratings of Aaa and AA+, respectively, for York Region. Both agencies note as positives our high levels of reserves, a diversified and growing economy and strong financial management. A critical element of financial management is the Regional Fiscal Strategy, which limits growth in debt while enabling capital investments needed to serve a growing population.



Mayor
John Taylor
Town of Newmarket

The 2019 budget supports key services and growth needs, and provides funding for asset management based on a rigorous assessment of the age and condition of the Region's infrastructure and the investment needs over the coming years. This represents a continued commitment to strong financial management that is a hallmark of York Region.



Regional Councillor
Linda Jackson
City of Vaughan



Regional Councillor
Tom Vegh
Town of Newmarket



Mayor
Margaret Quirk
Town of Georgina



Regional Councillor
Robert Grossi
Town of Georgina



Mayor
Tom Mrakas
Town of Aurora



Mayor
Virginia Hackson
Town of East Gwillimbury



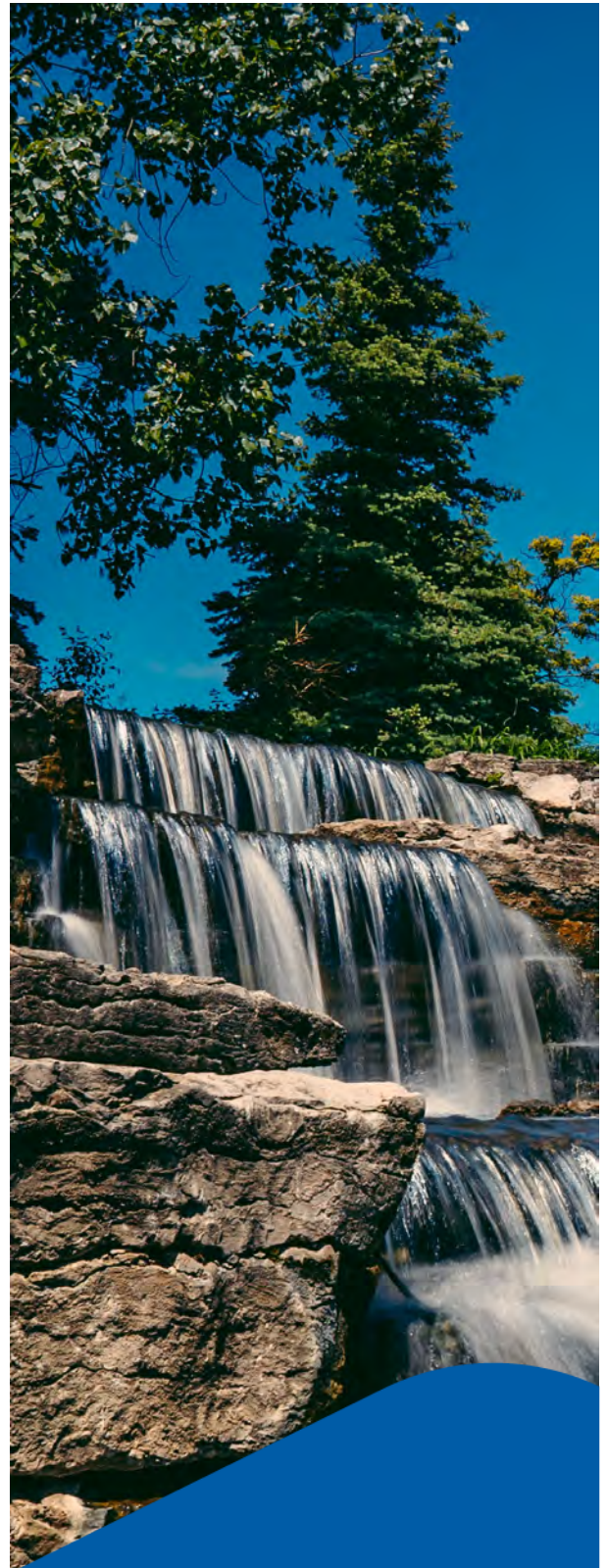
Mayor
Steve Pellegrini
Township of King



Mayor
Iain Lovatt
Town of Whitchurch-Stouffville

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York Region



BUDGET IN BRIEF

The 2019 budget includes \$2.3 billion in operating costs and a tax increase of 2.96% plus an additional 1% for the new Roads Capital Acceleration Reserve. The capital investment in 2019 would be \$867 million, part of a ten-year capital plan of \$6.6 billion.

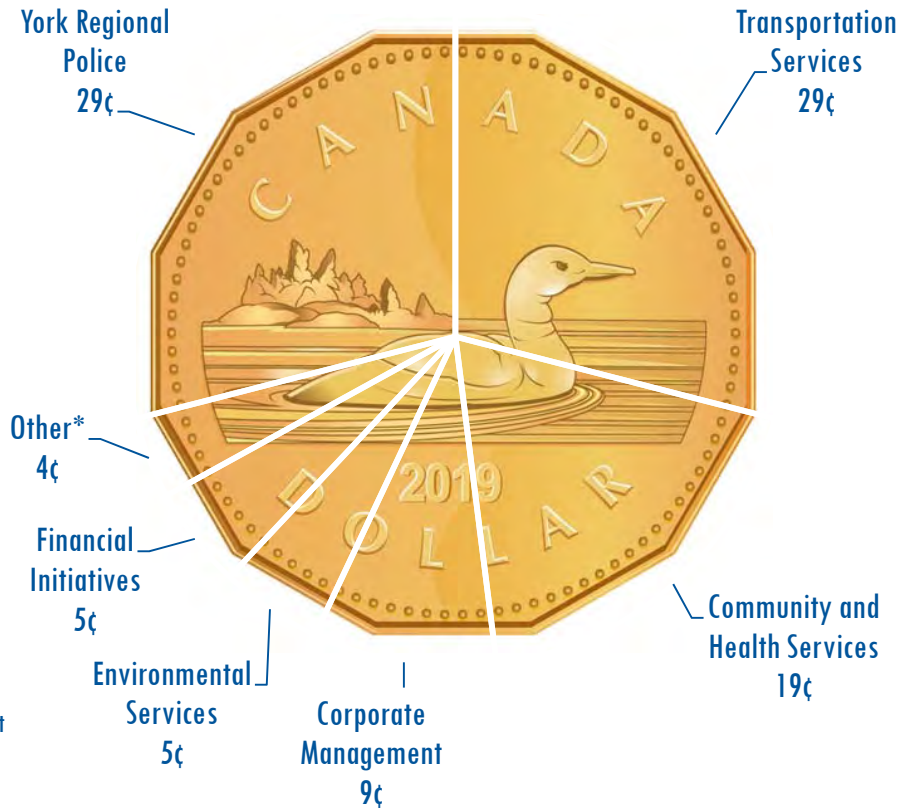



York Region

YORK REGION'S 2019 BUDGET

\$3.2 billion { **\$2.3 billion** Operating costs + **\$867 million** Capital costs

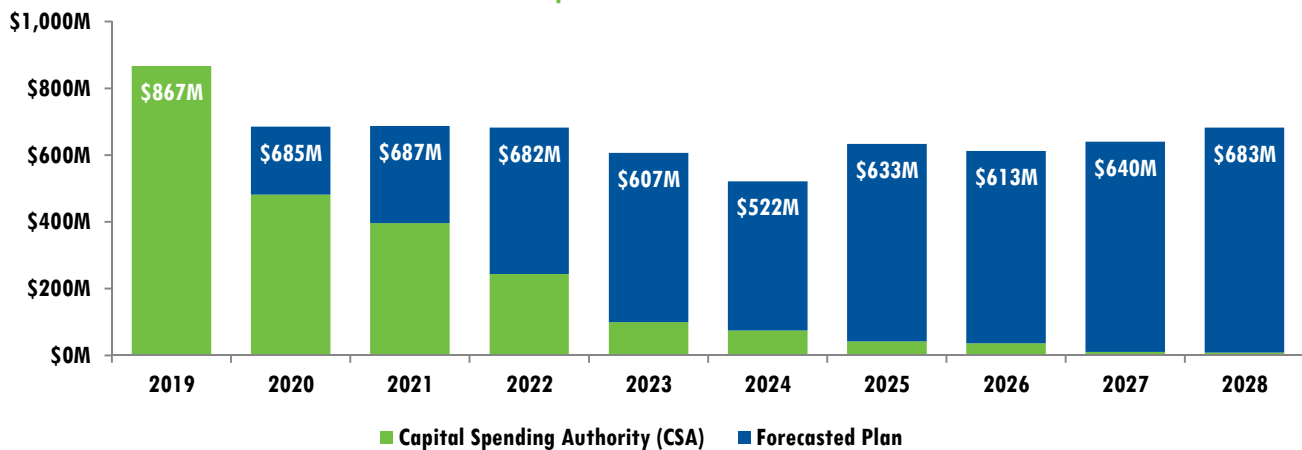
Operating Budget: How the tax dollar is spent



Capital Budget: Ten-year capital plan

\$6.6 BILLION OVER 10 YEARS

\$2.3 BILLION OF CAPITAL SPENDING AUTHORITY



2019-22 BUDGET REFLECTS KEY PRIORITIES

The four-year budget for York Region presented in this book supports important Regional priorities that help advance its ultimate vision of strong, caring and safe communities.

The budget lays out total spending of \$3.2 billion for operations and capital projects in 2019. The tax increase of 3.96% in 2019 includes a contribution of 1% to a new Roads Capital Acceleration Reserve and 2.96% for programs and services. The new reserve will receive further contributions in 2020 to 2022, while maintaining the forecasted tax increase at 2.96% for those years, and will allow key growth-related road projects to move ahead more quickly than originally planned.

The budget's ten-year capital plan totals \$6.6 billion, an increase of almost \$700 million from 2018. Planned capital investment in 2019 is \$867 million. These figures do not reflect changes in the capital plan that will be enabled by the new reserve for road projects.

The operating and capital budgets support priorities that reflect Vision 2051, the Region's long-term vision for its future, and the four-year Strategic Plan starting in 2019 that is intended to turn the goals of Vision 2051 into day-to-day activities. These priorities are aligned with four high-level community result areas:



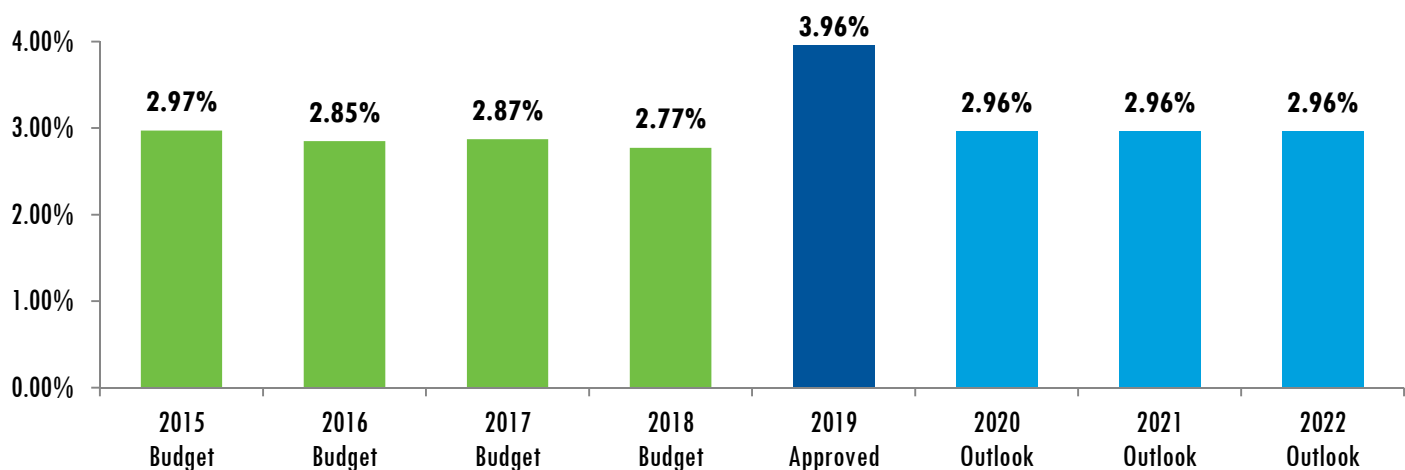
The Regional budget is developed in parallel with the Strategic Plan, and provides the financial framework to accomplish its strategic goals.

Multi-year budgeting is a vital aspect of the framework. The Region adopted multi-year budgeting because it better aligns spending with priorities in the four-year Strategic Plan and offers the added benefits of greater clarity about activities and funding in future years, and improved fiscal discipline.

OPERATING BUDGET MANAGES GROWTH AND COMPLEX NEEDS

The operating budget provides for a wide variety of services. The 2019-2022 Regional operating budget includes gross spending of \$2.3 billion in 2019, growing to \$2.6 billion by 2022. About half the budget would

Annual tax levy increases



be funded from the tax levy, with the balance coming from water and wastewater user rates, other non-tax revenues, federal and provincial grants and subsidies, and drawdowns from development charge reserves.

The operating budget reflects population growth, rising expectations about service quality, and more complex needs as a result of aging and other demographic factors. Urbanization is creating pressures for infrastructure and human services, and the budget must also address a heavier regulatory burden and rising cost of living.

In this budget cycle, the Region also faces specific pressures related to new legislation and changes in senior government priorities. A major one is the legalization of recreational cannabis. The Region awaits full details of how the province’s share of federal excise revenue will be shared with municipalities, which are facing increased policing and other costs.

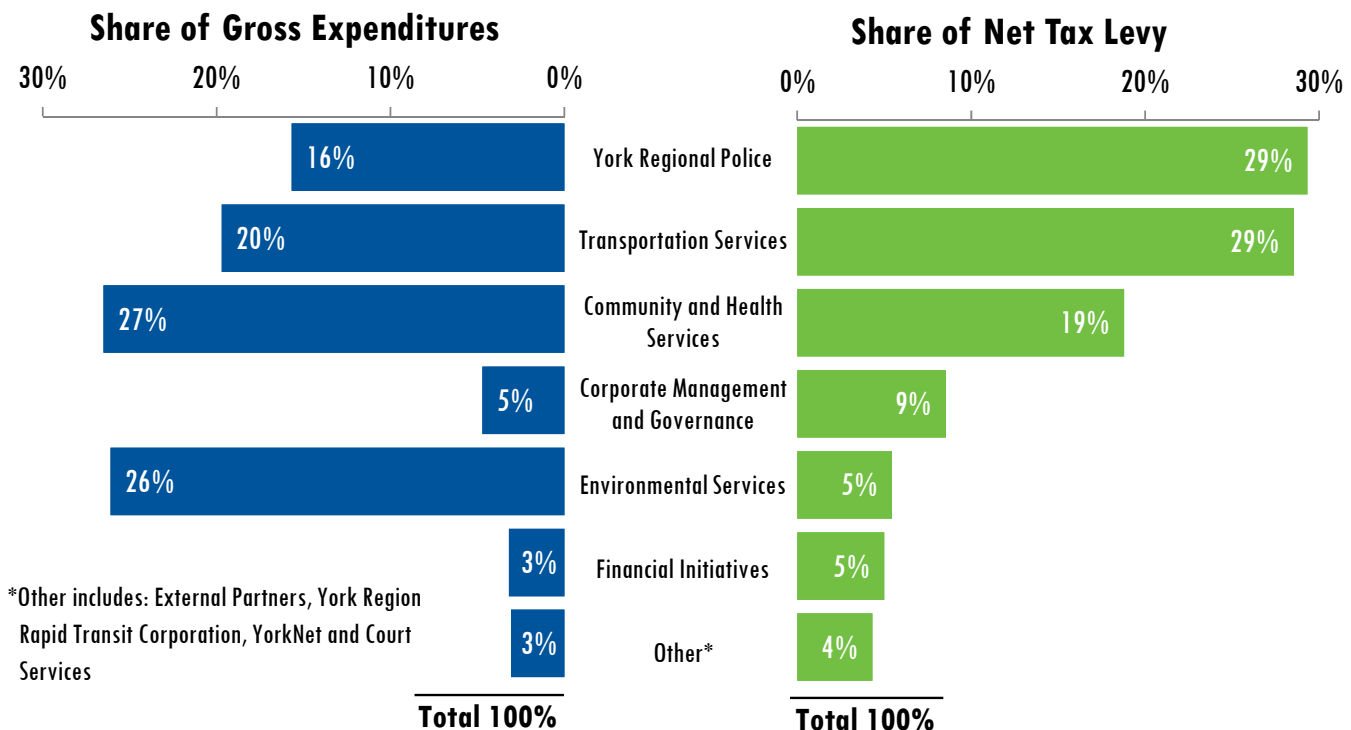
Additional uncertainty arises from other provincial announcements around program review and potential funding reductions. The Region advocates for fairness to municipalities and their residents based on the reality that there is only one taxpayer.

The Region strives to find efficiencies in its operations on an ongoing basis to offset ongoing cost pressures. This is particularly important, given the current level of uncertainty around funding. There is a growing emphasis in every area toward automating routine tasks and reducing paperwork so that staff have more time for higher value-added work and growth in the workforce is managed.

The Region’s investments in capital result in larger infrastructure networks that increase operating costs. A key element of budgeting is understanding all the cost implications of a capital investment over its life cycle.

While the tax levy funds roughly half the total operating budget, the shares vary by service area. Services where cost recovery from users is appropriate and relatively simple, or where most funding comes from another level of government, have the lowest reliance on the tax levy. This is the case for water and wastewater, which is moving toward full cost recovery from user rates, and for many services delivered by Community and Health Services that are provincially funded. York Region Transit, which is part of Transportation Services, gets about 40% of its revenues from fares, advertising and other non-tax sources.

Share of gross expenditures and net tax levy varies



York Region services

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

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

Conversely, York Regional Police are more heavily reliant on the tax levy, as are the non-transit services provided by Transportation Services and a number of corporate areas.

The Region’s residents consistently cite transportation as a top concern. The new Roads Capital Acceleration Reserve will allow the Region to advance priority road projects. Council approved a 1% increase in the tax levy in 2019 to fund the reserve and endorsed additional contributions of 1% in each of the remaining three years of this budget cycle to allow further priority road investments.

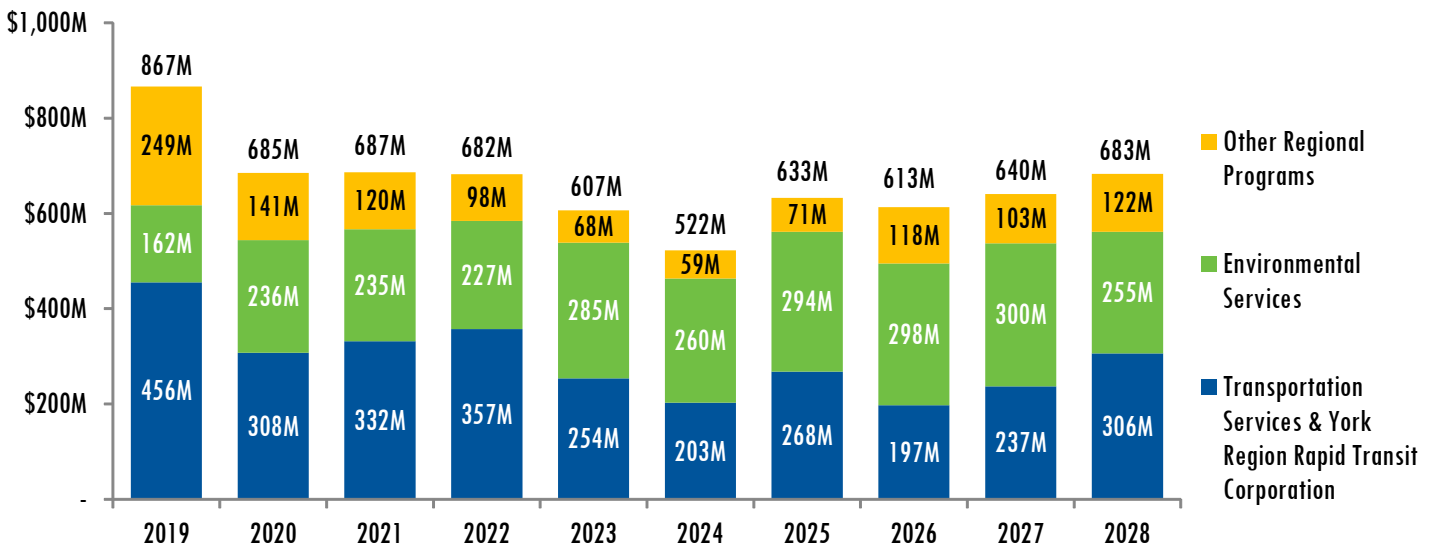
Non-tax revenues are expected to grow by \$129 million from 2018 to 2022. This modest growth reflects conservative assumptions about grants and subsidies from senior levels of government. These are actually projected to decline by 2.4% over the period, based on current information. As a result, by 2022, the share of the budget funded by non-tax revenues will have fallen from the current 53% to 50%. The share supported by property tax revenue, including assessment growth and tax levy increases, will increase from 47% to 50% to meet operating needs.

The Region has limited control over provincial and federal funding. Given the current fiscal environment, the revenue outlook underscores the need for the non-tax revenue sources over which the Region has greater control to keep pace with the costs of the service supported.

CAPITAL: BUILDING FOR GROWTH AND RENEWING THE ASSET BASE

York Region’s capital budget from 2019 to 2028 totals \$6.6 billion, up by almost \$700 million from the 10-year plan laid out in the 2018 budget. While this reflects more spending on both growth capital and asset renewal, the latter is responsible for a larger share of the increase because the Region has adopted a Corporate Asset Management Plan. The majority of projects in the ten-year plan will be carried out by Transportation Services and Environmental Services.

Capital investment remains strong



Capital Spending Authority is the authority from Council to commit funding to capital projects which, for large projects, may span several years. The 2019 budget requests \$2.3 billion in Capital Spending Authority.

The Asset Management Plan estimated that 93% of the Region’s assets are in fair or better condition, but noted that many were reaching the middle stages of their useful lives and would soon need renewal. This will require more than \$2 billion over the next ten years. It also identified a need for additional funds for renewal of roads infrastructure, so the capital plan provides almost \$0.8 billion for this purpose. The balance of the spending is to address the immediate needs of assets in poor or very poor condition.

FINANCIAL PLANNING EMPHASIZES FAIRNESS AND PRUDENCE

Long-term financial sustainability for the Region depends on meeting capital spending needs in a way that is fair to current and future residents and does not rely unduly on debt. The Regional Fiscal Strategy, first adopted by Council in 2014 and updated annually since, has the goal of ensuring both financial sustainability and fairness over time (fairness over time is often referred to as “intergenerational equity”).

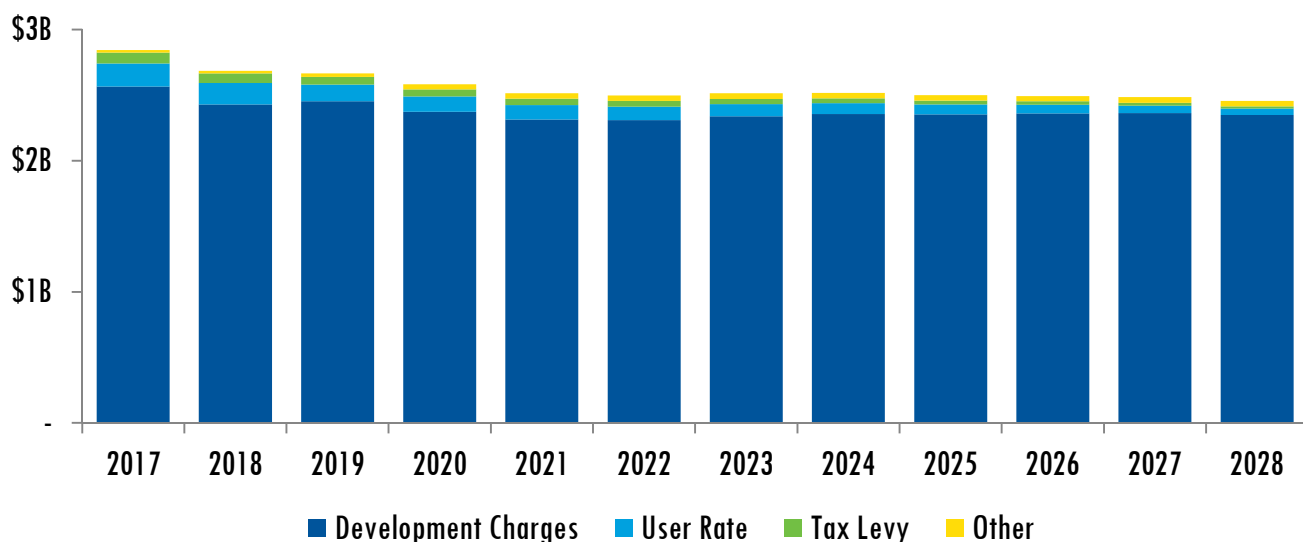
Under the Fiscal Strategy, the Region builds up reserves over time so funds are available to cover capital costs without issuing tax levy or user rate debt. Reserve contributions were ramped up in anticipation of additional needs for the Corporate Asset Management Plan was being developed. Contributions to reserves for asset renewal are in the operating budgets of the parts of Regional government carrying out the work, and related spending is in their capital budgets.

York Region uses debt to bridge the timing difference between when a growth-related asset is built and when it is paid for by development charges. To keep debt at an appropriate level, the fiscal strategy uses the capital plan to ensure projects are built at a pace that closely matches population growth.

The Region’s over-all fiscal situation has improved. In 2018, both Moody’s Investors Service and S&P Global Ratings reaffirmed their credit ratings for York Region. The Moody’s rating is Aaa/Stable, the highest possible, and S&P’s is slightly lower at AA+/Stable.

Before the Fiscal Strategy was introduced in 2014, the Region’s peak outstanding debt was forecast to reach more than \$5.0 billion by 2020. With the Fiscal Strategy the total outstanding debt, net of the sinking fund, peaked at \$2.9 billion in 2017 and is expected to decline as shown in the graph below. Also no new debt was issued in 2018.

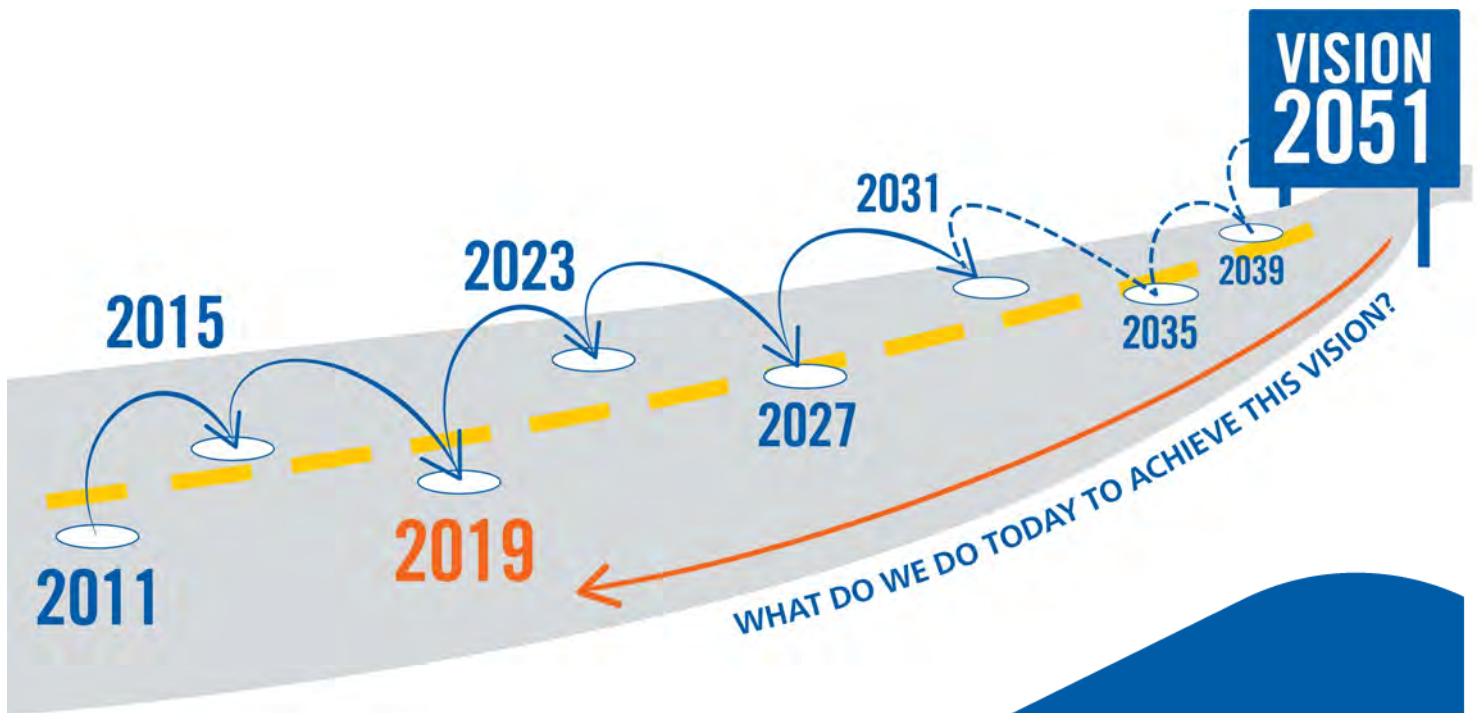
Outstanding debt to remain below 2017 peak





PLANNING AND BUDGETING AT YORK REGION

are guided by Council's vision of strong, caring and safe communities.



VISION 2051: THE PATH TO A SUCCESSFUL FUTURE

Council's vision of strong, caring and safe communities is reflected in the eight goal areas in Vision 2051:

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

It serves as a complement to the Regional Official Plan, which provides the framework for development and land-use planning.



WORKING TOWARD THE VISION: THE STRATEGIC PLAN

At the start of each new term of office, Regional Council endorses a four-year strategic plan that aims to turn the long-term objectives of Vision 2051 into day-to-day activities and goals. The new Strategic Plan is developed in parallel with a new four-year budget that supports the plan.

Regional Council will review the *2019 to 2023 Strategic Plan*, along with this budget, in early 2019. The infographic on page 5 gives more detail on the steps to develop both documents.

The Strategic Plan maps the desired outcomes of Vision 2051 onto four “Community Result Areas,” as the graphic on the previous page shows.

For each term of Council, the Region identifies its priorities within each Community Result Area. It tracks and reports on the Region’s own performance in those areas. These measures are designed to answer three questions:

- How much did we do?
- How well did we do it?
- Are the people we serve better off?

The Region’s Senior Management Team carries out regular reviews to support progress on the Strategic Plan and identifies areas where performance can be improved. Results from each four-year plan are used to help inform the next plan.

THE BUDGET PROVIDES THE FINANCIAL FRAMEWORK

The Regional budget provides the financial framework to accomplish the Strategic Plan. Its aim is to ensure that the resources needed to achieve the goals of the Strategic Plan are available when needed.

Multi-year budgeting is a vital aspect of the framework. First adopted in 2015, the Region’s multi-year budget provides, at the start of each council term, a proposed budget for the upcoming year for Council to review, and an outlook for the remaining three years. In each of the following three years, the outlook is reduced by one year.

This approach tightens the links between budgeting and the Strategic Plan by allowing the Region to plan how it will direct financial resources toward priority areas during the current Council term.

Multi-year budgeting brings many other important benefits, including:

- Improving fiscal discipline by showing the longer-term spending impacts of choices made in an individual year
- Reducing uncertainty about future tax levies
- Providing a longer-term outlook to outside organizations that rely on the Region for a share of their funding, which enables them to plan and deliver their programs more efficiently.

While multi-year budgeting provides a valuable planning framework, it also allows flexibility for Regional Council to make changes each year as needs and conditions change.

This graphic shows how multi-year budgeting is an integral part of achieving the vision.



The operating budget uses the same time horizon as the term of Council. Many capital projects require a longer planning horizon because they can take many years to complete, and for that reason each annual budget also includes a ten-year capital plan.

FURTHER ALIGNING THE BUDGET AND STRATEGIC PLAN

Budget planning and reviews support and strengthen the alignment between the Strategic Plan and the budget.

In developing their budgets, departments and other Regional entities identify the main Community Result Area (or areas) their services support.

As defined for the Strategic Plan, core services are legislated services provided directly to the public to help maintain a high quality of life. York Region's core services are:

- Children's Services
- Court Services
- Economic Development
- Forestry
- Housing Services
- Long-Term Care
- Paramedic Services
- Planning
- Police Services
- Public Health
- Regional Roads
- Social Assistance
- Transit
- Waste Management
- Water

Developing the budget requires aligning funding with priorities identified through the strategic planning process. Departments and other service providers assess their existing and planned activities in light of Regional priorities, which helps to determine the best use of available resources. (Service providers outside the departmental structure, such as the York Regional Police, may also have their own business plan to guide how they allocate resources.)

Budget reviews with senior management provide a check on the alignment between budget proposals and the Strategic Plan and help ensure the Region's limited resources are being applied as wisely as possible. These

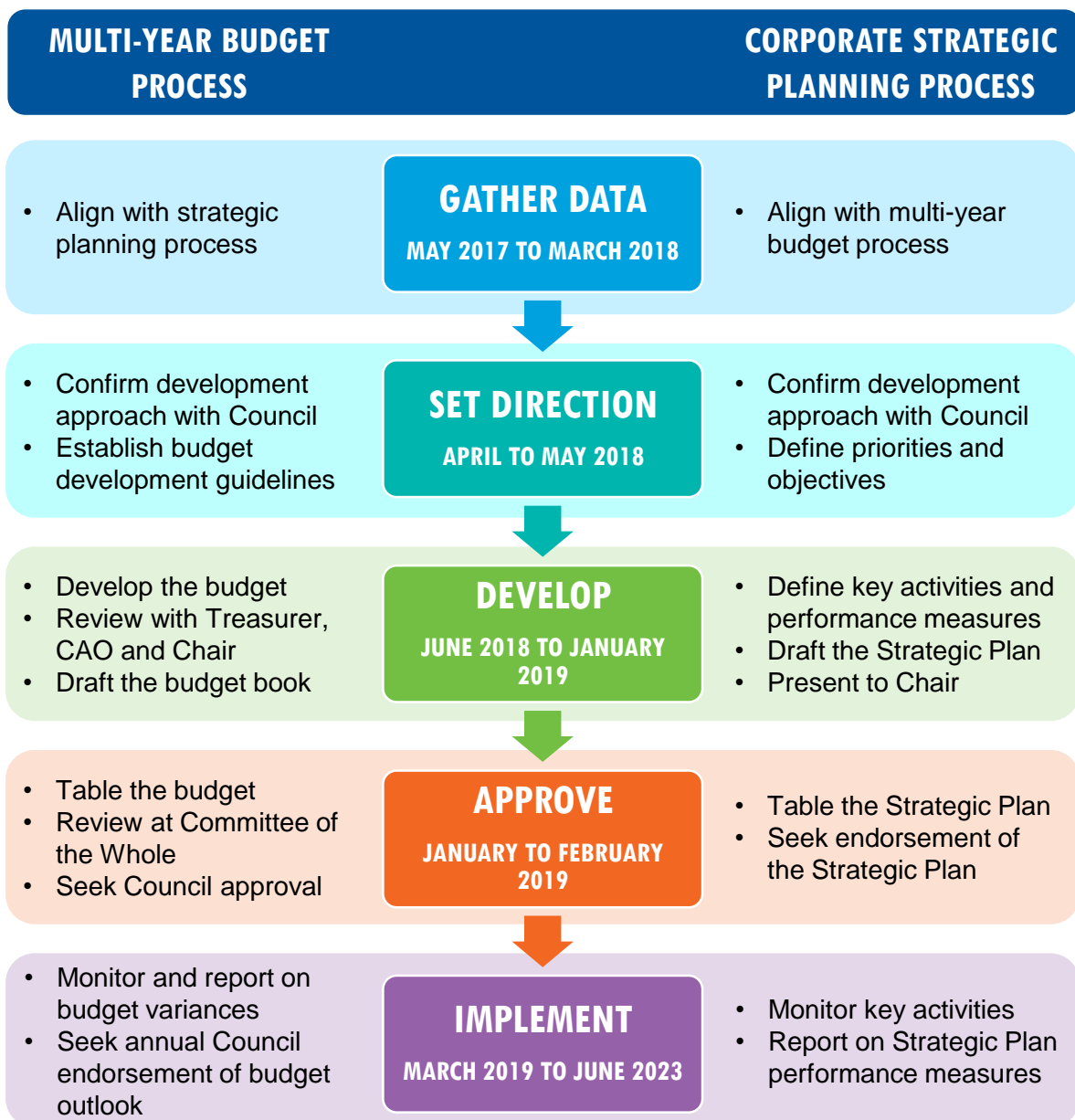
reviews look at expected outcomes and whether the proposed ways of achieving those are as cost-effective as possible.

Finalizing the budget involves determining which activities are most critical to meeting the Region’s priorities with the resources available. The chapters on the operating and capital budgets provide examples of how this works in practice.

At the start of each term, Council considers the draft Strategic Plan and four-year Regional budget at the same time.

In each of the next three years, the budget process seeks Council endorsement of the next year in the multi-year budget. This provides flexibility to respond to changing conditions. Council may also amend the budget in-year after approval. Amendments do not change the approved tax levy, but typically move budget amounts between capital projects or respond to provincial funding announcements. The approved budget, including any amendments, is available at www.York.ca.

Council and York Region residents receive annual updates on financial and strategic plan performance.

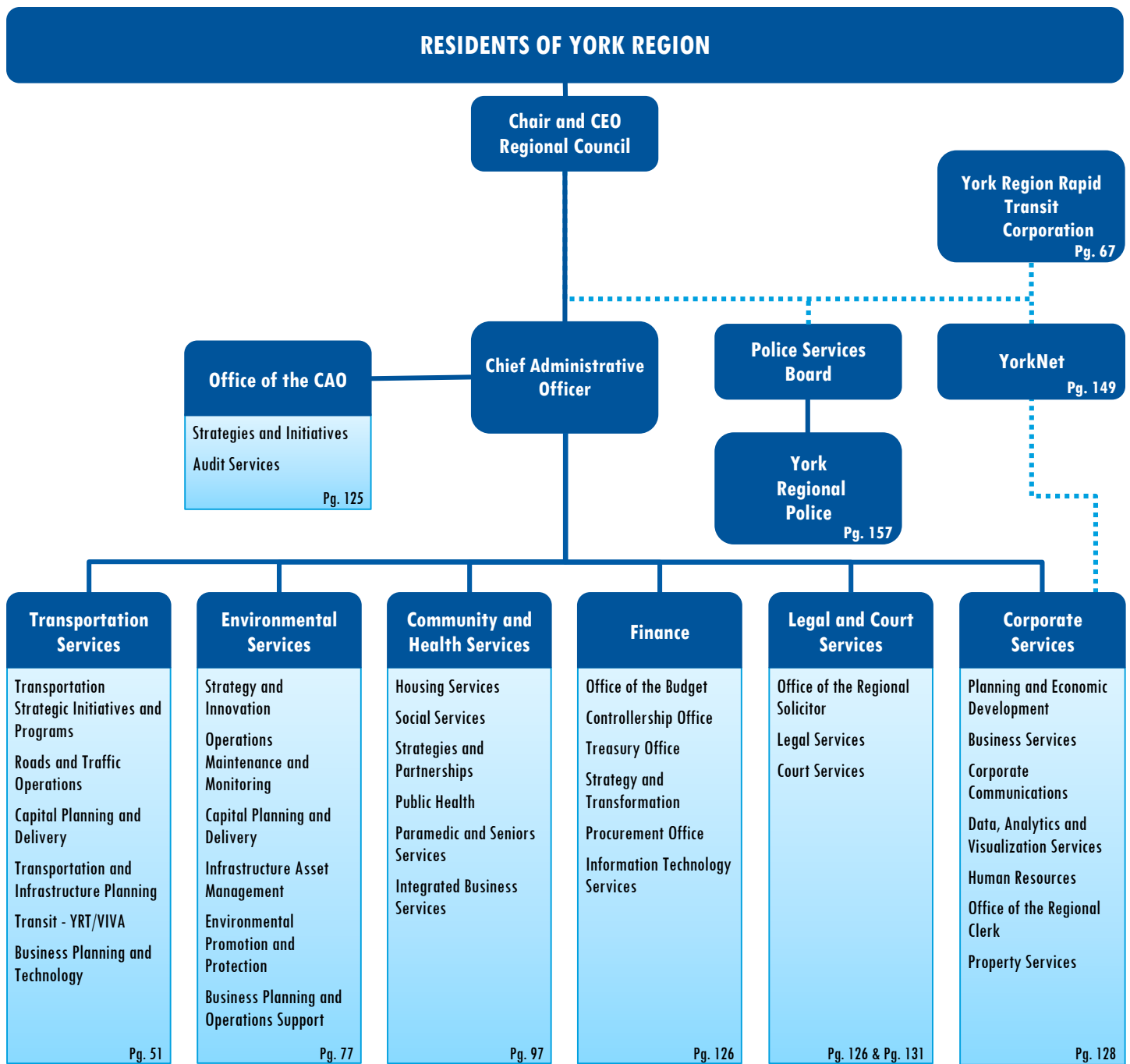


YORK REGION IS RESPONSIVE AND ACCOUNTABLE TO ITS RESIDENTS

The services provided by York Region must reflect the needs and priorities of residents. The Region uses several sources of information on services and how to best provide them, including:

- Community opinion polling that ask residents about their top priorities and how well the Region is performing
- Demographic and economic data from Statistics Canada

York Region organizational structure



- Public outreach on specific initiatives, including meetings and other engagement as part of the environmental assessment process for capital projects
- Residents' views and concerns as expressed to elected officials and Regional staff

As the organization chart on the opposite page indicates, the organization is ultimately responsible and accountable to residents. The Region's commitment to accountability is backed by openness and transparency. Except where legislation requires otherwise, Council meetings, including budget discussions, are open to the public. The Regional website, www.york.ca, provides a wide variety of public material in the form of plans and reports. Through Open Data, it is making increasing sources of technical and other data available to partners and the public in a form that can feed into their applications and allow better assessment of Regional activities and outcomes.

ECONOMICS AND DEMOGRAPHICS

The make-up of the Region's economy and population are important factors in developing the budget, because they influence both revenue growth and spending needs.

Service sectors lead job growth

York Region's economy is closely tied to that of the U.S., with its businesses annually exporting an average of \$4 billion in goods and services to American markets. As the U.S. experiences its tenth consecutive year of growth in gross domestic product (GDP) in 2018, employment continues to expand in the Region.

Regional surveys of employers show that between 2012 and 2017, average increases of roughly 3% a year brought the total number of jobs in the Region to 620,530. In 2017, York Region gained almost 20,000 jobs, a year-over-year increase of 3.3%, well above the rates of 1.4% for the GTA and 1.8% for Ontario as a whole.

Jobs in the service sector account for 78% of York Region employment, a share that has increased by four percentage points since 2007. Nonetheless, the Region's share of goods-producing employment, at 14%, is consistently larger than in Canada, Ontario or the GTA, reflecting a significant number of jobs in auto-sector manufacturing. This sector remains vulnerable to trade-related and other potential disruptions.

On the other hand, the Region is well positioned to benefit from growth in research and development jobs in this sector. An example was the 2016 announcement by General Motors of a new automotive software development centre in Markham. The focus of the new centre, projected to ultimately employ 700 people, is developing innovative technologies to support such emerging concepts as autonomous and shared vehicles and mobility systems.

The decision reflects the Region's position as home to one of the largest information and communications technology clusters in North America, with professional, scientific and technical services accounting for 10% of jobs.

The finance and insurance sector has been growing at an annual rate of 7.8% over the last 10 years, and recorded the largest absolute gain in employment between 2016 and 2017, adding 3,730 jobs. The new head offices of two insurance companies contributed more than 2,000 of the new jobs.

Retailing, which tends to grow in step with population and development, is the Region's second-largest employment sector, at 12%. Two other areas of employment that are sensitive to population growth and housing trends are real estate and construction. The growth in real estate jobs has been 7.4% a year over

the past decade, and a strong market in 2016 contributed to a year-over-year gain of 11.7%. A cooler housing market since then is likely to have had an impact on this sector. Housing is a major driver of employment in the construction sector, which grew by 3.0% from 2016 to 2017.

Population continues to grow at a more modest pace

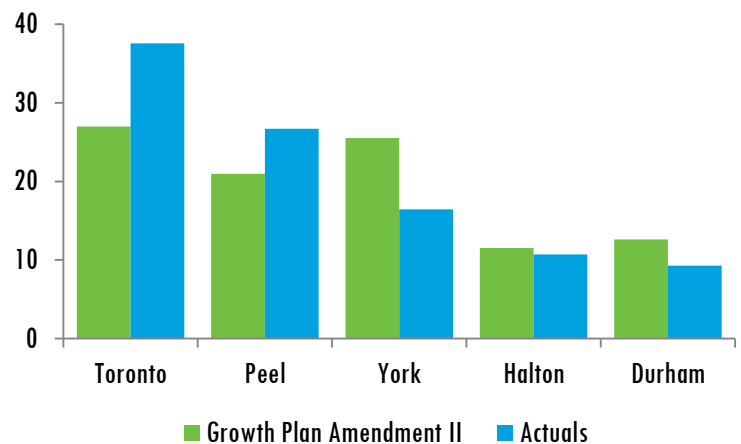
York Region has experienced steady population increases since it was created in 1971, but with alternating periods of higher and lower growth. The Region continues to experience a period in which the growth rate is lower than average.

Between 2012 and 2017, the census population increased by an average of 1.4% a year. This was lower than the average of 3% a year from 2006 to 2011. It was also less than the 2.2% a year for 2012 to 2017 forecast in the provincial Growth Plan for the Greater Golden Horseshoe Area. Nonetheless, the Region gained more than 78,000 residents during this period and its population was estimated to be 1.2 million at the end of 2017.

The reason for slower-than-forecast growth in the Region's population appears to be that many more people are choosing to live in Toronto and Peel than originally predicted in the Growth Plan. Between 2012 and 2017, the City of Toronto gained almost 190,000 residents, many of them choosing to live in new condominium developments along the waterfront. In the same period Peel grew by about 160,000 residents.

York Region's relatively high cost of housing, compared to other jurisdictions in the GTA may be making it harder for families to settle here. In 2017, the average resale price of a single-family detached home was 26% higher than the GTA average of about \$1 million. While sales and prices moderated in the Region in 2018, the same has happened across the GTA.

YORK REGION'S AVERAGE ANNUAL POPULATION GROWTH BELOW FORECAST 2012 - 2017 (000'S)



The age make-up of the population is also changing. Residents 65 and over were the fastest-growing age group between 2012 and 2017, increasing by 34%, while the number of pre-schoolers fell by about 3%. Despite those trends, the average age of a York Region resident, at 39.9 years, is still below the Canadian average.

THE BUDGET BALANCE

Spending on services and capital projects is one side of the budget. The other side lays out the funds available to cover that spending. The major sources of funds available to balance the budget are the tax levy, revenues, fees from users of some services, charges on new development, grants and subsidies from other levels of government, and the proceeds of borrowing.

These sources are subject to uncertainty. For development charges, a major concern is lower-than-expected growth in population. As the discussion above notes, this has been the case in York Region in recent years. The sections below discuss the impacts of lagging population growth and other factors on non-tax revenues.

Grants and subsidies

Contributions, also known as transfer payments, from the federal and provincial governments are a critical source of funding for many Regional programs, with delivery often mandated by the government providing the funds. Transfer payments and conditions tend to reflect senior government priorities as well as the needs of municipalities.

In November 2018, the provincial government forecast a deficit of \$14.5 billion for its 2018-19 fiscal year and committed to restoring fiscal balance and reducing the debt burden. It is carrying out a review of programs and cancelling new initiatives of the previous government if they are judged not to provide value for money. At the same time, it said it would ensure sustainable outcomes for vital public programs that serve seniors, children, families and vulnerable individuals, and would pursue efficiencies and prioritize funding for front-line services. It also announced plans to upload Toronto Transit Commission (TTC) subway infrastructure to the province to advance new projects more quickly.

The full impacts of these measures will likely become clearer over the coming months, especially when the next provincial budget is tabled early in 2019. In the meantime, the revenue outlook for provincial funding in this budget is subject to considerable uncertainty. With sound fiscal management that has built strong reserves, the Region can weather changes in funding. Nonetheless, its ability to continue delivering the current level of service depends on a fair and meaningful partnership with senior levels of government.

Revenues and fees

Governments typically expect their residents or other users, who get specific benefits from a service, to pay some or all of the costs of providing it. At the Regional level, the major services supported by users are water and wastewater and transit.

In 2016, the Region moved to a water and wastewater rate structure designed to cover the full costs of providing those services by 2021. This involves some uncertainty, because water use (and wastewater volumes, which closely track use) depends on population growth, per-capita consumption and summer weather. To date, as the discussion on page 84 notes, the rate model has been able to manage these uncertainties.

Transportation Services is working to re-evaluate transit services on routes with low ridership and high operating costs, increasing fares and proposing new advertising revenue on Viva buses, stations and terminals.

Fine revenues

Court Services collects fines as part of its mandate to administer *the Provincial Offences Act* in the Region, with the goal that this revenue covers its costs. Most charges laid in the Region are for traffic-related offences such as speeding or going through a red light, with the province setting the fine amounts that in some cases have not been updated for many years. Revenues have increased as the result of new tools and a collection strategy for unpaid fines, but costs are rising faster because of new responsibilities mandated by the province.

Charges on new development

New development is a driver of both the revenue and spending sides of the Regional budget. The Region invests in roads and other infrastructure to serve new housing and other development. It uses charges on development to fund most of these costs, with the amount collected reflecting the type and size of the project.

In general, these charges are collected when a plan of subdivision is registered and when a building permit is issued. The Region, however, typically needs to build the infrastructure earlier. This very often requires it to borrow, build, and then collect the money to repay the debt. It also requires the Region to predict where growth will occur.

Larger and more complex infrastructure, such as major transit and water and wastewater initiatives, require planning many years in advance of construction. Good financial planning includes managing the time between the building of infrastructure and the recovery of its costs from the growth it supports. Realistic forecasts of growth and development activity are key to achieving this. Development activity is affected by demographic factors and business cycles that can be challenging to predict beyond the very short-term.

Between 2012 and 2017, population growth was roughly two-thirds of the target set for the Region by the provincial government in its Growth Plan. From mid-2012 to mid-2017 when the 2012 Development Charge Bylaw was in effect, the Region collected approximately \$1.6 billion in development charges, or roughly 57 per cent of the amount projected in the 2012 Background Study.

Lower-than-expected development charge collections have had major impacts on the Region's financial planning. Growth-related capital projects are being phased more carefully to better match expected funding and avoid over-burdening the Region with debt.

The lag in population growth has allowed some projects to move ahead more slowly without risking gaps in service. But new development may not necessarily go to where new infrastructure has been focused. To inform capital planning, the Region is working to better understand the relationship between over-all population growth and areas of increased settlement.

Borrowing

Although not a source of revenue, borrowing is a source of funding that can, if necessary, be used for capital projects. This, however, results in debt service costs. The Region's ability to borrow is guided by its own policies as well as provincial government requirements. The Long-Term Financial Planning chapter provides more detail.

The tax levy

The tax levy provides the largest single source of funding for the operating budget. The tax levy comes from property taxes, which are based on tax rates and the assessed value of existing homes and businesses. The assessment base is the total value of all property in the Region. It changes fairly slowly over time, even if new development is added to the base at a lower rate than expected, and thus provides a stable long term funding source for operations.

In 2018, residential housing made up 85.2% of the total taxable assessment base, and the average residential property in York Region was assessed at \$686,718. Largely as a result, the Region benefited from a total property tax assessment base of \$296 billion, one of the highest in the GTA.

GETTING THE BALANCE RIGHT OVER TIME

Bringing the two sides of the budget into balance requires a clear understanding of the financial resources available to the Region not just this year, but into the future.

It also calls for careful planning of the mix of funding sources to meet legislated levels and ensure fairness over time.

This is the subject of the chapter on Long-Term Financial Planning that starts on page 165. The chapter focuses in particular on the impacts of capital projects, both when they are being planned and built and when they need to be rehabilitated or replaced. These are major uses of the Region's financial resources.

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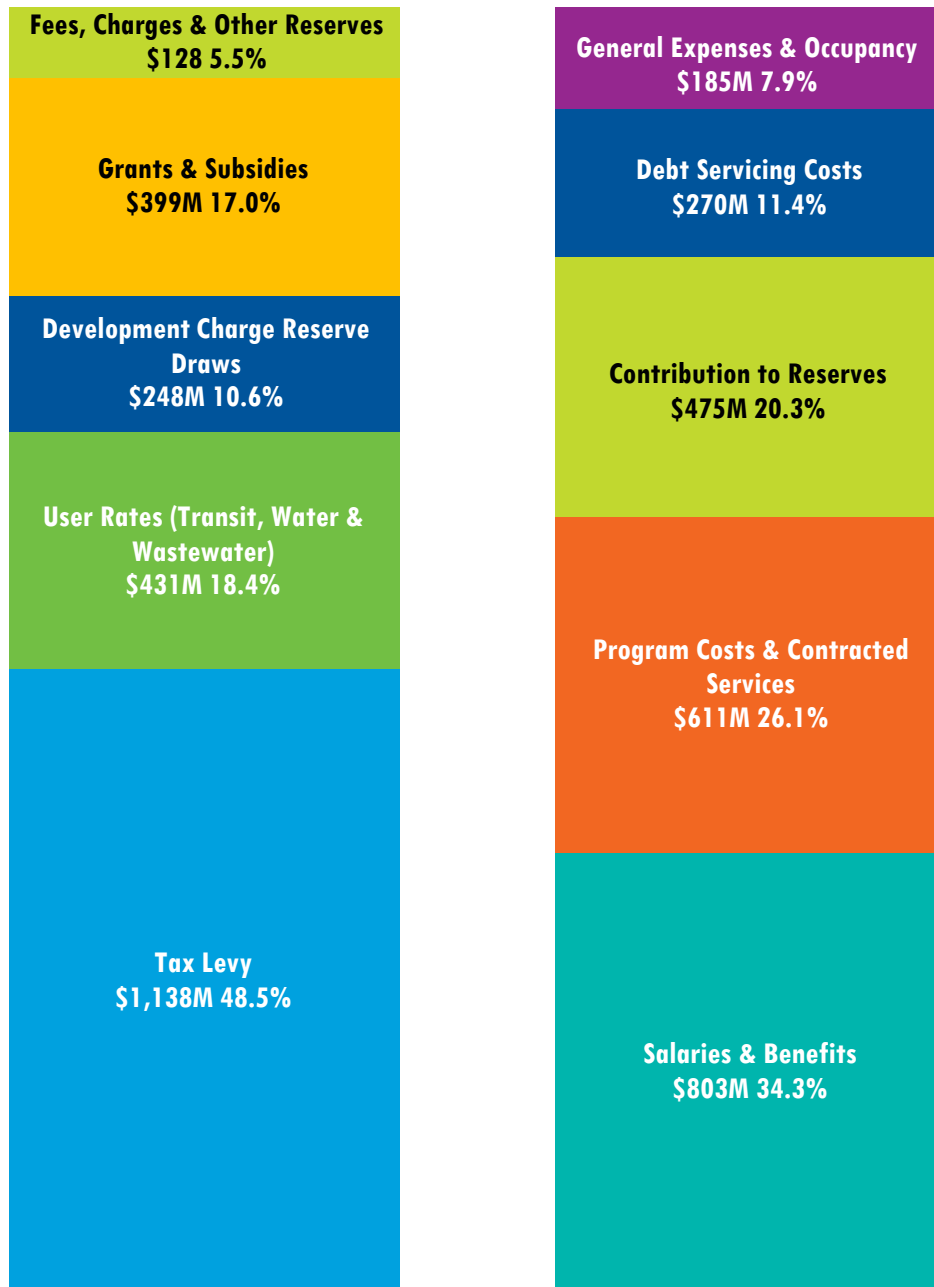
THE OPERATING BUDGET

sets out the Council approved spending on operations in 2019 and the Council endorsed outlook for the remaining three years of the four-year budget cycle.




York Region

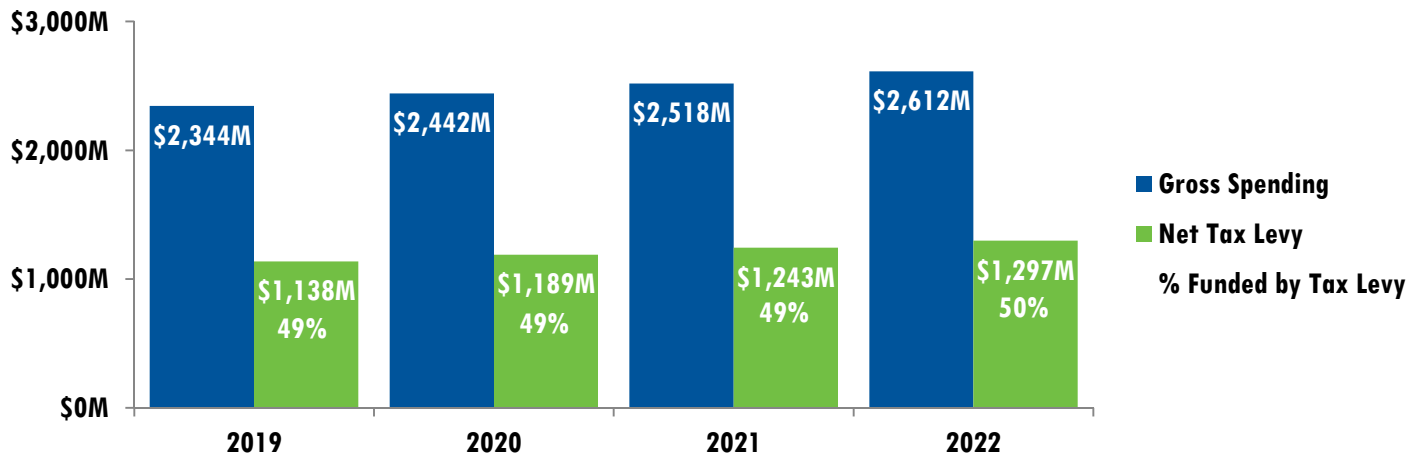
YORK REGION'S 2019 OPERATING BUDGET



Balanced funding and spending \$2.3 Billion

SERVING A LARGER, MORE COMPLEX AND MORE URBAN REGION

The 2019-2022 Regional operating budget includes gross spending of \$2.3 billion in 2019, growing to \$2.6 billion by 2022. About half the budget would be funded from the tax levy.



All departments have budgeted in alignment with the Strategic Plan priorities and the need for financial sustainability. Key operating initiatives over the four years include:



ECONOMIC VITALITY

- Almost doubling the funding earmarked for transformative initiatives and technology start-ups
- Operating an expanded transit network, including the Viva rapidways, to make travel easier and faster, and accelerating priority road projects



HEALTHY COMMUNITIES

- Adding front-line staff so Paramedic Services can continue to get patients to hospital quickly as the population grows
- Providing more resources to York Regional Police, including 53 new officers in 2019, to respond to cannabis legalization and population growth
- Transforming the way social assistance is delivered so that caseworkers can spend more time helping residents find jobs and less time on paperwork



SUSTAINABLE ENVIRONMENT

- Caring for thousands of new trees and plantings that are at the heart of the Region's enhanced streetscapes
- Continuing to deliver drinking water that meets the highest standards in Ontario
- Moving ahead with One Water initiatives to reduce the infrastructure burden on the environment



GOOD GOVERNMENT

- Opening a new Regional building at 17150 Yonge Street in Newmarket that is expected to generate long-term savings and enable residents to get the services they need in one convenient location
- Continuing to build reserves to support financial sustainability and take care of infrastructure, so that these costs can be covered without increasing the Region's debt
- Leveraging technology and streamlining access to information, for example through the new YorkTrax development tracking system and expanded services in Access York

Growth needs and cannabis legislation contribute to operating pressures

The operating budget is under constant pressure as the population grows and changes. Residents' expectations about service quality are rising, and their needs are changing and become more complex as a result of aging and other factors. The pace of urbanization is accelerating, which creates pressures for infrastructure — particularly transportation infrastructure — and human services. The Region's budget must also address increasing regulatory requirements and a rising cost of living.

To help address transportation needs, Regional Council approved a contribution of \$10.7 million to a new Roads Capital Acceleration Reserve for priority growth-related road projects. This contribution represents a 1% increase in the tax levy and will allow these projects to advance more quickly than originally planned.

Council also endorsed an outlook for the next three years that includes a tax levy increase of 2.96% each year. This includes an increase in annual contributions to the new roads reserve equivalent to 1% of the tax levy in each of the next three years. Over the coming months, Council and staff are expected to review further options to fund roads acceleration with suggested approaches to be included in the 2020 budget.

In this budget cycle, the Region also faces specific operating pressures related to the actions and changing priorities of senior governments. A major one that brings considerable uncertainty is the legalization of recreational cannabis:

- York Regional Police will hire 56 additional officers over the next four years to deal with an expected increase in drug-impaired driving and other potential criminal activity. The police service will also need to invest in training and equipment. .
- Court Services collects fines for by-law infractions and provincial offences and arranges prosecution of disputed charges. Legalization may affect the workload of the court system, with the full impacts as yet unknown.

The provincial government has committed to providing \$40 million over two years to help municipalities with the implementation costs of legalization, with the possibility of additional funding tied to the share of federal excise duty that Ontario receives. Full details of the Region's share of cannabis revenues are not yet available.

Because of the uncertainty around additional costs and potential funding, the Region has created a reserve for unexpected cannabis-related expenses. The operating budget will provide a total of \$2.2 million for this reserve, reflecting contributions of \$1.6 million in 2020 and \$0.6 million in 2021. The York Regional Police chapter provides additional details.

The provincial government continues to review programs, including transfer payments, as a potential lever in reducing provincial spending. The Region is hopeful that the outcomes of these and other activities will also include measures to reduce municipal costs. Nonetheless, these developments have created considerable uncertainty.

The Region continues to advocate for fairness to municipalities and their residents based on the reality that there is only one taxpayer. It looks forward to working with senior governments, local municipalities and other partners on cost-effective ways of improving residents' quality of life that best leverage the knowledge, expertise and resources of each partner.

Operating more efficiently to reduce spending pressures

Delivering on critical operating commitments while remaining responsible to taxpayers calls for discipline. The Region's move to multi-year budgeting, which is discussed in the Planning and Budgeting at York Region chapter starting on page 1, has provided a strong planning framework.

This is supported by the work of Finance with other parts of Regional government to analyze spending and fit needs into appropriately-sized spending envelopes. Departments work through the year to find efficiencies by reviewing what they are doing and how they are doing it.

There is a growing emphasis in every area toward automating routine tasks and reducing paperwork so that staff have more time for higher value-added work and growth in the workforce is managed. Examples include:

- Implement improved technology for Access York that will manage routine telephone calls more efficiently.
- Continued installation of sensors in roads that track travel times and portable message boards that display real-time messages to drivers.
- Installation of Water Quality Testing Vehicle and Mobile Lab to have more proactive monitoring while reducing the turnaround time, travel time and amount of time spent on water quality challenges.
- Electronic capture and upload of police notes to streamline disclosure in court cases.
- Installation of video links that allow police officers to testify remotely and save travel time
- YorkTrax, a tailored system to track development applications and reduce paper-based processes.
- Transformation of the Ontario Works system so that caseworkers can spend more time helping clients and less time on administration.
- Investment in technology to streamline processes, records management and improve care in the Region's two long-term care homes.

The Region is also investing in business intelligence tools to better understand residents' expectations and needs and using the results to help make operations more efficient.

Debt servicing, which in the budget presentation includes debt repayment, is a significant use of resources in the operating budget. While most debt servicing costs are funded by development charges, the Regional Fiscal Strategy is reducing reliance on debt to help manage this cost.

OPERATING IMPACT OF CAPITAL

The preceding section highlights the ways in which capital investments, especially in technology, can reduce costs and improve service quality. Investments in energy-efficient equipment and buildings can also reduce operating costs.

Regional departments focus on these impacts in preparing their capital budgets, because expanding infrastructure networks and putting more assets in place to serve a larger population will inevitably increase operating costs. Up-front decisions and choices about design, systems and service quality can have a major impact on how much operating costs increase. An important goal is to try to achieve the lowest possible life

cycle cost — which includes the total costs of acquiring, operating, maintaining and decommissioning an asset — for the desired level of service.

The increasing urbanization of the Region as it grows is having an impact on operating costs. For example:

- Enhanced streetscaping along bus rapidways and Great Regional Streets involves higher costs to water, prune and otherwise care for greenery and planters.
- Repairs and maintenance become more costly in urban areas because more infrastructure is compressed into available space and disruptions to traffic must be minimized.
- More traffic means more frequent repainting of line markings owing to greater wear and tear and increased operating costs for other road infrastructure like traffic signals and lights.

Conversely, some services that recover costs from users, like transit, are able to operate more efficiently in urban areas. In the case of transit, higher demand on popular routes is being met cost-effectively with capital investment in longer buses that have lower operating costs per passenger.

Contributing to the management of a larger base of assets

Vision 2051 and the Strategic Plan set out stewardship of assets as an important priority. Stewardship is achieved in practice through asset management. Its goal is to deliver required performance at the best possible cost over an asset's life cycle within an acceptable level of risk. This is the underpinning of the Region's first Corporate Asset Management Plan, completed in 2018.

Operating budgets for departments and other areas of Regional government include funding for regular maintenance and periodic repairs, which are important elements of asset management. Starting in 2019, individual operating budgets also include higher contributions to asset management reserves through the Fiscal Strategy line. These reserves pay for capital investments to manage assets, including periodic rehabilitation and ultimate replacement of assets when they can no longer provide adequate service.

Increasing support for innovation

York Region boasts more than 4,000 highly innovative technology companies, making it home to the second-largest tech cluster in Ontario after Toronto. To keep building that cluster, the Region is almost doubling funding to encourage innovative companies and transform the technology landscape.

The existing Entrepreneurship and Innovation Fund's annual budget was \$135,000 in 2018. Of that, \$100,000 went to ventureLAB, a provincially-designated Regional Innovation Centre headquartered in Markham. The remaining \$35,000 helped support such individual projects as the Newmakelt makerspace in Newmarket and Seneca College's HELIX incubator.

Starting in 2019, the Region will support two separate new innovation funds.

The Innovation Network Development Fund will take on the role of the Entrepreneurship and Innovation Fund, and funding will nearly double to \$250,000. VentureLAB will receive ongoing annual support of \$150,000. Through a renewable one-year agreement, it will also distribute the remaining \$100,000 to promising start-ups, incubators and accelerators. The move will help cement the position of ventureLAB, which is supported by the province, municipalities and other partners, as a Regional Innovation Centre.

The Region has already earmarked \$1 million a year for its commitment to York University's new Markham campus. A further \$1 million in annual funding will be available for other infrastructure projects with transformational potential. The combined \$2 million a year will go into the new Innovation Investment Fund for such initiatives as major research projects leveraging Regional infrastructure, post-secondary campus facilities including the York University Markham campus, and public-private research collaborations that promote business competitiveness and community benefits. Building the new fund in advance of requests will help ensure the Region has resources available for projects when needed.

The Region developed the Corporate Asset Management Plan by assessing the age and condition of existing assets and modeling operating, rehabilitation and replacement needs over a 100-year period. While the plan was being developed, the Region increased contributions to asset management reserves to more fully meet the identified needs and provide departments with access to resources as soon as the plan was approved.

The 2019 budget reflects the first year of asset management guided by this rigorous planning process, which has also led to a change in the way the budget is organized.

Previously, significant contributions to asset reserves were recorded as a corporate-wide expense in Financial Initiatives. With the Corporate Asset Management Plan now in place, most contributions for that purpose have moved to the departments and regional agencies that are carrying out the work. This will better support their plans and strengthen accountability.

The change increases operating budgets across departments and Regional corporations by a total of \$117 million in 2019 and reduces the Financial Initiatives budget by the same amount. This budget restates 2018 figures for comparability. These changes in presentation have no impact on the tax levy.

While the contributions to asset management reserves are shown as an operating expense, the spending to implement asset management plans is largely reflected in the capital budget. Some asset management costs, for example staffing, may be included in the operating budget, but the costs are recovered from capital.

RELIANCE ON THE TAX LEVY VARIES ACROSS SERVICE AREAS

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

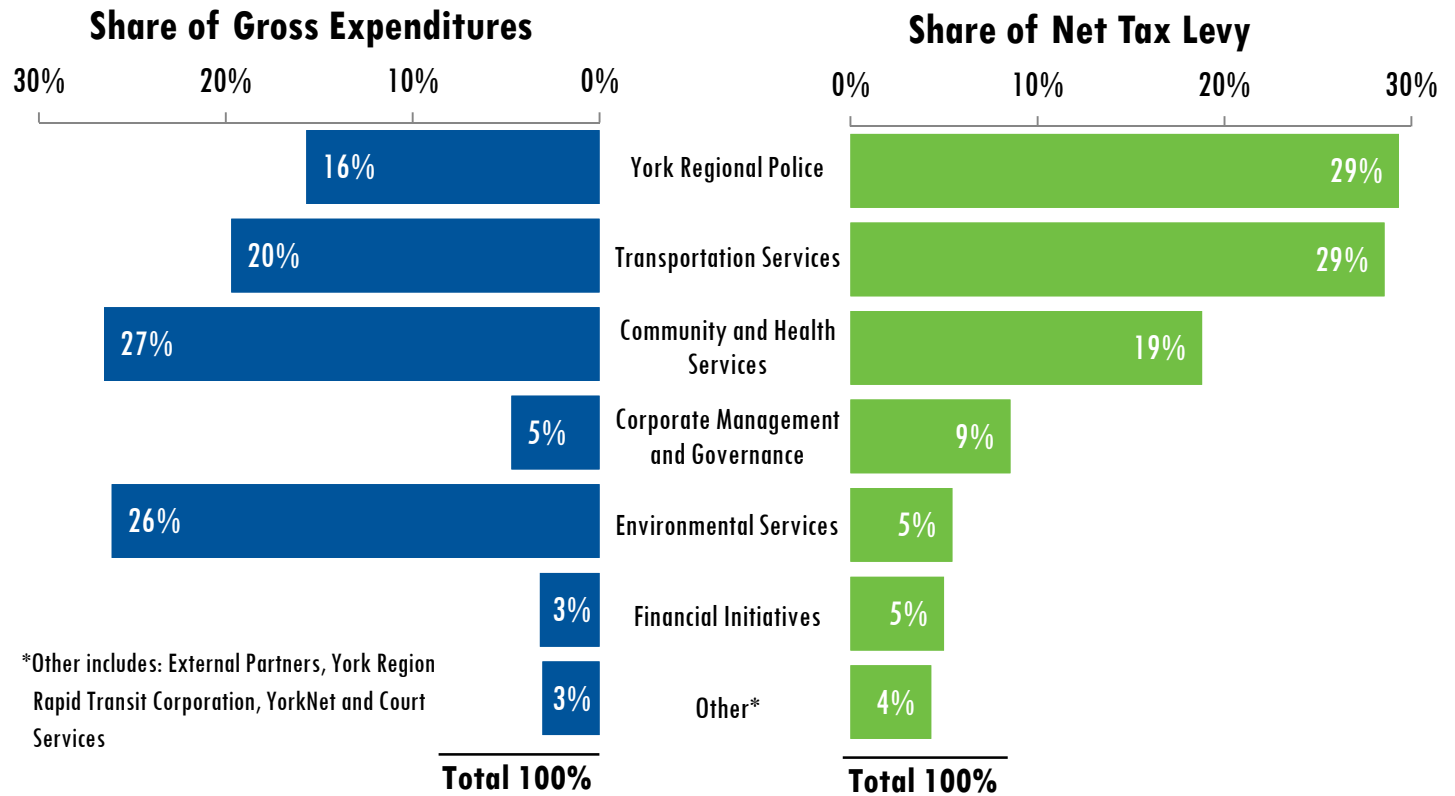
The graphic on the following page shows how tax levy support varies across areas, depending on how much is funded from other sources.

Services where cost recovery from users is appropriate and relatively simple, or where services are funded by another level of government, have the lowest reliance on the tax levy:

- Operating costs in the largest Environmental Services program, water and wastewater, are fully funded from rates charged for those services.
- Transportation Services includes both roads, which is heavily reliant on the tax levy, and transit, which is about 40% funded by fares and other transit-related revenues.
- Community and Health Services expects to receive roughly 60% of its operating funding from the provincial government and to a lesser extent the federal government. While this lessens its reliance on the tax levy, it makes the department more vulnerable to uncertainty around senior government funding.
- York Regional Police, which is governed at arm's length from the Region, relies heavily on the tax levy for its funding. It nonetheless aims to recover the cost of certain services, such as responding to false alarms or marine tows, from users instead of taxpayers in general. As well, a portion of its 2019 funding comes from the province.

- The “other” category includes corporate departments and the fiscal strategy, which are largely funded by the tax levy. The exception is Court Services which is funded by court fine revenue.

Share of gross expenditures and net tax levy varies based on other funding sources



TRENDS IN NON-TAX REVENUES

In recent years, the largest source of revenue other than the tax levy has been grants and subsidies from the federal and provincial governments, accounting for about one-third of all non-tax revenue. Other major sources are water and wastewater user rates and drawdowns from development charge reserves, which fund the repayment of growth-related capital debt.

Together, these three sources — grants and subsidies, user rates and development charge drawdowns — are expected to account for almost 85% of non-tax revenue in 2019. The balance comprises transit revenues, fees, charges and drawdowns of reserves other than development charges.

Non-tax revenues are expected to grow by \$129 million from 2018 to 2022. This modest growth in the total reflects conservative assumptions about grants and subsidies from senior levels of government. These are actually projected to decline by 2.4% over the period, based on current information. As a result, by 2022, the share of the budget funded non-tax revenues will have fallen from the current 53% to 50%. The share supported by property tax revenue, including assessment growth and tax levy increases, will need to increase from 47% to 50% to meet operating needs.

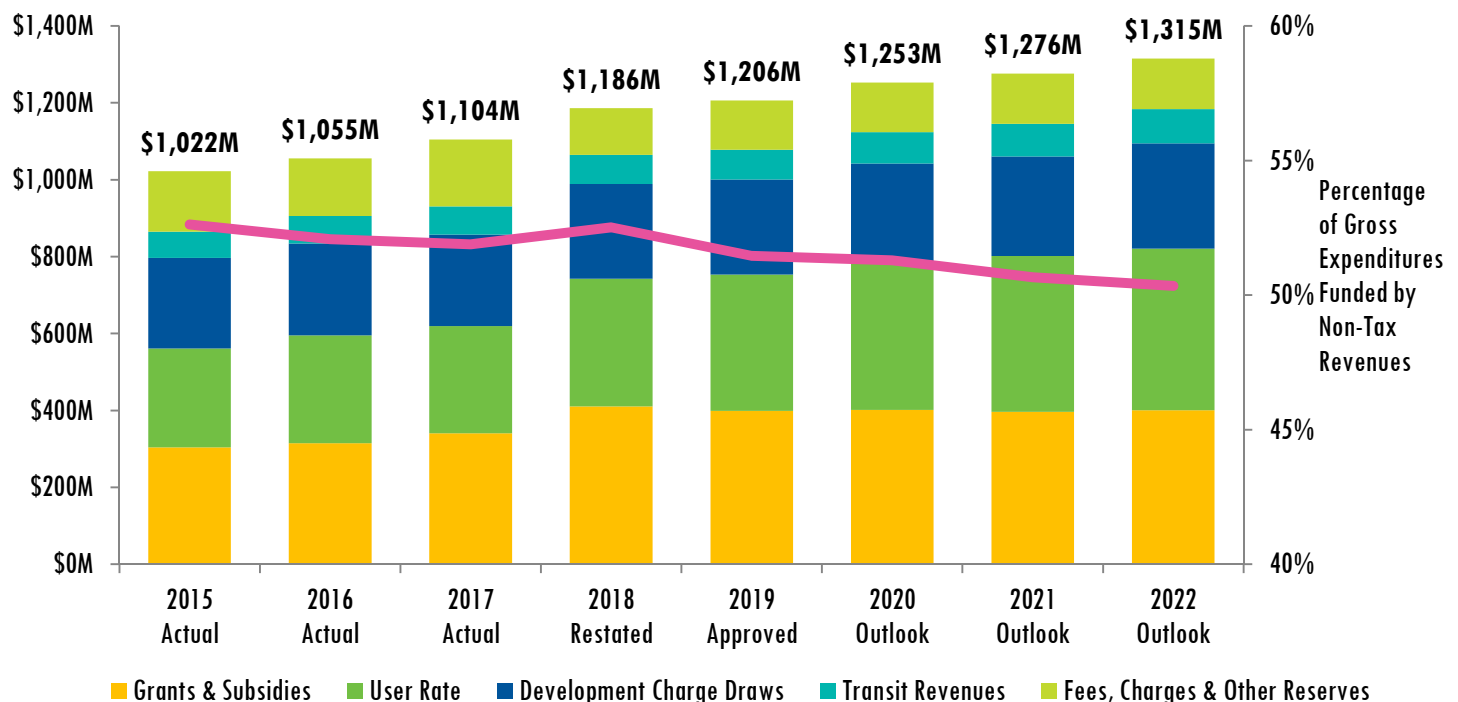
The Region has limited control over provincial and federal funding. Given the current fiscal environment, the revenue outlook underscores the need for the non-tax revenue sources over which the Region has greater control to keep pace with the costs of the service supported.

This principle is reflected to varying degrees in the budget:

- Revenues from user rates for water and wastewater are expected to increase by 26.8% from 2018 to 2022. This reflects the Region's commitment in 2015 to move to user rates that cover all costs of providing the service (with the exception of growth-driven capital projects, which are funded from development charges). Full-cost recovery rates are considered a best practice for financial and environmental sustainability. The Environmental Services chapter provides more details on the user rate framework.
- Transit revenues are forecast to increase by 18.0% over the same period, slightly below the expected growth of 18.7% in operating spending on transit. The transit service will continue to recover less than 40% of its costs from revenues, which is the transitional target toward an ultimate cost-recovery rate of 45%. York Region Transit is addressing challenges in maintaining and building ridership, and is also proposing to increase fares, expand opportunities for advertising revenues and reevaluate the bus routes where costs are significantly greater than revenues. The Transportation Services chapter provides more details.
- Court Services fine revenues are expected to increase by a modest 3.4% from 2018 to 2022 due to improved collection of unpaid fines and an increase in the number of people pre-paying their fines. The system nonetheless faces ongoing cost pressures, including some reflecting provincial action. Fines provide revenue that could offset these, but fine amounts set by the province have not increased accordingly or indeed at all. The Region advocates for review and appropriate updating of fine amounts.

Development charge draws in the operating budget are amounts required to service debt to pay for previous investments in growth-related capital projects. In municipal budgeting, debt service includes both interest and repayment of principal. In 2019, the draws will amount to \$248 million or about 21% of total non-tax revenues,

Non-tax revenues are increasing, but their contribution to gross expenditures is declining



up slightly from \$247 in 2018. Draws will increase to an expected \$273 million in 2022. The Region exercises control over debt servicing costs, which in turn affect development charge draws, through the Regional Fiscal Strategy. It is discussed in more detail in the Long-Term Financial Planning chapter.

TAX LEVY SUPPORTS MORE SERVICES, NEW MANDATED ROLES

There are several important drivers of the increases, which are slightly above the level of the previous four years.

Year-over-year drivers of the increase in net expenditure

(in \$ Millions)	2019 Approved	2020 Outlook	2021 Outlook	2022 Outlook
Status Quo:				
Inflation	30.9	32.8	26.5	27.0
Revenues	(4.1)	(6.7)	(5.3)	(7.0)
Reserves, Allocations & Capital Recoveries	(4.2)	(0.0)	0.0	(0.6)
Efficiencies & Program Reductions	(6.4)	(2.9)	(4.1)	(1.0)
Legislated Contractual	12.4	7.5	6.5	5.5
Debt Servicing Net of Development Charges	(1.5)	(0.9)	(0.9)	(0.0)
Fiscal Strategy	9.7	(14.2)	3.5	3.8
Maintaining Service Levels for Growth:				
Operating Impact of Capital	3.0	7.9	2.0	2.0
Regional Programs	21.4	22.9	22.0	23.2
York Regional Police	1.3	1.8	1.9	1.9
Enhancements and Transformation	2.9	3.1	1.1	0.0
Budget Change	65.5	51.3	53.3	54.8

Status quo

This budget line refers to changes in the operating budget that would happen without any change in programs. The increase of \$30.9 million in 2019 largely reflects inflation in the costs of goods, services and staffing. It is partially offset by a net increase of \$4.1 million in non-tax revenues made up of an additional \$4.5 million in provincial funding, \$0.4 million in planning fees and \$0.3 million in court fines compared to 2018, decreases of \$0.9 million in transit revenues, \$0.8 million from the water and wastewater user rate for corporate management costs, \$0.7 million in blue box revenues and a \$0.5 million downward adjustment in YorkNet revenues.

Roughly \$1.1 million in operating costs that are recovered from capital projects provide a further offset, as does a contribution to a waste stabilization reserve that is \$2.3 million lower than in 2018. The latter reduction will help Waste Management offset lower revenues for blue box materials. The Environmental Services chapter explains the blue box situation in more detail.

Efficiencies and program reductions

This item, totalling \$6.4 million in 2019, reflects efforts that departments have made to contain costs or recover more of them where appropriate. These include:

- Transit service savings of \$1.5 million by reevaluating transit service on routes with low ridership and high operating costs and \$0.5 million for lower utility costs at garages through energy conservation initiatives
- Increased revenue of \$0.9 million from installing weigh scales at waste drop-off centres resulting in better tracking and a price increase
- Savings of \$0.7 million in Paramedic Services from streamlining a training program and introducing a selective hiring model to replace more costly mass recruitment
- A new volume based cost structure (where the cost per tonne declines as volumes increase) for blue box, garbage and source-separated organics, yielding net savings of \$0.6 million

Legislated and contractual

This item includes services the Region is mandated to provide under legislation, as well as its contractual commitments. In 2019, these will add \$12.4 million in costs. Major increases include:

- Higher contract costs for the operation and maintenance of transit services of \$5.9 million
- Policing and other costs related to the legalization of cannabis \$1.2 million
- Operator rate increases in emergency housing and child care totalling \$1.7 million, partially funded by provincial subsidies
- Recent assessment of property taxes on the Region's transit garages of \$1.4 million
- An increase in commissions paid to Metrolinx of \$0.9 million for the PRESTO automated transit card
- Facility lease and contract increases in Property Services of \$0.5 million
- \$0.5 million for the transfer of prosecutions, from the province to Court Services, under Part III Provincial Offenses.

Debt servicing costs net of development charges

This item reflects the cost of paying down the Region's debt, principal and interest, offset by development charge reserves on debt related to growth projects. In 2019 the cost is decreasing by \$1.5 million as tax levy debt issued in the past is being paid off. In line with its fiscal strategy, the Region is no longer issuing tax levy debt, so this item should generally continue to decline until all existing tax levy debt is paid off.

Fiscal strategy

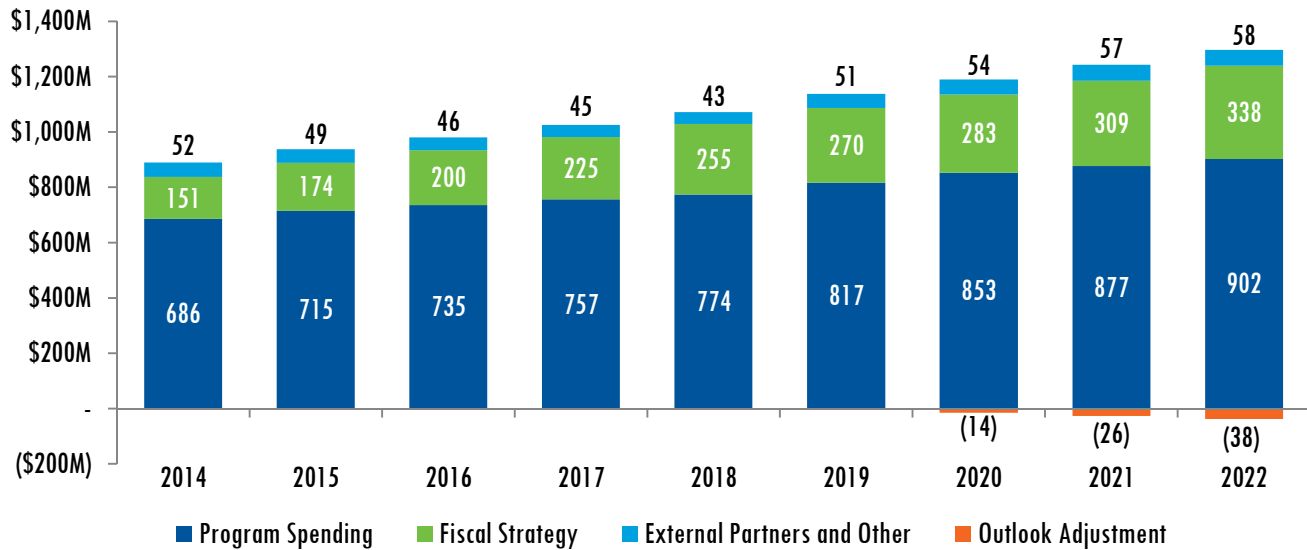
Managing risk and contributing to reserves for debt reduction and capital asset management are the main elements of this item. In 2019, the fiscal strategy will add \$9.7 million to the tax levy. The two items contributing this increase are \$5.1 million in contributions to asset management reserves and \$4.6 million for managing risk. The latter is discussed in more detail in the Financial Initiatives chapter starting on page 139.

Maintaining service levels for growth

As York Region's population grows, the Region must deliver its services to more people. In 2019, growth needs are expected to add \$25.7 million to the tax levy. This includes \$10.7 million for the 2019 contribution to the new Roads Capital Acceleration reserve.

This added cost is partially offset, by additional revenue of \$23 million from assessment growth.

Spending on programs is the largest component of net expenditures



As discussed earlier in this chapter, the larger capital base needed to serve a growing population adds to operating costs. New maintenance costs and resources to deliver the capital plan are expected to add \$3.0 million in 2019. The costs included \$1.1 million for roads projects, \$0.8 million in costs for operating the new building at 17150 Yonge Street and \$0.3 million for the transit garage and terminals.

Increased operating costs also result from expanded Regional programs, including:

- \$1.9 million for Paramedic Services, including 12 new front-line positions, \$0.9 million to support Children's Services and \$0.5 million for Access York in Community and Health Services
- \$1.3 million for transit and \$1.0 million for roads and traffic in Transportation Services
- \$0.7 million for corporate-wide software cost increases in Finance
- \$0.5 million for waste management and \$0.4 million for forestry in Environmental Services

The increase of \$1.3 million for York Regional Police is mainly related to an increase of staff to service greater population, and is separate from the need to respond to cannabis legalization.

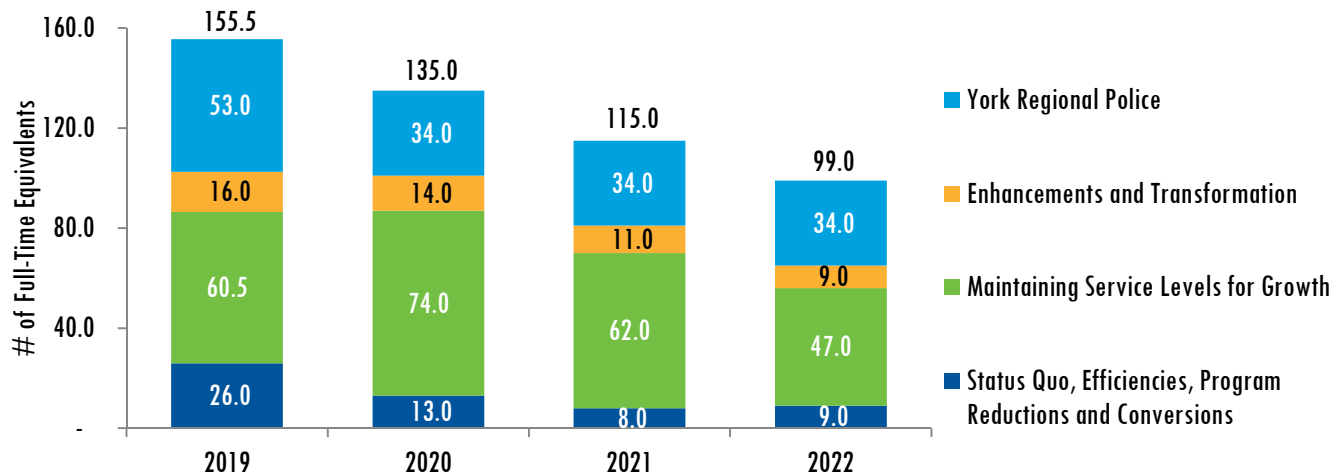
Enhancement and transformation

This item, which provides better or new services to residents, will add \$2.9 million to the tax levy in 2019. This includes added support of \$1.1 million for the Entrepreneurship and Innovation Fund and VentureLAB, \$0.6 million for YorkNet as they work to expand the fibre network, and \$1.0 million in Community and Health Services to support public health initiatives of \$0.4 million, leverage technology to help better manage clients' needs of \$0.4 million and provide wrap-around supports and intensive case management for people who are homeless or at risk of homelessness of \$0.3 million.

DELIVERING POLICING, PARAMEDIC AND OTHER CRUCIAL SERVICES

While the Region adopts new technology to deliver services more efficiently where possible, public services continue to be delivered mainly by people, including police officers, paramedics, nurses, public health

Drivers of staffing growth



inspectors and water system operators. Providing more service, whether to meet the needs of population growth or to keep up with greater needs and expectations on the part of residents, thus results in increased staffing.

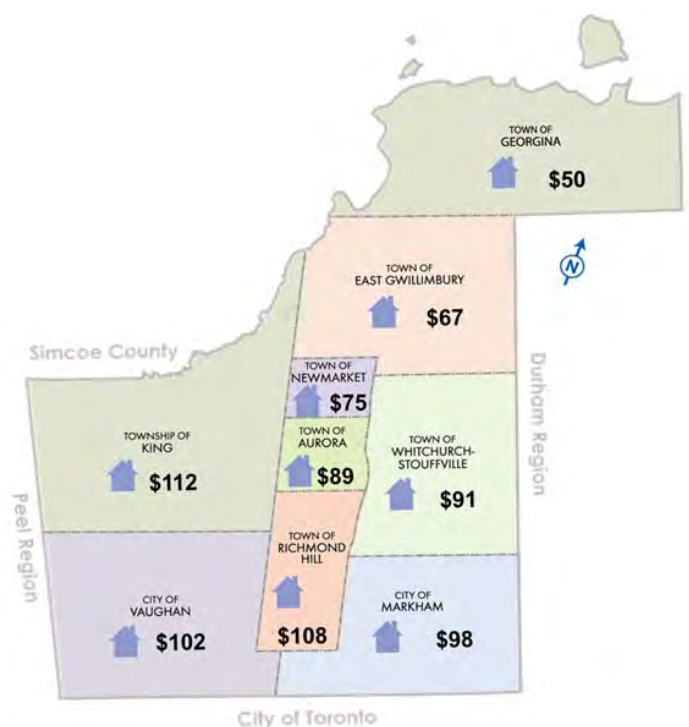
As the graph shows, maintaining existing service levels as growth occurs is the largest driver of staff growth at the Region. In 2019, the second-largest driver will be the need for new police officers in response to the legalization of recreational cannabis. More staff will be needed through the four-year cycle to operate new capital assets as they come into service and to support better service quality. The chapters on departments, York Regional Police and Regional corporations provide details on staffing changes and how they are funded.

In reporting its staff complement, the Region includes all permanent full-time and part-time staff on a full-time equivalent basis. Casual or temporary positions are not included in the figures. The current complement of 5,839.2 is expected to grow to 6,343.7 by 2022.

THE AVERAGE TAX BILL FOR A HOME IN YORK REGION WILL INCREASE \$95

Over the four-year budget cycle, annual growth in the tax levy was approved to be 3.96% in 2019 and 2.96% in each of the outlook years.

The average assessed value of a home in York Region is \$687,000. A tax levy increase in 2019 is \$95 for the average household.



2018 to 2020 Operating Budget

(in \$000s)	2018 Budget		2019 Approved		Budget Change		2020 Outlook		Budget Change	
	Gross	Net	Gross	Net	Net \$	Net %	Gross	Net	Net \$	Net %
Transportation Services										
York Region Transit	219,276	128,036	228,024	135,687	7,651	5.98%	239,477	142,460	6,772	4.99%
Roads	189,501	146,268	206,202	161,725	15,457	10.57%	222,279	176,126	14,401	8.90%
Business Management Support	25,917	25,637	27,946	27,596	1,959	7.64%	30,697	30,397	2,801	10.15%
	434,694	299,941	462,172	325,008	25,067	8.36%	492,453	348,983	23,975	7.38%
Environmental Services										
Water and Wastewater	504,048	-	525,685	-	-	-	561,112	-	-	-
Waste Management	72,841	52,161	73,687	51,149	(1,012)	(1.94%)	75,725	53,108	1,959	3.83%
Forestry	10,274	9,131	10,903	9,756	625	6.85%	11,597	10,413	657	6.73%
Energy Management	1,368	1,160	1,485	1,065	(95)	(8.17%)	1,498	1,078	13	1.23%
	588,531	62,452	611,760	61,970	(482)	(0.77%)	649,932	64,599	2,629	4.24%
Community and Health Services										
Social Assistance	84,642	8,840	84,489	9,091	251	2.84%	86,306	9,659	569	6.25%
Homelessness Community Programs	24,752	9,829	26,468	10,225	397	4.03%	27,229	10,853	627	6.14%
Children's Services	186,525	16,002	176,104	17,016	1,014	6.34%	178,098	18,089	1,073	6.31%
Housing Services	107,651	67,030	107,093	67,988	958	1.43%	104,010	69,166	1,178	1.73%
Public Health	65,781	17,035	68,365	18,402	1,368	8.03%	70,317	19,823	1,420	7.72%
Paramedic Services	79,292	37,358	83,715	39,585	2,228	5.96%	88,636	42,425	2,840	7.17%
Long Term Care/Seniors' Services	34,932	13,506	36,159	13,919	413	3.06%	37,045	14,485	566	4.07%
Strategies and Partnerships	14,984	14,984	16,042	15,879	894	5.97%	16,739	16,576	697	4.39%
Integrated Business Services	20,656	19,636	22,940	21,785	2,149	10.94%	24,105	23,970	2,185	10.03%
	619,214	204,219	621,375	213,890	9,671	4.74%	632,483	225,046	11,156	5.22%
Corporate Management and Governance										
Chair & Council	2,340	2,340	2,395	2,395	54	2.32%	2,468	2,468	73	3.05%
Office of the CAO	6,510	6,323	6,806	6,515	192	3.04%	7,371	7,074	559	8.58%
Legal Services	6,754	6,311	7,122	6,629	318	5.04%	7,523	7,013	384	5.79%
Financial Management	20,403	17,986	21,127	18,868	882	4.90%	22,397	19,993	1,125	5.96%
Information Technology Services	28,689	28,689	30,172	30,172	1,483	5.17%	29,866	29,866	(306)	(1.01%)
Communications, Information and Data	14,681	14,483	15,888	15,690	1,207	8.33%	17,019	16,821	1,131	7.21%
Human Resource Services	9,226	9,207	9,746	9,727	520	5.65%	9,949	9,929	203	2.08%
Property Services	5,191	4,468	5,919	5,164	696	15.58%	9,320	8,547	3,384	65.53%
Planning and Economic Development	10,633	7,414	11,615	7,485	71	0.96%	12,515	8,872	1,387	18.53%
Less: Recovery from WWw (User Rate)		(6,195)		(5,369)	826	(13.34%)		(5,486)	(118)	2.19%
	104,428	91,026	110,791	97,276	6,250	6.87%	118,428	105,098	7,822	8.04%
Regional Programs	1,746,866	657,638	1,806,097	698,144	40,506	6.16%	1,893,297	743,726	45,582	6.53%
Court Services	13,458	(2,440)	14,724	(1,567)	874	(35.81%)	15,115	(1,079)	487	(31.11%)
Financial Initiatives	64,244	46,918	74,972	56,918	10,000	21.31%	62,563	42,310	(14,608)	(25.66%)
External Partners										
Property Assessment (MPAC)	19,732	19,732	20,866	20,866	1,134	5.75%	22,055	22,055	1,188	5.70%
Hospital Funding	14,675	14,675	14,991	14,991	316	2.15%	15,222	15,222	231	1.54%
Innovation Investment Fund	1,021	1,021	2,021	2,021	1,000	97.94%	2,021	2,021	-	0.00%
Conservation Authorities	6,167	6,167	6,346	6,346	179	2.91%	6,526	6,526	179	2.83%
GO Transit	2,500	-	2,500	-	-	-	2,500	-	-	-
	44,096	41,596	46,725	44,225	2,629	6.32%	48,323	45,823	1,599	3.61%
York Region Rapid Transit Corp.	30,821	4,430	31,368	4,304	(126)	(2.83%)	32,788	4,309	5	0.11%
YorkNet	1,684	876	2,474	2,110	1,234	140.83%	2,858	2,369	258	12.24%
Operating Programs	1,901,169	749,017	1,976,359	804,134	55,117	7.36%	2,054,944	837,458	33,323	4.14%
York Regional Police	357,516	323,501	367,851	333,877	10,376	3.21%	387,027	351,844	17,967	5.38%
Total Operating Budget	2,258,684	1,072,519	2,344,210	1,138,011	65,493	6.11%	2,441,971	1,189,302	51,290	4.51%
Less: Assessment Growth Revenue		(17,903)		(23,021)	(23,021)	(2.15%)		(17,560)	(17,560)	(1.54%)
After Assessment Growth Revenue	2,258,684	1,054,615	2,344,210	1,114,990	42,471	3.96%	2,441,971	1,171,742	33,731	2.96%

2021 to 2022 Operating Budget

(in \$000s)	2021 Outlook		Budget Change		2022 Outlook		Budget Change	
	Gross	Net	Net \$	Net %	Gross	Net	Net \$	Net %
Transportation Services								
York Region Transit	248,730	147,765	5,305	3.72%	260,388	155,275	7,509	5.08%
Roads	247,552	197,898	21,772	12.36%	277,796	220,956	23,058	11.65%
Business Management Support	34,114	33,864	3,467	11.40%	35,116	34,866	1,002	2.96%
	530,396	379,527	30,544	8.75%	573,300	411,097	31,570	8.32%
Environmental Services								
Water and Wastewater	579,762	-	-		601,649	-	-	
Waste Management	78,958	56,509	3,401	6.40%	82,294	58,755	2,246	3.97%
Forestry	12,248	11,035	622	5.97%	13,553	12,213	1,178	10.68%
Energy Management	1,542	1,122	44	4.04%	1,592	1,172	50	4.44%
	672,510	68,666	4,067	6.30%	699,087	72,139	3,474	5.06%
Community and Health Services								
Social Assistance	88,190	10,129	470	4.86%	90,081	10,569	440	4.35%
Homelessness Community Programs	28,003	11,765	912	8.40%	29,662	13,424	1,659	14.10%
Children's Services	171,088	19,074	986	5.45%	172,983	20,045	971	5.09%
Housing Services	107,865	72,465	3,299	4.77%	111,645	76,278	3,813	5.26%
Public Health	72,387	21,361	1,538	7.76%	73,598	22,038	677	3.17%
Paramedic Services	93,108	44,852	2,426	5.72%	97,571	47,052	2,201	4.91%
Long Term Care/Seniors' Services	37,872	15,579	1,094	7.55%	38,616	16,026	447	2.87%
Strategies and Partnerships	17,198	17,035	459	2.77%	17,668	17,505	470	2.76%
Integrated Business Services	24,314	24,314	344	1.44%	24,918	24,918	604	2.49%
	640,025	236,573	11,527	5.12%	656,742	247,856	11,283	4.77%
Corporate Management and Governance								
Chair & Council	2,523	2,523	55	2.25%	2,571	2,571	48	1.91%
Office of the CAO	7,769	7,466	392	5.54%	8,155	7,846	380	5.09%
Legal Services	7,957	7,429	417	5.94%	8,411	7,865	436	5.87%
Financial Management	23,496	21,148	1,154	5.77%	24,866	22,357	1,209	5.72%
Information Technology Services	30,865	30,865	998	3.34%	31,951	31,951	1,086	3.52%
Communications, Information and Data	17,509	17,312	490	2.91%	17,985	17,787	475	2.75%
Human Resource Services	10,232	10,212	283	2.85%	10,581	10,561	348	3.41%
Property Services	6,508	5,754	(2,793)	(32.68%)	6,845	6,077	323	5.62%
Planning and Economic Development	12,897	9,407	535	6.03%	13,265	9,773	366	3.89%
Less: Recovery from WWw (User Rate)		(5,784)	(298)	5.42%		(6,132)	(348)	6.02%
	119,756	106,332	1,234	1.17%	124,630	110,655	4,323	4.07%
Regional Programs	1,962,686	791,098	47,372	6.37%	2,053,759	841,747	50,649	6.40%
Court Services	15,384	(678)	401	(37.14%)	15,737	(326)	353	(51.98%)
Financial Initiatives	54,697	33,853	(8,457)	(19.99%)	41,314	21,046	(12,806)	(37.83%)
External Partners								
Property Assessment (MPAC)	23,169	23,169	1,114	5.05%	24,318	24,318	1,149	4.96%
Hospital Funding	15,452	15,452	230	1.51%	15,676	15,676	224	1.45%
Innovation Investment Fund	2,021	2,021	-	0.00%	2,021	2,021	-	0.00%
Conservation Authorities	6,705	6,705	179	2.75%	6,885	6,885	179	2.68%
GO Transit	2,500	-	-		2,500	-	-	
	49,846	47,346	1,523	3.32%	51,399	48,899	1,553	3.28%
York Region Rapid Transit Corp.	31,763	3,486	(823)	(19.11%)	30,495	3,556	70	2.02%
YorkNet	3,058	2,500	131	5.55%	3,241	2,557	57	2.28%
Operating Programs	2,117,434	877,604	40,147	4.79%	2,195,945	917,480	39,876	4.54%
York Regional Police	400,749	364,948	13,104	3.72%	416,324	379,902	14,954	4.10%
Total Operating Budget	2,518,183	1,242,553	53,251	4.48%	2,612,269	1,297,382	54,829	4.41%
Less: Assessment Growth Revenue		(18,000)	(18,000)	(1.51%)		(18,000)	(18,000)	(1.45%)
After Assessment Growth Revenue	2,518,183	1,224,553	35,251	2.96%	2,612,269	1,279,382	36,829	2.96%

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THE CAPITAL BUDGET

is made up of two types of spending: new projects to meet growth needs and renewal of existing assets.

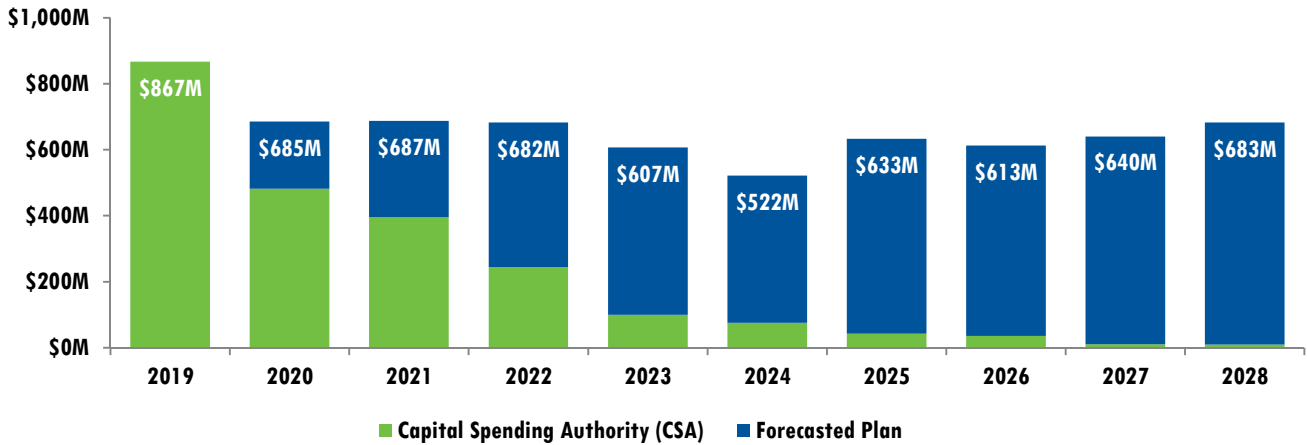


YORK REGION'S CAPITAL BUDGET

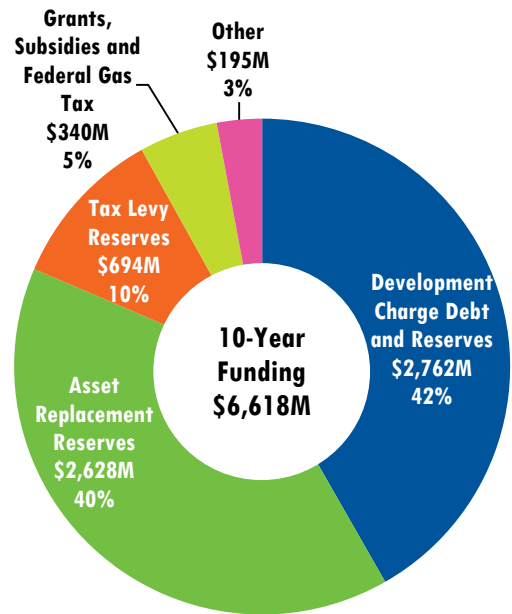
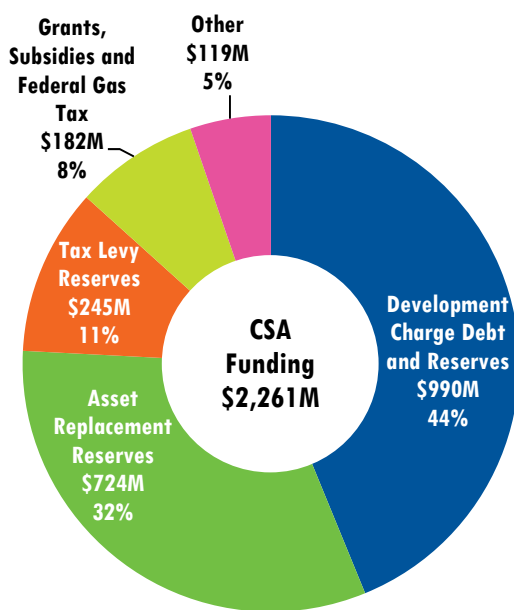
10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$6.6B OVER 10 YEARS

\$2.3B OF CSA



CAPITAL FUNDING



Tax levy reserves includes: Debt Reduction Reserve, Program Specific Reserves and General Capital.
 Other includes: Other Recoveries and Housing York Inc. debentures.

BUILDING FOR GROWTH AND RENEWING THE BASE

York Region’s capital budget for the ten years from 2019 to 2028 totals \$6.6 billion, up by almost \$700 million from the 10-year plan laid out in the 2018 budget. The increase is due to greater spending on both major aspects of capital: new projects to serve growth and renewal of existing assets as they age:

- On the growth side, this plan reflects largely the same portfolio of projects as did last year’s plan. The slightly higher spending, over the next ten years, is a net increase of \$95 million. The plan will be updated to reflect the creation of the new Roads Capital Acceleration Reserve as priority roads projects are identified and approved.
- The balance of the increase in the capital plan is attributable to a substantial rise in spending on asset renewal, which has gone up by \$576 million compared to last year’s plan. This reflects asset renewal spending guided by the Region’s new Corporate Asset Management Plan, approved in 2018.

Growth projects dominate in 2019, accounting for just over two-thirds of capital spending. This reflects considerable spending on Roads projects of almost \$195 million and several Transit projects, to which the Region is contributing a total of almost \$170 million.

After 2019, renewal represents an increasing share of the capital plan. From 2020 to 2028, growth accounts for a fairly stable share, at roughly 55%, and renewal (which includes both rehabilitating assets and replacing

Ten-year capital budget top ten projects

Project	Department	Ten-Year Total	Total Cost (Growth Only)
Growth Projects:			
Upper York Sewage Servicing	Environmental Services	\$600M	\$731M
West Vaughan Sewage Servicing	Environmental Services	\$246M	\$327M
Northeast Vaughan Wastewater Servicing	Environmental Services	\$161M	\$163M
Development of New Facilities	Corporate Services	\$105M	\$316M
Rehabilitation and Replacement Projects:			
Infrastructure Assets Renewal and Replacement	Transportation Services	\$455M	
Trunk Sewer	Environmental Services	\$291M	
Conventional Bus Replacement	Transportation Services	\$197M	
Duffin Creek Incinerators	Environmental Services	\$179M	
Pavement Renewal and Replacement	Transportation Services	\$155M	
Viva Bus Replacement	Transportation Services	\$100M	

them when needed) makes up about 45%. These percentages do not yet reflect the Roads Capital Acceleration Reserve, which will increase the growth component of the plan.

Why spending on asset management is growing, and what it means for the budget

The Region’s first Corporate Asset Management Plan, which is discussed briefly in the previous chapter, was approved in 2018. It builds on asset management practices in use for the past five years and brings the

Asset management in practice

A road surface can be expected to last about 15 years. If the surface is properly maintained through its life and renewed when required, the road bed that supports it should last 45 years. Without maintenance, however, the road bed will be worn down prematurely. This is analogous to replacing the shingles on a house when they are worn and the whole roof when required. Renewal protects the house structure below from water damage so that it lasts longer and costly repairs are avoided.

Similarly, water towers are maintained with regular pressure-washing and paint touch-ups, which also allows workers to check their condition. Roughly every 20 years, the inside and outside surfaces are stripped down with sand-blasting so the paint can be completely renewed. When a problem is spotted, such as an area where corrosion has taken place, repairs are completed by welding steel patches to the tank. As long as these maintenance and rehabilitation measures occur when needed, the tower should give safe and reliable service indefinitely.

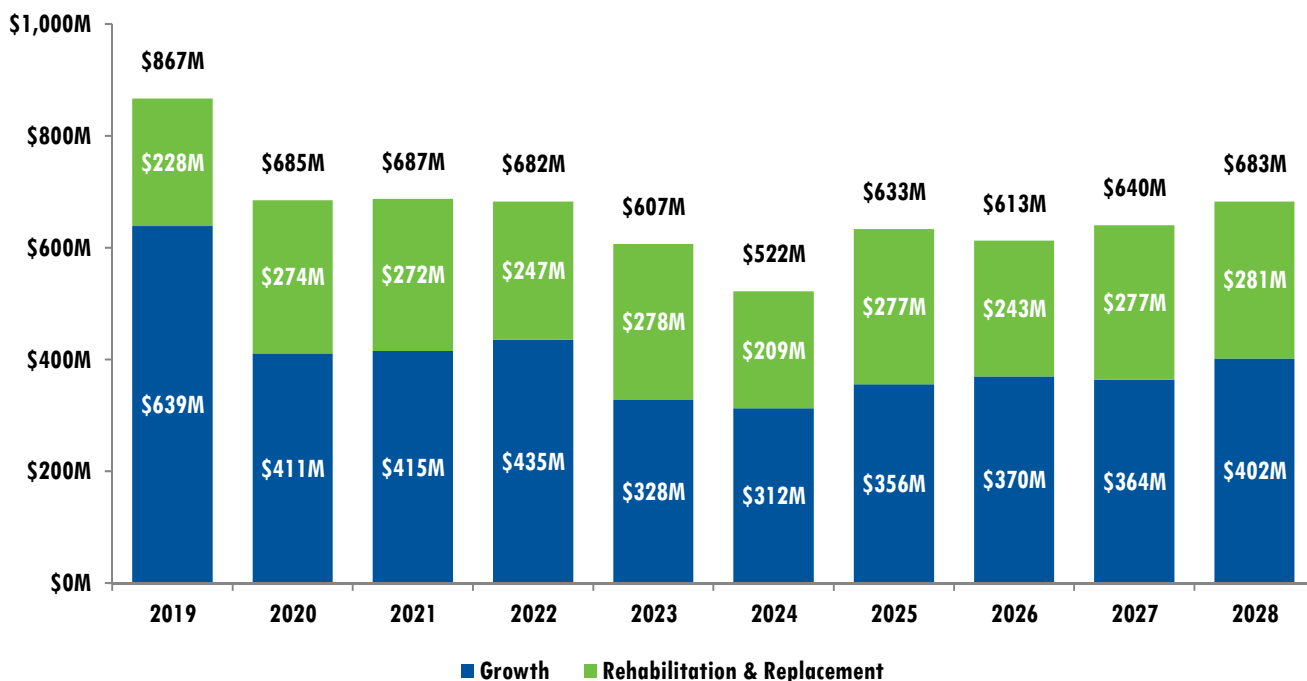
Region into compliance with a provincial asset management regulation more than three years in advance of the required date.

The plan reflects collaboration among all major areas of Regional government and York Regional Police. Development was co-led by the Transportation Services and Environmental Services departments.

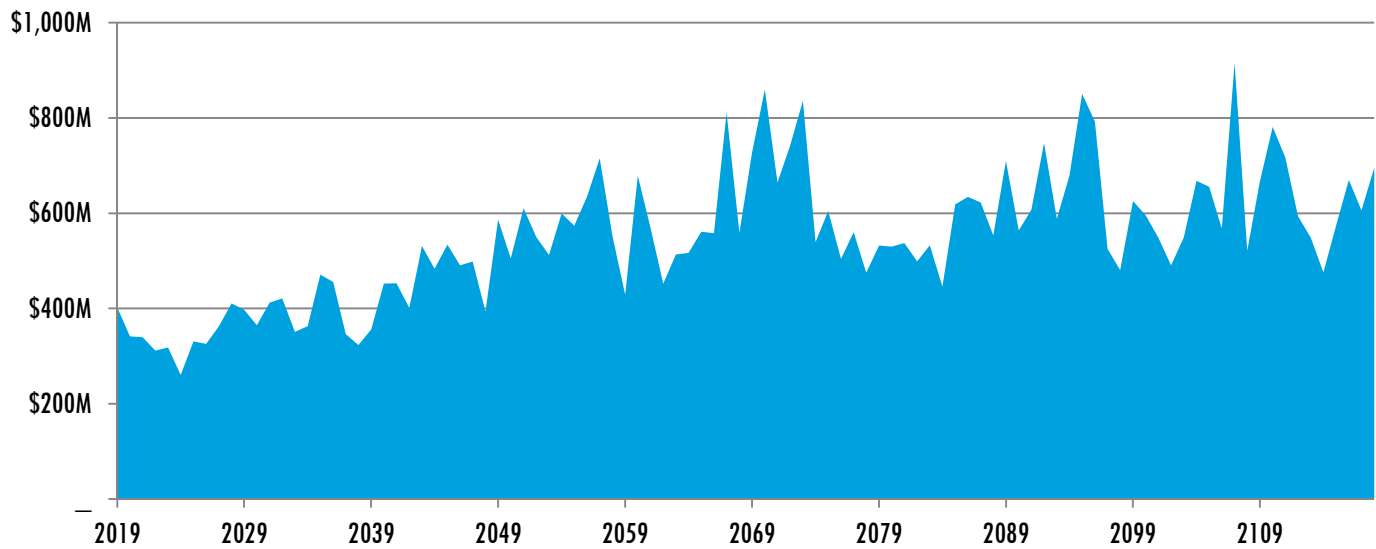
Because all human-made assets deteriorate over time and eventually lose the ability to deliver service, a plan to manage assets and keep providing the required level of service is critical. Planning is complex, however, because service lives vary considerably across assets, from a few years to a century.

The activities and costs — together called the “renewal strategy” — needed to keep service at the expected level also vary considerably. Some assets, like information technology equipment, are simply replaced at the end of their useful life because rehabilitation is not cost effective. For other asset types, such as facilities, the renewal strategy is much more complicated since there are many components, some of which may be rehabilitated or replaced numerous times throughout the life of the facility.

After 2019, roughly 45% of annual capital spending goes to renewing existing assets



Reserve draws for long-term needs



The graph on the opposite page shows the projected needs for asset management over the next century. The financial needs are in today's dollars — that is, before inflation. The graph shows a need for investment every year, with peaks indicating time periods when major rehabilitation or replacement of specific large assets or systems is expected to take place.

In addition to increasing asset management needs over time, the Region can expect to face cost pressures related to inflation. A significant share of the Region's asset base is in the form of buildings and linear assets, the costs of which have historically increased faster than the cost of living. As this trend is expected to continue, the funding requirements for future generations will be greater than they are for today's tax and user bases.

A goal of asset management planning is to ensure funds are available to cover investment costs over the entire period of the plan, without subjecting residents at the time to unreasonably large demands during peak periods. Smoothing out the financing part of asset management requires building up reserves gradually over time.

Another complicating factor in asset management is the strong link between maintenance and renewal: maintenance strategies can hasten or delay the need for renewals, and if renewals are deferred, maintenance needs will often increase. As the most asset-intensive departments, Environmental Services and Transportation Services have developed sophisticated systems to help ensure maintenance, which is part of the operating budget, is properly scheduled to reduce total life cycle costs.

The starting point for renewal investments in the ten-year capital plan is the current condition of assets. The Corporate Asset Management Plan estimated that 93% of the Region's assets are in fair or better condition. Nonetheless:

- It stressed the need for immediate attention to assets in poor or very poor condition to avoid increased maintenance costs and/or unexpected failure. An example is the York Regional Police #1 District Headquarters, built in 1950. This capital plan includes funds for its renewal in 2019 and 2020.

Calculating the value of assets in today's more complex built environment

The Corporate Asset Management Plan includes an estimated replacement value of about \$13 billion for all assets, which is updated regularly for regulatory reporting purposes.

The figure represents refinement in how replacement values are calculated. In the past, value was estimated by applying inflation to the historical cost of tangible capital assets.

In developing the asset management plan, the Region took into account additional considerations, such as updated construction costs, current regulations and design best practices. It also considered the generally higher costs to replace assets in today's built urban settings than in historic greenfield settings, because of such factors as congestion, constricted space for infrastructure and the need to maintain service during renewal projects.

The estimate also reflects emerging new thinking about asset value. For example, it includes a value of \$0.4 billion for the York Regional Forest and street trees, which are generally not considered tangible capital assets under current accounting policies but which nonetheless provide quantifiable services.

The Region's Green Infrastructure Asset Management Plan, which fed into the Corporate Asset Management Plan, is one of the first of its kind. It evaluates and integrates the replacement value of the Region's green assets, supporting the corporate plan's estimate.

These refinements provide more accurate information for making asset management decisions and determining reserve contributions, and ensure that assets are valued consistently across the corporation, providing a baseline for future updates.

- The Asset Management Plan identified a major shortfall in resources needed for renewal of roads infrastructure. The ten-year capital plan in this budget provides almost \$0.8 billion for roads renewal.
- The plan also noted that many assets, while still in good condition, were reaching the middle stages of their useful lives and would soon require rehabilitation or replacement. The balance of asset renewal spending, amounting to more than \$2 billion over the next ten years, goes to keeping those assets in a state of good repair.

With a corporate plan now in place, the annual budget process provides updates on the related funding requirements. Periodic updates to the plan will provide more detail on the state of the Region's infrastructure. The next one is planned for 2022.

Growth-driven side of the capital plan is higher over the next ten years

The plan outlined in this chapter includes slightly higher spending on growth projects over the next ten years. This reflects ongoing adjustment of plans over the past several years to recognize the slower trend in growth, so that now the pacing of projects can be more accommodating.

The accuracy of a population forecast declines as the forecast period extends further into the future. Unfortunately, many decisions and commitments for major capital projects must be made years in advance of building.

As a result, it may be difficult for capital plans to change quickly when a difference between forecast and actual growth becomes evident. Nonetheless, if the rate of growth turns out to be higher than anticipated, the Region will make every effort to adjust the capital plan accordingly.

The majority of growth-related projects in the ten-year plan will be carried out by Transportation Services and Environmental Services.

Roads growth-related projects identified to date, including road widenings, are expected to total just over \$1.2 billion over ten years. The creation of the new Roads Capital

Acceleration Reserve should allow some projects in the capital plan to start earlier than originally planned, once priorities have been reviewed.

Growth-related projects for roads often dovetail with asset management, as the department typically rehabilitates an existing road when widening it. York Region Transit will account for a further \$0.3 billion, mainly for an expanded bus fleet and related facilities, bringing the department’s total ten-year growth plan to just over \$1.5 billion.

The total growth-related capital plan for Environmental Services is about \$1.5 billion. Its major growth project is the proposed Upper York Sewage Solutions facility, which would accommodate growth in East Gwillimbury and parts of Newmarket and Aurora. The project is currently awaiting regulatory and other approvals, so planned timing continues to be subject to change. In total, wastewater growth projects, including Upper York, would amount to \$1.2 billion, with about 60% expected in the second half of the ten years, when the bulk of the work on Upper York would take place. The department is also planning for the construction of a new, Regionally-owned facility for source-separated organics (green bin materials).

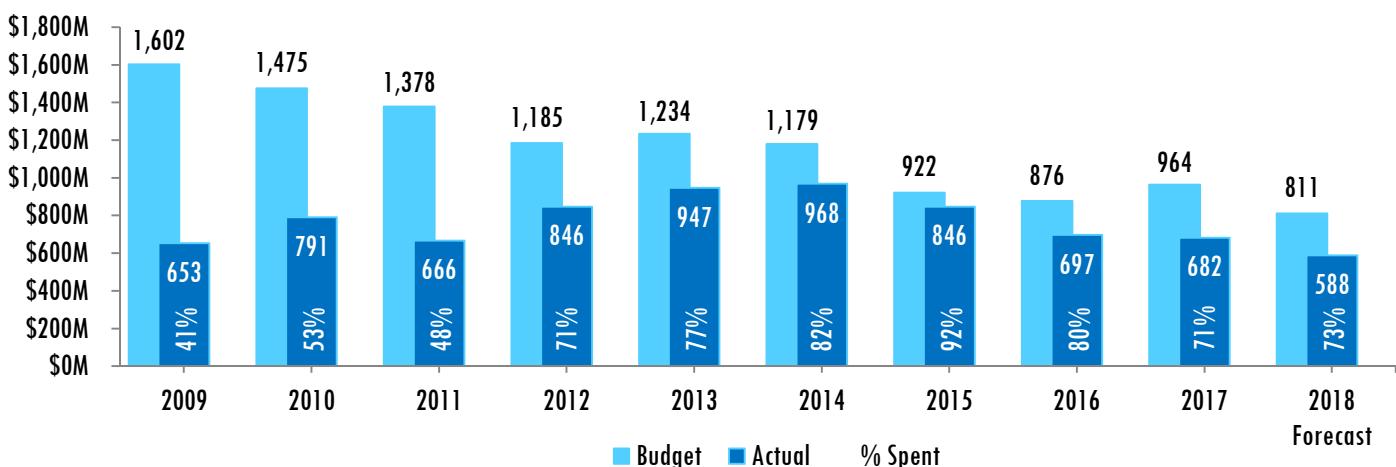
Capital planning will continue to take into account the need to effectively manage debt and phase projects to meet priorities in line with available funding. Capital planning will also be informed by better understanding of the relationships among overall population growth and areas where growth occurs.

How the Region pays for the capital plan

The Region built reserves through the Fiscal Strategy in anticipation of additional needs for asset management. Increased asset management expenditures are built into the ten-year capital plan, and reserve contributions will need to continue to fully address future asset management needs and ensure intergenerational equity.

As the Operating chapter noted, asset reserve contributions are now largely included in operating budgets of the departments and other organizations carrying out the work. A key need is to fund these requirements in a financially sustainable way over time without unduly burdening taxpayers at any one point in time. This is discussed in more detail in the Long-Term Financial Planning chapter starting on page 165. The chapter also describes how the Roads Capital Acceleration Reserve will play a similar role in allowing some priority roads projects to proceed sooner than originally planned.

Capital delivery percentage remains above historic levels



As a result of the Fiscal Strategy described in the Long-Term Financial Planning chapter, the capital plan — one of the largest in Ontario outside Toronto — will be achieved without additions to debt supported by the tax levy or user rates. The Region will continue to use debt judiciously to fund growth-driven capital projects in advance of development charge collections.

CAPITAL BUDGET FLEXIBILITY ENHANCES PROJECT DELIVERY

Since 2012, the Region has significantly increased the capital project delivery rate as shown in the graph below. The improvement largely reflects changes in budgeting practices. Capital budgeting now requires departments to develop and follow a multi-year plan guided by the Fiscal Strategy. Unspent funds are no longer automatically available to the department for the following year. While departments were already focused on effective capital delivery, these measures have improved fiscal discipline.

Some factors in capital delivery remain outside the control of the Region and its departments. A major one is the need for regulatory approval. Weather is also crucial for construction, as well as timely delivery from third-party contractors and suppliers. As a result, capital planning and investment require flexibility so that if some projects are delayed, others can go ahead.

Enhanced project delivery was possible due to flexibility of the Regional capital budget, including the following elements for both capital expenditures and capital funding:

- Approval of the first year of the ten-year plan, which is \$867 million in 2019.
- Approval of the multi-year Capital Spending Authority, which is the authority from Council to commit funding to capital projects. In the 2019 budget, the Capital Spending Authority requested is \$2.3 billion.
- Approval of the capital budget by “program groups” that combine projects with similar business needs at the departmental level. In larger capital plans, such as Roads, Water or Waste Management, the services are broken down into program groups such as “Rehabilitation and Replacement” and “Growth”. For smaller capital plans, such as Forestry, Paramedic Services and Finance, the whole service is a program group. Program groups do not apply to York Regional Police, York Region Rapid Transit Corporation and YorkNet as approval is given at the individual project level.

While the approval of the Capital Spending Authority provides the departments with flexibility to sign multi-year contracts, budget approval by program group allows the departments to reallocate spending between projects within a program group, subject to the following conditions:

- No increase in the total cost of the program group’s 2019 budget and ten-year capital plan
- No increase in the 2019 Capital Spending Authority for the program group
- The reallocation is between projects with similar funding sources

This flexibility allows Regional departments and entities to better manage variations in project timing and deliver a higher proportion of the capital plan.

The tables on the following pages show the budget by program group, while the capital appendix gives details on the individual projects that make up the program groups.

Ten-year capital expenditures by program

(\$ in 000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Ten-Year Total	Capital Spending Authority
Transportation Services												
York Region Transit:												
Rehabilitation and Replacement	36,098	51,167	65,553	56,636	53,929	23,918	73,390	28,852	45,793	40,070	475,406	132,449
Growth	53,290	16,175	34,782	43,309	21,821	29,671	26,591	11,171	19,333	20,323	276,466	124,775
	89,388	67,342	100,335	99,945	75,750	53,589	99,981	40,023	65,126	60,393	751,872	257,224
Roads:												
Rehabilitation and Replacement	55,231	57,900	60,700	57,483	68,974	71,769	80,581	91,903	102,746	136,253	783,540	55,231
Growth	194,798	166,060	160,840	199,683	109,116	77,517	87,168	65,213	69,466	109,749	1,239,610	433,802
	250,029	223,960	221,540	257,166	178,090	149,286	167,749	157,116	172,212	246,002	2,023,150	489,033
Subtotal	339,417	291,302	321,875	357,111	253,840	202,875	267,730	197,139	237,338	306,395	2,775,022	746,257
Environmental Services												
Water:												
Rehabilitation and Replacement	36,831	38,913	35,108	27,987	27,481	25,609	23,479	21,999	18,941	19,903	276,251	90,281
Growth	16,899	19,697	12,732	9,021	7,705	17,306	29,732	25,679	26,635	32,277	197,682	89,581
	53,729	58,610	47,840	37,008	35,186	42,915	53,211	47,678	45,576	52,180	473,933	179,862
Wastewater:												
Rehabilitation and Replacement	59,780	88,707	79,521	73,294	107,044	73,928	65,978	63,218	67,126	60,106	738,703	374,415
Growth	42,809	76,664	103,032	111,064	138,982	140,352	162,962	176,410	146,985	101,602	1,200,862	373,937
	102,589	165,371	182,553	184,358	246,026	214,280	228,940	239,629	214,111	161,708	1,939,564	748,352
Waste Management:												
Rehabilitation and Replacement	991	1,241	1,374	3,053	663	402	3,766	2,794	1,618	781	16,683	1,001
Growth	1,510	7,915	350	150	100	100	5,100	5,100	35,115	35,115	90,555	1,525
	2,501	9,156	1,724	3,203	763	502	8,866	7,894	36,733	35,896	107,238	2,526
Forestry	2,099	2,372	2,155	2,055	2,074	2,014	2,281	2,108	2,064	2,364	21,586	2,099
Energy Management	783	651	516	491	560	738	548	698	1,693	2,808	9,486	783
Subtotal	161,702	236,160	234,788	227,115	284,609	260,449	293,846	298,007	300,177	254,956	2,551,807	933,622
Community and Health Services												
Housing Services	64,078	32,580	43,442	31,730	7,893	1,830	10,080	15,080	34,780	380	241,873	104,590
Public Health	2,900	700	1,000	-	-	-	-	-	-	-	4,600	2,900
Paramedic Services	23,380	14,150	7,531	7,466	4,470	9,811	5,251	4,416	4,521	5,064	86,060	39,433
Long Term Care/Seniors' Services	5,061	3,304	1,054	869	854	204	642	1,404	2,899	1,995	18,286	6,961
Subtotal	95,419	50,734	53,027	40,065	13,217	11,845	15,973	20,900	42,200	7,439	350,819	153,884
Corporate Management and Governance												
Finance	28,855	21,929	14,363	12,858	15,482	21,340	19,745	18,853	21,674	20,317	195,416	114,827
Planning and Economic Development	700	-	-	-	-	-	-	-	-	-	700	700
Property Services:												
Rehabilitation and Replacement	10,293	5,928	7,499	6,353	8,534	3,019	9,049	4,504	4,008	9,948	69,135	10,293
Business Initiatives	70,964	20,838	22,718	16,724	15,838	7,719	11,896	53,927	19,175	66,940	306,738	80,793
	81,257	26,766	30,217	23,077	24,372	10,738	20,945	58,431	23,183	76,888	375,873	91,086
Subtotal	110,812	48,695	44,580	35,935	39,854	32,078	40,690	77,284	44,857	97,205	571,989	206,613
Court Services	120	120	120	120	120	120	120	120	120	120	1,200	120
York Region Rapid Transit Corporation	116,205	16,377	9,838	-	-	-	-	-	-	-	142,420	142,420
YorkNet	9,500	9,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	51,500	15,500
York Regional Police	33,517	32,638	17,939	18,117	10,946	10,299	10,645	15,157	11,526	12,402	173,186	62,480
York Region	866,692	685,026	687,166	682,463	606,586	521,666	633,004	612,607	640,218	682,516	6,617,944	2,260,896

Ten-year capital funding by program

(\$ in 000s)	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Ten-Year Total
Transportation Services										
York Region Transit:										
Rehabilitation and Replacement	-	475,301	-	-	-	-	105	-	-	475,406
Growth	83,597	-	44,317	-	-	148,552	-	-	-	276,466
	83,597	475,301	44,317	-	-	148,552	105	-	-	751,872
Roads:										
Rehabilitation and Replacement	28	730,564	7,294	-	-	-	-	2,868	42,786	783,540
Growth	413,359	145	-	114,412	-	12,945	-	78,807	619,942	1,239,610
	413,387	730,709	7,294	114,412	-	12,945	-	81,675	662,728	2,023,150
Subtotal	496,984	1,206,010	51,611	114,412	-	161,497	105	81,675	662,728	2,775,022
Environmental Services										
Water:										
Rehabilitation and Replacement	-	275,111	-	-	-	-	-	1,140	-	276,251
Growth	79,464	2,090	-	-	-	-	-	-	116,128	197,682
	79,464	277,201	-	-	-	-	-	1,140	116,128	473,933
Wastewater:										
Rehabilitation and Replacement	-	686,052	-	-	-	-	-	52,651	-	738,703
Growth	208,236	5,574	-	-	-	-	-	4,627	982,425	1,200,862
	208,236	691,626	-	-	-	-	-	57,278	982,425	1,939,564
Waste Management:										
Rehabilitation and Replacement	-	-	-	16,683	-	-	-	-	-	16,683
Growth	509	-	80,030	10,016	-	-	-	-	-	90,555
	509	-	80,030	26,699	-	-	-	-	-	107,238
Forestry	10,456	-	-	11,130	-	-	-	-	-	21,586
Energy Management	-	9,486	-	-	-	-	-	-	-	9,486
Subtotal	298,665	978,312	80,030	37,829	-	-	-	58,418	1,098,553	2,551,807
Community and Health Services										
Housing Services	8,940	15,103	-	99,498	-	-	65,076	-	53,256	241,873
Public Health	1,079	3,521	-	-	-	-	-	-	-	4,600
Paramedic Services	15,790	49,449	10,255	-	-	-	-	-	10,566	86,060
Long Term Care/Seniors' Services	-	4,180	12,106	-	-	-	2,000	-	-	18,286
Subtotal	25,809	72,253	22,361	99,498	-	-	67,076	-	63,822	350,819
Corporate Management and Governance										
Finance	-	128,068	-	67,348	-	-	-	-	-	195,416
Planning and Economic Development	686	-	-	14	-	-	-	-	-	700
Property Services:										
Rehabilitation and Replacement	-	69,135	-	-	-	-	-	-	-	69,135
Business Initiatives	22,660	102,330	167,065	1,307	-	-	-	6,524	6,852	306,738
	22,660	171,465	167,065	1,307	-	-	-	6,524	6,852	375,873
Subtotal	23,346	299,533	167,065	68,669	-	-	-	6,524	6,852	571,989
Court Services	-	1,200	-	-	-	-	-	-	-	1,200
York Region Rapid Transit Corporation	26,820	-	-	-	1,017	25,934	44,105	2,058	42,486	142,420
YorkNet	-	-	-	-	5,250	41,000	-	5,250	-	51,500
York Regional Police	50,589	70,377	46,206	93	-	-	-	860	5,061	173,186
York Region	922,212	2,627,685	367,273	320,501	6,267	228,431	111,286	154,785	1,879,502	6,617,944



THE ACCRUAL BUDGET PRESENTATION

shows how the Region's budget would appear using what is called the full accrual presentation, and explains why this is critical to clear financial planning and reporting.



RECONCILING BUDGETING AND REPORTING

There are important differences between how municipalities, including York Region, set out their spending plans at the beginning of the year in their budgets and then report on the results in their financial statements at year-end.

The budget presentation follows the requirements of the provincial *Municipal Act*. It essentially requires municipalities to focus on cash. The budget balances major cash inflows against major cash outflows, with the property tax levy as the main lever available to the municipality to achieve the balance.

For the budget, cash inflows include not only items like property taxes, user fees and transit fare revenues, but also the proceeds of borrowings and draws from reserves. Similarly, cash outflows include operating expenses like salaries and overhead, as well as repayment of debt and contributions to reserves. At year-end, if there is a positive balance, it is an “operating surplus;” if the balance is negative, an “operating deficit.”

Financial reporting at year-end is done on a different basis. The province requires municipalities to follow the guidance of the Public Sector Accounting Board (PSAB), which develops accounting standards for governments in Canada. PSAB recommends what is called full accrual treatment. Under full accrual, any excess of revenue over expense results in an annual surplus. (For those unfamiliar with accounting definitions

Accounting terminology

In an income statement or statement of operations, “revenues” are inflows of money that result from an organization’s normal business operations, and “expenses” are outflows needed to support those operations.

“Cash” means, as the name suggests, actual flows of money received or distributed. Cash inflows and outflows are not the same as revenues and expenses: for example, cash flowing in from borrowing money is not revenue, and cash flowing out to repay debt is not an expense.

“Accrual” means an organization recognizes revenues as they are earned, even if the cash has not been received, and expenses when they are incurred, even if the invoice has not yet been paid. For example, even if the Region receives the final instalment of tax levy after December 31, it is counted as revenue for the previous year.

“Full accrual” accounting treatment limits revenues and expenses to the definitions outlined above. As well, it “capitalizes” assets like buses or buildings that are expected to last for more than a year. This means the upfront cost is shown on the statement of cash flows that year. A fraction of the cost, called amortization, is recorded as an expense each year the asset is expected to be in service. In the view of PSAB, recording amortization expense on the operating statement shows more clearly how assets are used up over time.

“Modified accrual,” as used in this budget, treats certain cash items, including borrowings, the initial cost of assets, and debt repayments, as revenues and expenses, even though these would not meet the definitions above. However, it accrues these and other transactions by recognizing them at the time they happen, not when the cash is received or paid.

“Reserves” are funds set aside for designated purposes, which can reduce reliance on debt. The Region builds up reserves to fund capital spending and provide flexibility against fluctuations in the tax levy. The role of reserves in the fiscal strategy is discussed in the Long-Term Financial Planning chapter.

of revenues, expenses, cash, accrual, modified accrual, full accrual and reserves, the box on the previous page provides definitions.)

In this section, the Region presents its budget on a full accrual basis by function, shows how it differs from the balanced budget as drawn up using *Municipal Act* guidance, and explains the differences.

The table below shows the expected operating results for the Region for the next year, presented in the same way the actual results are reported in the financial statements.

The diagram and discussion on the next page explain in more detail all of the differences between the full accrual budget above and the modified accrual budget allowed by provincial legislation.

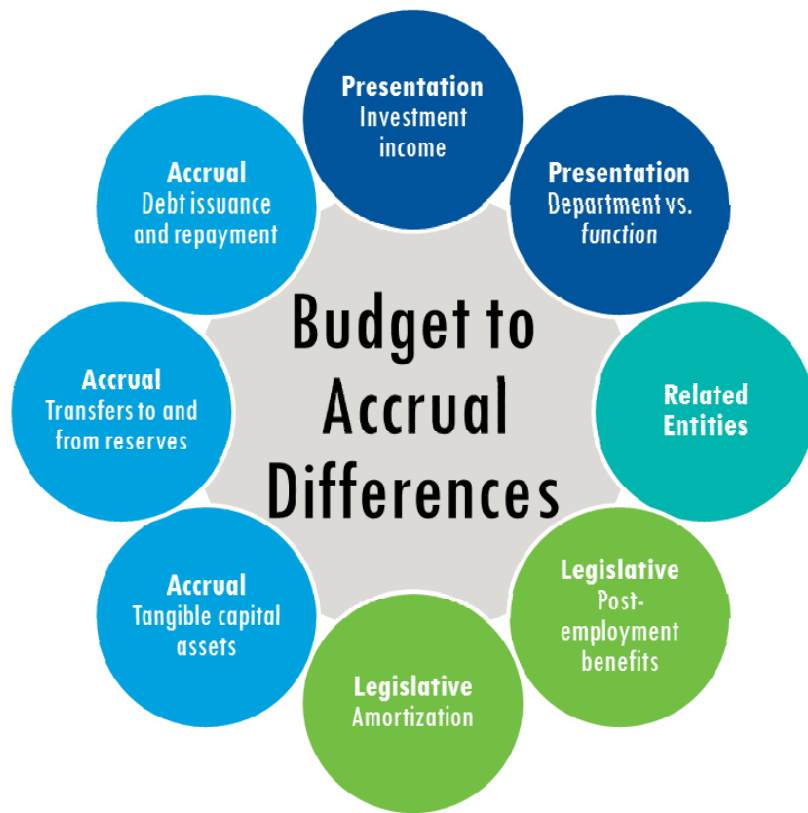
SOURCES OF DIFFERENCE BETWEEN MODIFIED AND FULL ACCRUAL BUDGETS

While setting out its budget plan on a full accrual basis, the Region has taken the opportunity to make other changes that bring its budget as presented in this section into closer alignment with its financial reporting.

Full accrual 2019 to 2022 budget statement of operations

(in \$000s)	2019 Proposed	2020 Outlook	2021 Outlook	2022 Outlook
Revenues				
Net taxation	1,138,011	1,189,302	1,242,553	1,297,382
User charges	354,403	385,614	405,343	420,825
Transfer payments	615,016	525,718	445,431	432,367
Development contributions	415,707	462,553	434,425	408,525
Fees and services	136,341	142,240	147,442	152,830
Interest and investment	57,313	67,186	77,091	86,172
Other revenues	144,831	80,233	103,225	103,518
Total Revenues	2,861,623	2,852,846	2,855,510	2,901,619
Expenses				
General Government	200,657	200,126	202,236	205,327
Protection to persons and property	388,359	405,136	419,029	434,395
Transportation Services	607,922	584,700	563,395	596,677
Environmental Services	496,010	524,729	537,534	548,649
Health and emergency services	206,415	215,348	222,729	229,576
Community Services	297,387	302,086	297,730	302,186
Social Housing	115,317	123,938	118,089	121,653
Planning and development services	14,343	14,685	15,313	15,732
Total Expenses	2,326,411	2,370,746	2,376,054	2,454,195
Annual Surplus	535,212	482,101	479,456	447,424

Note: Numbers may not add due to rounding.



As the above diagram shows, there are essentially four ways in which the modified accrual budget differs from the full accrual budget: presentation, treatment of related entities, legislation and accrual.

Presentation

- In line with provincial requirements, the financial statements which the Region provides in its annual report set out expense by function instead of department. The budget is presented by department. To allow better comparison to final results, the accrual-based budget is presented by function. This has only a minor impact in most areas.
- In the modified accrual budget, investment income is shown as an offset to General Government expense. In full accrual, it is a revenue item.

These changes generally have no significant impact on the projected annual surplus.

Related entities

Differences also arise from treatment of two of the Region’s related entities and their activities:

- York Region Rapid Transit Corporation, which is owned by the Region, receives funding from Metrolinx, the provincial transit agency, for transit assets. Some of the assets are built on behalf of Metrolinx and, when completed, are largely owned by Metrolinx. Neither the funding for these projects nor the assets created are included in the modified accrual budget. The cash inflows and outflows are, however, included in financial reporting. In the full accrual budget presented here, the funding is reflected as revenues in line with financial reporting. Details of how the spending is treated to be consistent with financial reporting appear under “Accrual” on the next page.

- Housing York Inc. provides community housing programs and has its own board of directors. The budget for Community and Health Services includes subsidies provided by the Region to Housing York and fees the Region expects to collect from it. Because Housing York Inc. meets the accounting test to be consolidated into the Region's results, its full expenses and revenues are included in the Region's financial statements. The full accrual budget in this section therefore includes them as well.

YTN York Telecom Network Inc., another corporation wholly owned by the Region, is included in the modified accrual budget consistent with the accounting treatment used in financial reporting, so no adjustment is needed.

Legislative

A regulation under the *Municipal Act* allows municipalities to exclude from the budget expenses that do not require an immediate outlay of cash, as long as they inform their council of the exclusion and its impacts.

Two important items that fall into this category are amortization and post-employment benefits expense, both of which must be included in reporting under full accrual treatment.

Amortization is explained in the box on page 40. Post-employment benefits are employee benefits that have been earned but will be paid in future as employees retire.

Both items are included in the full accrual budget. Amortization is not shown in the modified accrual budget, but the Region is planning for the rehabilitation and replacement of assets as they age through its Corporate Asset Management Plan. While the modified accrual budget does not include the growth in post-employment benefits as an expense, as full accrual does, the Region is planning reserve contributions to ensure these costs are covered as they come due.

Accrual

The modified accrual budget treats capital spending as an expense in the year it occurs. Under the full accrual method, qualified capital spending on tangible capital assets can be capitalized and amortized over the life of the asset instead of recognizing the entire cost in the year it occurred. Some capital spending in the modified accrual budget is reclassified at year-end as an expense. This impact is estimated in the full accrual budget.

Under financial reporting, the share of the Metrolinx funding discussed above under "Related Entities" goes to creating assets that Metrolinx owns. This is treated as an operating expense for the Region. Another share goes to increasing the value of Regional assets like roadways. Under financial reporting, that share is not an operating expense but instead an increase in tangible capital assets for the Region. In the full accrual budget, therefore, only the portion of the Metrolinx funding that will result in Metrolinx-owned assets is shown as an operating expense.

Transfers from reserves and the proceeds of borrowing are not revenues, so they are removed from that category in moving from modified to full accrual. This has the effect of reducing budgeted revenues in full accrual and thus reducing the annual surplus, all other things being equal. Transfers and contributions into reserves and repayments of debt are not expenses under full accrual, so they are removed from expenses. This has the effect of reducing budgeted spending and thus increasing the surplus under full accrual.

CASH-BASED PLANNING HELPS TO TRACK ALL SPENDING

While the accrual-based budget allows for greater comparability to final operating results in the annual report, it is important to keep in mind that the annual report includes additional statements that together give a full picture of financial results for the year. In particular, there is a cash flow statement, as well as statements that show how much was invested in new capital projects during the year, how much assets declined in value because of amortization, and the change in the Region's debt.

Providing a single table in this section showing planned operating results under full accrual does not give the same level of information as is set out in the full set of financial statements in the annual report.

In the balance of this budget book, the Region continues to present figures on a modified accrual basis, focusing largely on how cash flows are applied to operations and capital needs. This year, it provides more detail on operating spending by branch and department. It also outlines important changes in how the capital budget responds to the needs of assets as they age.

As noted on the previous page, modified accrual allows the exclusion of two items that do not require an immediate outlay of cash, amortization and future post-employment benefits, as long as the Region informs Council and explains the impacts.

In these and other cases where the Region expects to face future costs, it uses reserves to ensure needs will be met. In these two specific cases:

- The Corporate Asset Management Plan uses asset condition and other information to determine the investments needed to rehabilitate and ultimately replace assets and ensures that reserves are funded accordingly.
- The Region is planning contributions to an existing reserve for group benefits to ensure future post-employment benefit costs are covered as they come due.


In summary, the modified accrual budget essentially provides much of the same information as the full set of statements in the annual report. It gives decision-makers and other readers a clear picture of where cash resources are expected to come from and how they will be applied to all activities, including capital and operations, to meet current and future needs. Budget figures also show the change from the previous year, which is helpful in highlighting expected annual increase or decreases in spending.

The table on the opposite page shows a reconciliation between the modified and full accrual budgets. The tables on the provide a detailed breakdown of expected results on the full accrual by function and by detailed revenue and expense item, which will allow an in-depth analysis of planned to actual results for the year.

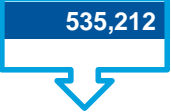
Reconciling the 2019 budget with PSAB standards

(in \$000s)	Modified Accrual		Adjustments	Full Accrual
	Operating Budget	Capital Budget		Operating and Capital
Revenues				
Proposed budget	2,344,210	866,692		3,210,902
Reclassification of investment income			57,313	57,313
Transfer from reserves			(429,327)	(429,327)
Proceeds of debt issued for Regional purposes			(172,806)	(172,806)
Funding from Metrolinx			182,462	182,462
Housing York Inc.			39,951	39,951
Related entities adjustment			(26,872)	(26,872)
Total Revenues	2,344,210	866,692	(349,279)	2,861,623
Expenses				
Proposed budget	2,344,210	866,692		3,210,902
Reclassification of investment income			57,313	57,313
Transfer to reserves			(474,840)	(474,840)
Acquisition of tangible capital assets			(727,559)	(727,559)
Debt principal repayments			(144,921)	(144,921)
Amortization			306,871	306,871
Post employment benefits			11,060	11,060
Spending funded by Metrolinx			82,291	82,291
Housing York Inc.			32,167	32,167
Related entities adjustment			(26,872)	(26,872)
Total Expenses	2,344,210	866,692	(884,491)	2,326,411
Surplus	-	-	535,212	535,212

Note: Numbers may not add due to rounding.



Balanced Budget



Annual Surplus

2019 budget statement of operations by function

(in \$000s)	General Government	Protection to persons and property	Transportation Services	Environmental Services	Health and emergency services	Community Services
Revenues						
Net taxation	174,964	338,657	329,312	56,602	110,642	40,025
User charges				354,403		
Transfer payments	9,424	15,231	58,346	4,186	92,458	248,587
Development contributions	6,141	19,658	172,231	204,229	7,610	
Fees and services	4,855	28,076	79,001	14,288	666	5,557
Interest and investment	57,313					
Other Revenues	321	1,903	59,912	9,657	504	1,084
Total Revenues	253,019	403,525	698,803	643,365	211,879	295,253
Expenses						
Salaries and benefits	87,525	325,226	82,426	63,461	151,215	61,464
Interest payments	313	3,551	22,758	96,524	333	
Operating expenses	96,876	42,102	253,387	232,655	34,621	174,295
Government transfers		6,346	1,400	1,807	16,193	60,075
Amortization	15,944	11,133	165,661	101,562	4,054	1,554
Total Expenses	200,657	388,359	525,631	496,010	206,415	297,387
Annual Surplus	52,362	15,166	173,172	147,355	5,464	(2,134)

(in \$000s)	Social Housing	Planning and development services	Metrolinx funded projects	Housing York Inc.	YorkNet	Related Entities Adjustment	Total
Revenues							
Net taxation	78,213	7,485			2,110		1,138,011
User charges							354,403
Transfer payments	48,286	125	138,374				615,016
Development contributions	4,107	1,731					415,707
Fees and services	9,856	2,832			363	(9,154)	136,341
Interest and investment							57,313
Other Revenues		128	44,088	39,951	5,000	(17,718)	144,831
Total revenues	140,463	12,301	182,462	39,951	7,474	(26,872)	2,861,623
Expenses							
Salaries and benefits	19,638	10,514		7,786	1,516	(7,786)	802,984
Interest payments	1,267						124,746
Operating expenses	75,156	1,715	82,291	24,381	598	(19,086)	998,990
Government transfers	6,999						92,820
Amortization				6,962			306,871
Total expenses	103,060	12,229	82,291	39,129	2,114	(26,872)	2,326,411
Annual surplus	37,403	72	100,171	822	5,360	-	535,212

Note: The "Metrolinx" column refers to transit projects that are funded by Metrolinx.

Note: Numbers may not add due to rounding.



YORK REGION'S PROGRAMS AND PARTNERSHIPS

show how each part of Regional government uses available resources to achieve the Region's priorities, often working in partnership.

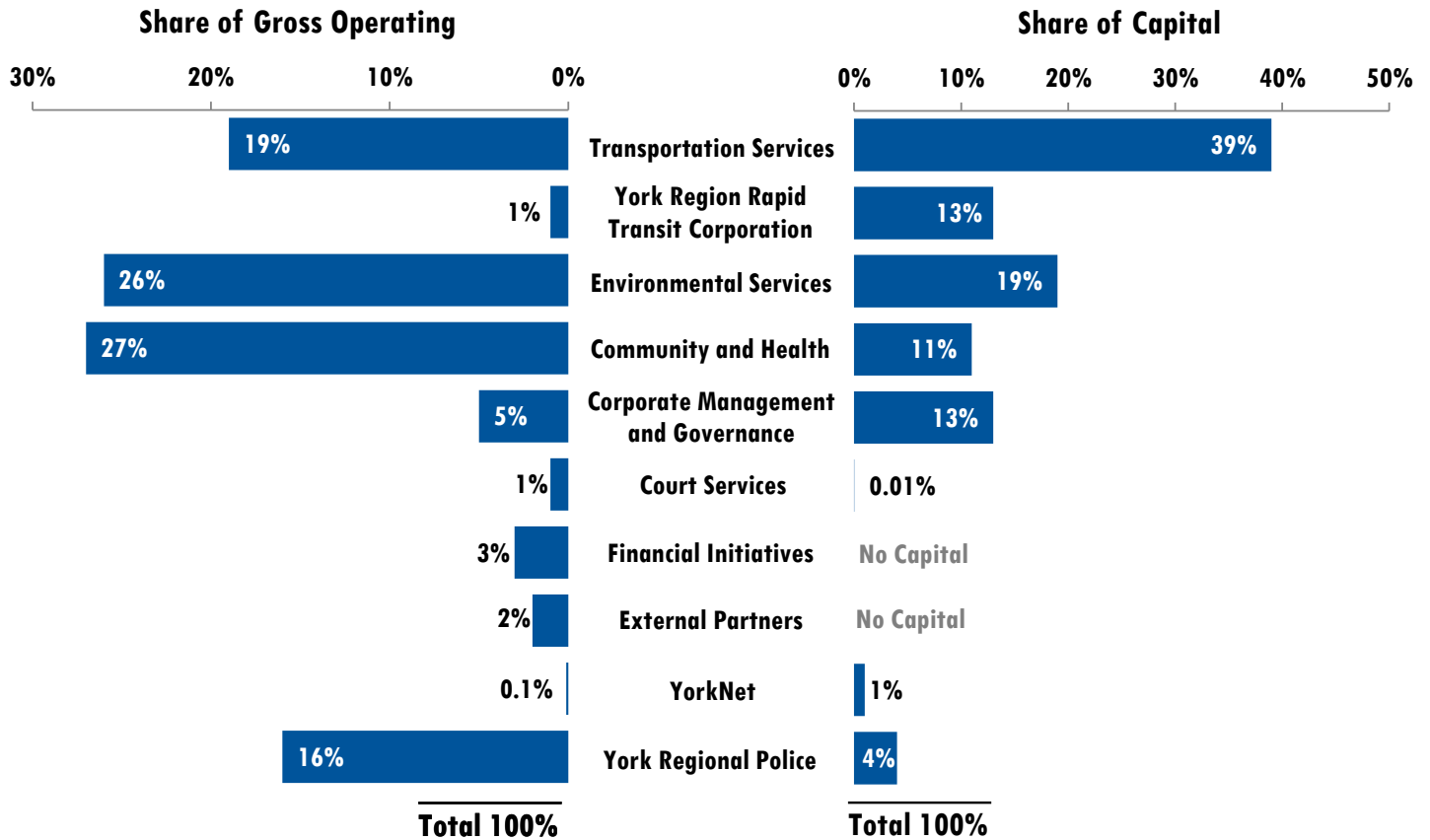



York Region

ACHIEVING MORE BY WORKING TOGETHER

The following chapters lay out detailed spending by departments and other Regional entities. They show how the operating and capital budgets support better outcomes now and into the future.

Share of 2019 operating and capital budgets



Another important aspect of serving residents better is recognizing and leveraging the interconnections across the organization and with other partners. This not only provides more seamless service, but can make the Region's resources go further. Examples are outlined below.

City building in the Region's Centres and Corridors:

- City building is a cornerstone of York Region's vision for vibrant and livable cities. Regional centres in Markham, Newmarket, Richmond Hill and Vaughan, and the transit corridors that connect them, are the focus for population and job growth in York Region. Under the Centres and Corridors program, these areas are attracting people and businesses and evolving into vibrant, urban, walkable communities serviced by rapid transit. A majority of the Region's high-rise development has occurred in these areas since 2006.
- Achieving this goal involves collaboration and coordination among Planning and Economic Development, which is responsible for the Regional Official Plan; York Region Rapid Transit Corporation, which manages rapid transit construction projects; Transportation Services, which operates and maintains the road

network and York Region Transit; and Environmental Services, which ensures areas of growth have access to water and wastewater services and also cares for the enhanced streetscapes created under the program.

Preparing for an older population:

- Between 2011 and 2016, the number of seniors in York Region grew by 33.9 per cent, making this the fastest growing population group in the Region, and this trend will continue as the large “baby boom” cohort ages. According to current projections, there will be more seniors than children in York Region by 2026.
- The Region is preparing for this major demographic shift with a Seniors Strategy approved by Regional Council in 2016. Led by Community and Health Services, the strategy was informed by expertise and knowledge from across Regional government. It was informed by research showing that the senior cohort will, for the most part, be the most affluent in history. With increasing concerns about low income among younger residents, it strives for fairness to all residents.
- Collaboration remains key to the implementation of the strategy because of the breadth of the issues: affordable and appropriate housing options if older people want to downsize; ability to use other ways of getting around, including walking and transit, instead of driving; accessible trails and other amenities in green spaces that allow continued outdoor activity; in-home care and other services to allow aging in place. Community and Health Services continues to work with York Region Transit, Planning and Economic Development, Environmental Services and other parts of Regional government to turn the strategy into action in ways that balance the needs of all residents.

Making the Region’s roads safer:

- Most travel within the Region takes place by private vehicles, which account for roughly 1.8 million trips a day on the Region’s transportation network, or almost 85% of all volume. This makes road safety a key issue.
- The goal of the Red Light Camera Enforcement Program is to improve driver and pedestrian safety by reducing the number of right-angle collisions at intersections. There are currently 40 cameras in place across the Region, and they contribute to reducing the number and severity of collisions across York Region and helping to change driver behavior.
- Right-angle collisions at all intersections, not just those equipped with cameras, have fallen by 74% since the program started in 2013. The program involves collaboration among Transportation Services, which installs and maintains cameras, York Regional Police, which is responsible for road safety and enforcement, and Court Services, which is responsible for collecting fine revenues.
- A similar collaboration is helping to address distracted driving, which is a major cause of collisions. As the box on page 162 explains, riding on York Region Transit buses gives police officers the perfect vantage point for spotting drivers who are texting or otherwise taking their attention from the road.

Leveraging knowledge and expertise to benefit residents:

- The Data, Analytics and Visualization Services team, within Corporate Services, regularly works with other parts of Regional government to make their information more readily available to residents. Recently, the team worked with Community and Health Services on an online tool that gives parents the ability to search for and find child care and EarlyOn sites. It also collaborated with the department on a series of fact-books and interactive tools based on the 2016 census that help a wide range of users better understand the Region's changing make-up. Earlier work to provide better public access to data includes sharing food premise inspection results through the Yelp app and road information through Waze and Google Maps.
- Support to residents at immediate risk of mental health and/or addiction crisis is improved by the Rapid Response Table working group. It includes Community and Health Services, York Regional Police and community partners. Partners bring forward individual cases for review and, when necessary, can immediately intervene with a coordinated response to ensure that the person receives appropriate, timely, and effective supports.

In addition to these long-term, broad-based initiatives, departments and other Regional entities find ways of working together daily for greater efficiency and better service to residents:

- Court Services and York Region Police are working together to expand video links to additional districts to increase access to remote testimony for officers, saving travel time
- YorkNet, the Region's fibre network corporation, is collaborating with Information Technology Services and Data, Analytics and Visualization Services on planning and mapping the network, and with Transportation Services and Environmental Services to ensure consistent practices in implementing and building it
- The asset management planning work described in the Capital Budget chapter drew on knowledge across the organization, especially in the co-lead departments of Environmental Services and Transportation Services, and the financial modeling skills of the Finance department.



TRANSPORTATION SERVICES

builds, improves, expands and operates the integrated system of roads and transit services that York Region needs for continued growth and prosperity. In providing a range of options to travellers in the Region, it works to find efficiencies while delivering a high level of customer service.



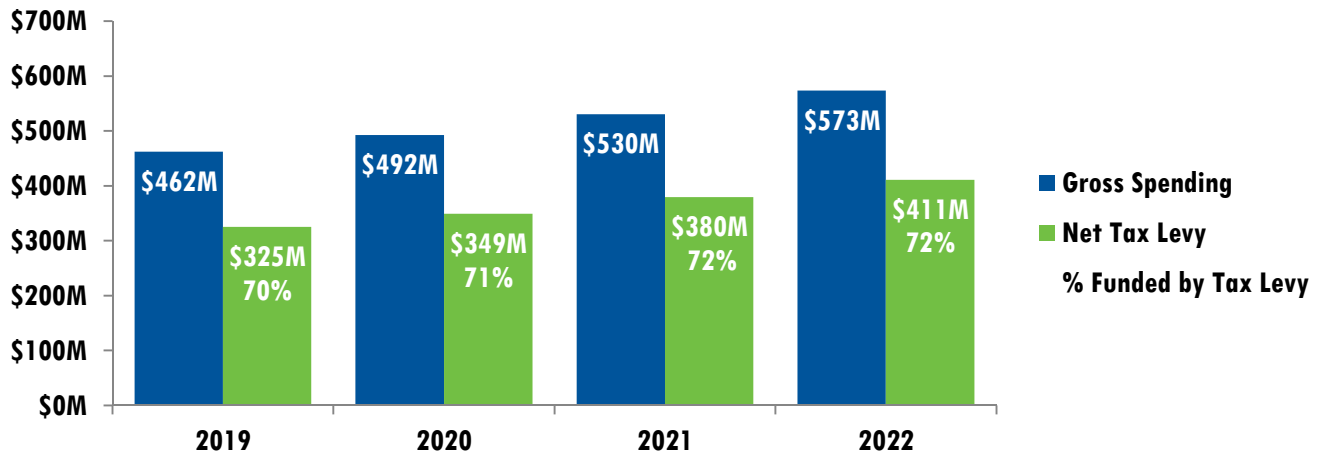

York Region

THE TRANSPORTATION SERVICES OPERATING BUDGET IS...

**20% OF TOTAL
REGIONAL EXPENDITURES**

**29¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

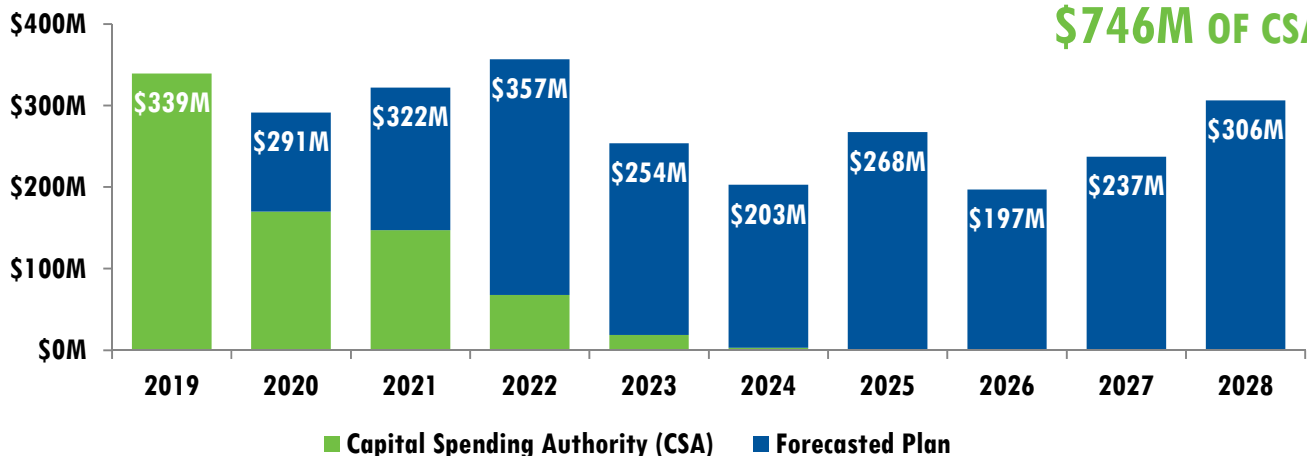
THE TRANSPORTATION SERVICES CAPITAL BUDGET IS...

**42% OF THE
REGION'S 10-YEAR PLAN**

**33% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

**\$2,775M OVER 10 YEARS
\$746M OF CSA**



OFFERING TRAVELLERS A RANGE OF SERVICES AND OPTIONS

York Region residents enjoy the benefits of a strong and efficient Regional transportation system every day. Regional roads are built and maintained to a high standard so that people and goods can travel more easily, supporting economic growth. An increasingly integrated travel network links public transit, private vehicle, cycling and walking options to give travellers greater flexibility and convenience, while reducing pollution and traffic. These benefits help explain why transportation, including public transit, is a key priority of the Region.

To deliver the network with a high level of customer service, the Transportation department manages more than \$4 billion of infrastructure, including Regional roads, cycling lanes, bridges, transit terminals, fleet vehicles and maintenance facilities.

The department constantly looks for ways to maintain service levels while operating more efficiently. It sets its priorities for capital projects based on how best to serve the community now and into the future. It also builds and leverages partnerships and relationships with the Region’s nine local municipalities, York Regional Police, other Regional departments and other levels of government.

ACCOMPLISHMENTS

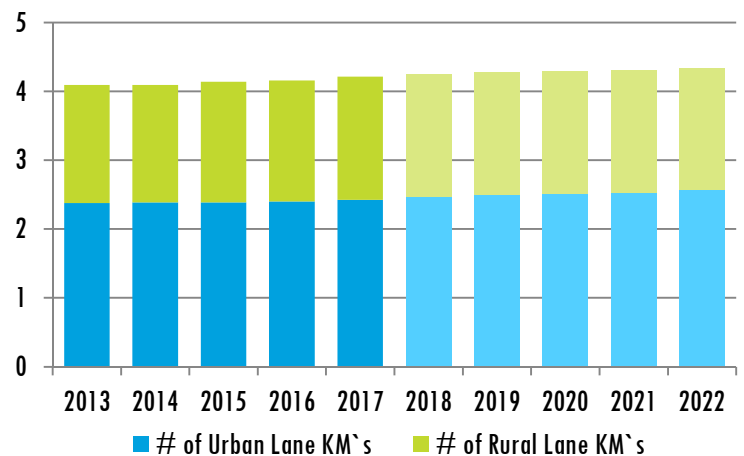
In 2018, Transportation Services delivered on its priorities to benefit the community by providing a transportation network that serves 600,000 commuters every day, including 70,000 transit riders. Each day 2.1 million trips originated in the Region, more than 15% of them by some means other than private car, including transit, walking and cycling.

Every year, the transportation network carries more than six billion vehicle-kilometres of travel. That includes providing roughly 23 million York Region Transit trips, requiring 1.2 million transit hours annually from more than 550 buses.

Accomplishments in 2018 to improve the traveller experience included:

- Resurfacing 112 lane-kilometres of road, improving 17 intersections, and adding 20 new red light cameras for greater road safety
- Installing over 340 Bluetooth sensors that give travellers up-to-date traffic flow information
- Adding cameras to help monitor and respond to traffic disruptions such as lane closures and collisions
- Converting 133 signals to enable second-by-second monitoring to make traffic signal timing adjustments from the Roads Traffic Operation Centre

A BIGGER AND MORE URBAN ROAD NETWORK (000'S OF LANE-KM)



- Adding 46 new buses to the transit fleet and completing mid-life overhauls on 27 buses and mechanical refreshes on eight buses, extending their service lives by six years
- Completing asset life cycle and financial modeling for 20-year asset management reserve investments.

Transportation Services also gave residents better access to businesses, schools, homes and other important destinations by:

- Widening Bayview Avenue from Elgin Mills Road to Stouffville Road and 19th Avenue from Linda Margaret Crescent to Bayview Ave
- Completing a “mid-block crossing” (a crossing between interchanges) over Highway 404 north of Highway 7, in partnership with the Ministry of Transportation and the local municipalities of Markham and Richmond Hill
- Adding 19 lane-kilometres of road and 33 kilometres of cycling lanes

It improved transit customer service and the over-all passenger experience by:

- Upgrading more than 141 bus stops and 175 transit shelters
- Constructing heated passenger waiting areas at the Bernard Terminal
- Building a passenger waiting area and vendor facility at the Richmond Hill Centre Transit Terminal
- Installing eight solar-powered message signs at transit stops
- Widening Major Mackenzie from Pine Valley to Highway 400 with lanes reserved for buses and other high-occupancy vehicles
- Taking part in over 180 community outreach events at transit terminals and elsewhere in the community to give travellers information on transit options and build general transit awareness

WHAT SHAPES THE DEPARTMENT’S BUDGET



ECONOMIC
VITALITY

Transportation Services supports the Community Result Area of Economic Vitality in the Strategic Plan by ensuring access to an efficient transportation network. It provides the core services of Roads and Transit operations.

Road services are delivered through several branches, including Transportation and Infrastructure Planning, Roads and Traffic Operations, and Capital Planning and Delivery. These branches are responsible for the Regional transportation network, which is made up of roads and intersections, bus rapidways, bridges, culverts, cycling lanes, multi-use paths and other assets that support active transportation, safety features such as pavement markings and separation of pedestrians from roads, and traffic operations infrastructure such as signals and cameras.

Transit is delivered through the York Region Transit branch, which offers a variety of services described in the box on page 61.

As co-lead in the Region’s asset management planning, Transportation Services also helps to ensure the Region’s assets are properly maintained today and in the future in ways that are financially sustainable, which advances the Community Result Area of Good Government.

Delivering the projects and services that support these goals gives the department important operating and capital responsibilities. It employs just under 500 people on a full-time equivalent basis, including front-line operators, engineers, project managers, financial analysts, technicians and technology staff. It also manages contracts for major capital construction projects and for operating transit services. Over the four years of this budget cycle the department proposes to add 58 new positions.

Operating budget

The operating budget for Transportation Services reflects an evolving customer experience model that is helping the department better serve customers. The model is creating a central point of intake for customer feedback across all branches, offering more self-serve options, and ensuring that responses to concerns are consistent and accurate.

The department accounts for 20% of the Region’s 2019 operating expense. Some of this spending is offset by transit revenues, road permit fees, transit-related subsidies from the provincial government and development charges, which pay the principal and interest on debt issued for growth-related capital projects.

Over all, the department’s operating expenses are supported 70% by the tax levy. The degree of support varies between the two major services, with Roads 78% reliant and York Region Transit somewhat less at 60%, owing largely to revenues from fares and advertising, and provincial gas tax funding.

Year-over-year operating budget changes

(in \$000s)	2019		2020		2021		2022		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Opening Budget	434,694	299,941	462,172	325,008	492,453	348,983	530,396	379,527	
Status Quo	12,596	12,674	7,343	4,714	7,590	5,276	5,958	3,461	
Efficiencies & Program Reductions	(2,630)	(2,485)	(2,770)	(2,697)	(507)	(507)	(464)	(464)	
Debt Servicing Net of Development Charges	(383)	(1,191)	1,611	(613)	3,501	-	7,186	-	
Fiscal Strategy	1,094	1,094	490	490	7,953	7,953	11,562	11,562	
Maintaining Service Levels for Growth Enhancements and Transformation	16,801	14,976	23,607	22,082	19,406	17,822	18,661	17,010	
	-	-	-	-	-	-	-	-	
Proposed Budget	462,172	325,008	492,453	348,983	530,396	379,527	573,300	411,097	
Budget Change	\$	27,478	25,067	30,282	23,975	37,942	30,544	42,904	31,570
	%	6.32%	8.36%	6.55%	7.38%	7.70%	8.75%	8.09%	8.32%

Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

Staffing changes

(Full-Time Equivalents)	2019		2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change	FTE	% Change
Opening	495.7		509.7		533.7		547.7	
New	14.0	2.82%	24.0	4.71%	14.0	2.62%	6.0	1.10%
Conversions	-	-	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-	-	-
Proposed Budget	509.7		533.7		547.7		553.7	
Budget Change	14.0	2.82%	24.0	4.71%	14.0	2.62%	6.0	1.10%

At \$462 million, 2019 operating expenses are \$27 million, or 6.3%, higher than in the 2018 budget. The 2018 figure has been restated for comparability to 2019 by adding contributions to asset management reserves. As explained in the Long-Term Financial Planning chapter on page 165, starting in 2019 these contributions appear in the operating budgets of the Regional departments and corporations responsible for carrying out asset management plans.

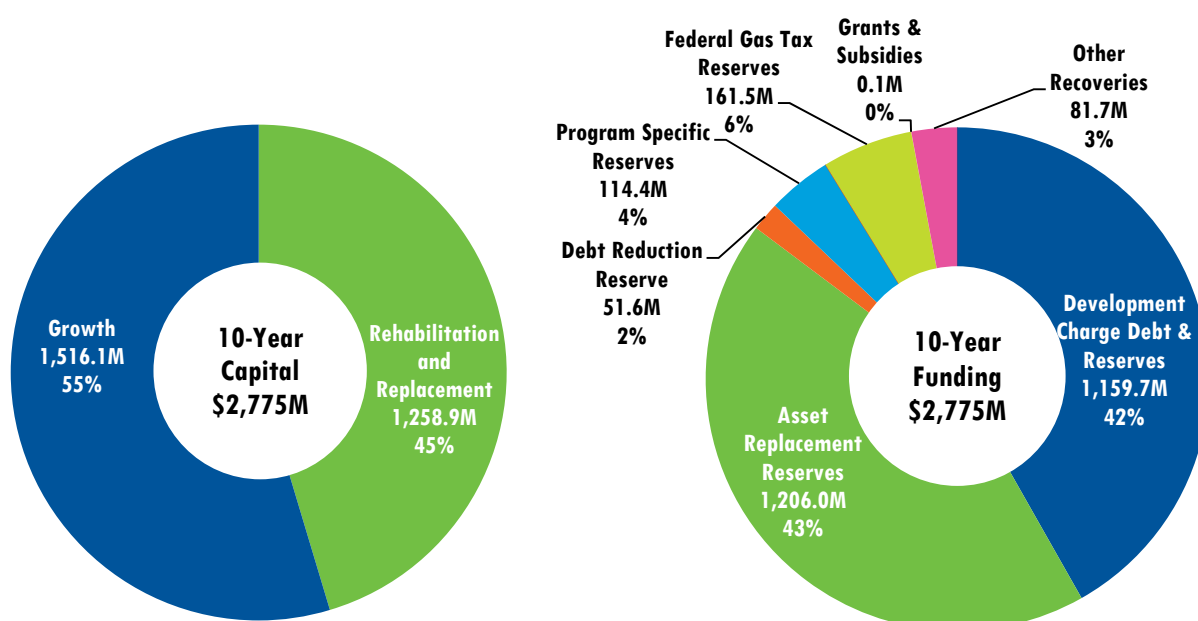
Over the remaining three years of this budget cycle the operating increases would be 6.6%, 7.7% and 8.1%. This reflects the impacts of inflation, which are built into operating contracts, and the growth in population and the department's asset base.

Capital budget

The Transportation Services' capital program continues to focus on projects that benefit the community both now and in the long term. This focus recognizes the changing needs of travellers as York Region becomes more urban and drives innovation in delivering transit and other transportation services.

Ten-year capital budget by program group

(in \$000s)	2019	2020	2021	2022	2023	2024-2028	10-Year Total	Capital Spending Authority
York Region Transit:								
Rehabilitation and Replacement	36,098	51,167	65,553	56,636	53,929	212,023	475,406	132,449
Growth	53,290	16,175	34,782	43,309	21,821	107,089	276,466	124,775
	89,388	67,342	100,335	99,945	75,750	319,112	751,872	257,224
Roads:								
Rehabilitation and Replacement	55,231	57,900	60,700	57,483	68,974	483,252	783,540	55,231
Growth	194,798	166,060	160,840	199,683	109,116	409,113	1,239,610	433,802
	250,029	223,960	221,540	257,166	178,090	892,365	2,023,150	489,033
Total Transportation Services	339,417	291,302	321,875	357,111	253,840	1,211,477	2,775,022	746,257

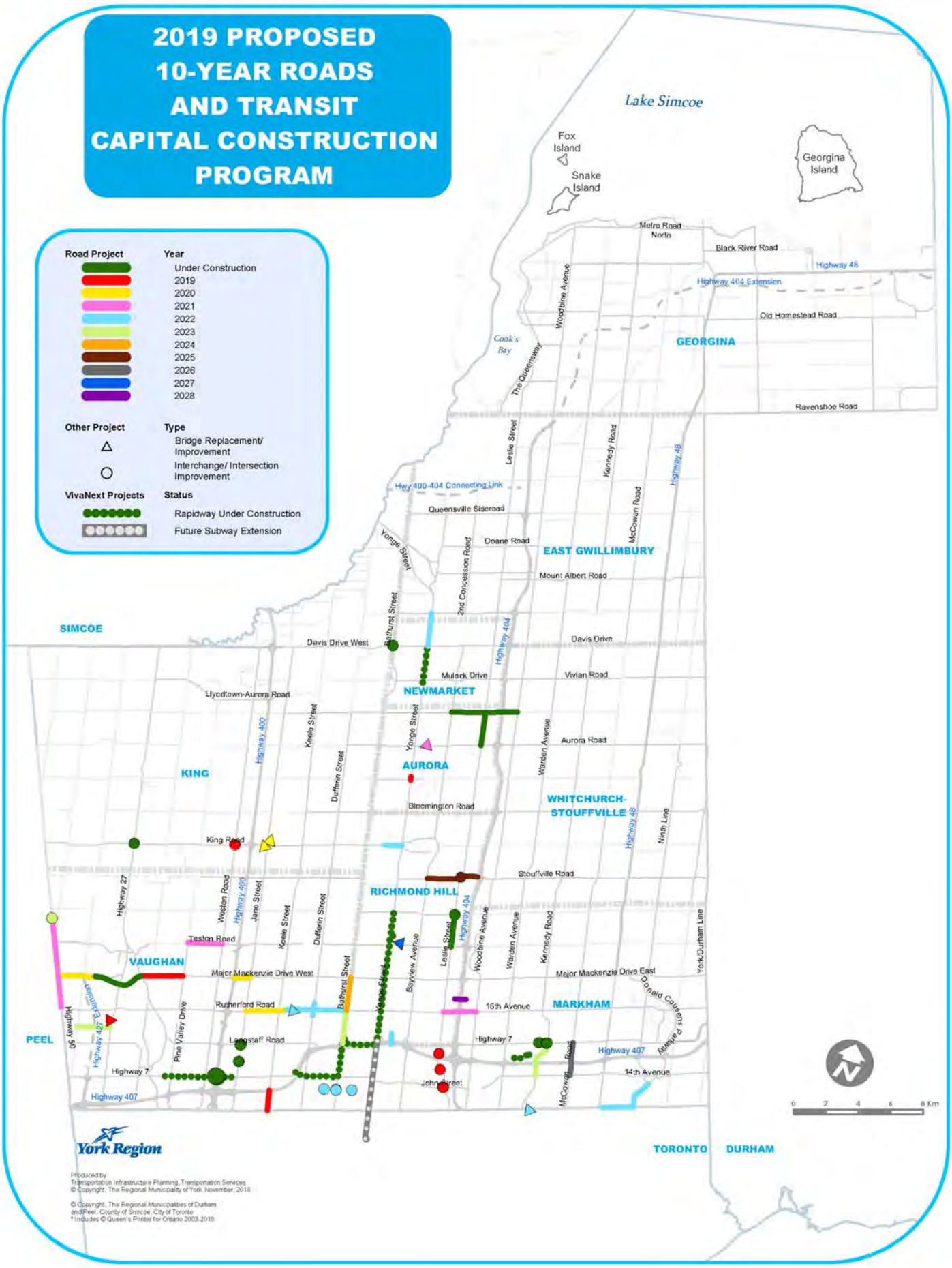


2019 PROPOSED 10-YEAR ROADS AND TRANSIT CAPITAL CONSTRUCTION PROGRAM

Road Project	Year
	Under Construction
	2019
	2020
	2021
	2022
	2023
	2024
	2025
	2026
	2027
	2028

Other Project	Type
△	Bridge Replacement/Improvement
○	Interchange/Intersection Improvement

VivaNext Projects	Status
●●●●●	Rapidway Under Construction
●●●●●	Future Subway Extension



Produced by
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Capital investments are guided by the Transportation Master Plan, a five-year document that was updated in 2016. The master plan aligns with the Region's Official Plan and with provincial guidance set out in the Growth Plan for the Greater Golden Horseshoe Area, which includes the GTA and surrounding areas.

The department has a large capital budget, representing 42% of the 10-year plan for the Region as a whole. Planned capital investment in 2019 is \$339 million, or 39% of the Region's total for the year.

As noted in the chapter on the operating budget, Regional Council approved the creation of a Roads Capital Acceleration Reserve with a contribution of \$10.7 million in 2019 to help advance priority growth-related road projects. Additional contributions will be made in 2020, 2021 and 2022. The section below on Roads provides more details.

While serving growth remains important, capital spending also focuses on asset management to maintain service quality and make wise investments as assets need to be renewed. Over the next ten years, roughly 45% of the capital budget, or \$1.3 billion, will go to rehabilitating and replacing existing assets.

Exercising good stewardship extends the life of assets and reduces total costs over their life cycle. Using asset management funds efficiently will require the Region to invest in additional resources and expertise. Renewing existing assets brings unique challenges and special considerations that differ from those involved in building new assets. A key challenge is minimizing costs while at the same time avoiding interruption or serious disruption of service.

Working with the Business Planning and Technology and Transportation Infrastructure Planning branches, the Capital Planning and Delivery branch within the Roads budget coordinates the capital budget for all non-transit capital in Transportation Services. Capital Planning and Delivery also delivers capital projects for the Roads and Traffic Operations branch.

York Region Transit designs, buys and builds transit-related capital assets. Details of Transportation Services capital projects are provided in the remainder of this chapter.

York Region Rapid Transit Corporation, discussed in the following chapter, is responsible for managing rapid transit and related capital projects.

Operating impacts of capital

The Region's road network is the foundation on which transit and active transportation services are built. In Transportation Services, the Roads and Traffic Operations branch maintains the Region's complex road and active transportation network and related infrastructure, including intersections, signals, cameras, pavement markings, rapidways and cycling lanes.

The changing nature of the network means operating costs per kilometre are also increasing. More roads and active transportation infrastructure are now in urban areas carrying heavier volumes of travellers, increasing wear and tear. Supporting such a complex system means increased maintenance requirements, including frequent pavement rehabilitation and the need for specialized equipment and technology to manage and maintain multiple lane types, signals, medians and boulevards, including plants and hardscaping. The increase in transit rapidways creates additional cost pressure in particular because of their specific maintenance and snow clearing requirements.

Some capital investments can help manage operating costs. For example, the department's specialized paint truck is capable of completing more than 120 kilometres of line painting in a single outing.

Many capital investments are made to ensure a more smoothly operating and safer network, as well as manage costs. For example, the department continues to upgrade its traffic signal control system and install Bluetooth sensors and cameras to better monitor and manage traffic flow in real time. This data can also be shared with applications like Google Maps or Waze, enabling travellers to better plan their routes. These service improvements far outweigh added operating costs.

Looking ahead

As urbanization continues, traffic volumes rise and more rapid transit options are added, the department will continue to look for ways to serve travellers with a range of travel options to maximize road network capacity.

Efforts will continue to optimize the transit network by investing in high-demand areas and providing more cost-effective options than conventional bus service where demand is low.

Moving ahead on the Transportation Services needs outlined in the Region's Corporate Asset Management Plan will help to ensure that assets are maintained in a state of good repair.

PROGRAM AREAS

The balance of this chapter provides more detail on the department's main program areas:

- York Region Transit
- Roads
- Business Management Support

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2018		2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
York Region Transit	219.3	128.0	228.0	135.7	239.5	142.5	248.7	147.8	260.4	155.3
Roads	189.5	146.3	206.2	161.7	222.3	176.1	247.6	197.9	277.8	221.0
Business Management Support	25.9	25.6	27.9	27.6	30.7	30.4	34.1	33.9	35.1	34.9
Total Operating Budget	434.7	299.9	462.2	325.0	492.5	349.0	530.4	379.5	573.3	411.1
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital			
	2019	CSA	10-Year	2019	CSA	10-Year	2019	CSA	10-Year	
York Region Transit	36.1	132.4	475.4	53.3	124.8	276.5	89.4	257.2	751.9	
Roads	55.2	55.2	783.5	194.8	433.8	1,239.6	250.0	489.0	2,023.2	
Total Capital Budget	91.3	187.7	1,258.9	248.1	558.6	1,516.1	339.4	746.3	2,775.0	

YORK REGION TRANSIT (YRT)

To ensure better and more integrated transit for travellers, York Region Transit offers a variety of options, which are described in the box on page 61. On-demand provides service in areas and/or at times where the level of demand does not support conventional bus services.

York Region Transit provides customer service support for trip planning, deals with traveller concerns, and operates a travel training centre to enable older travellers or those with disabilities to better navigate the entire

transit system. The system is fully accessible, and passengers can transfer easily from one service to another for greater efficiency and timeliness.

Transit also works with other Regional departments to ensure services meet the needs of the community. For example, recognizing the vital role of mobility for older residents, it is co-leading work to implement the Region’s Seniors Strategy.

In addition, it works with other transit providers to ensure a seamless travel experience in and beyond the GTA.

Budget overview

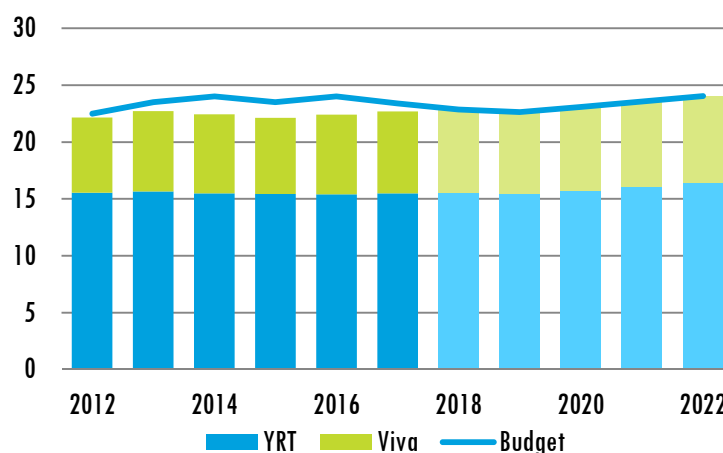
York Region Transit represents 49% of the department's 2019 gross operating expense before offsetting fare revenues.

To support growth in the size of the transit network, the operating budget proposes adding 11.5 full-time-equivalent positions over the four-year cycle. The additions, which would bring the branch’s full-time equivalent complement to 136.3, would focus on growing front-line needs, including improved traveller safety and security, vehicle maintenance, on-street inspections, dispatch, training, planning and coordination, and facility operations.

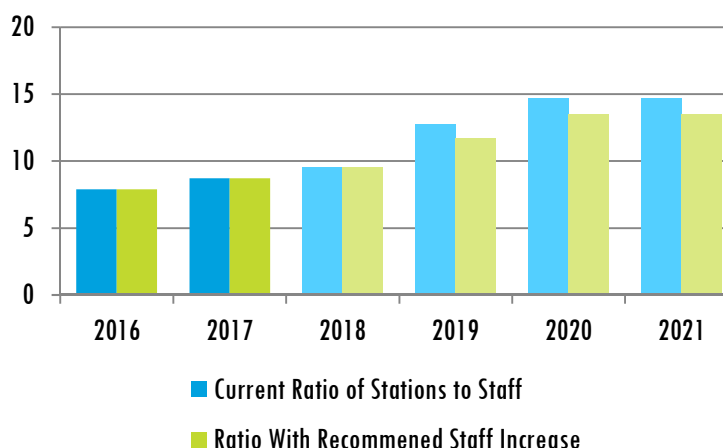
The transit branch faces challenges in building and maintaining ridership. Largely because of the disruptions caused by rapidway construction, ridership in 2018 is forecast to be about 1,000,000 lower than budgeted. Ridership projections over the next four years have been adjusted to reflect the current trend. The branch is also looking at ways of maintaining reliable transit service in construction corridors.

York Region Transit also faces higher costs resulting from an increase in the Presto card commission paid to Metrolinx and the requirement to pay property taxes on transit garages to the local municipalities in which they are located, which together will increase the department’s costs by \$2.3 million in 2019. It is working to provide needed services while managing cost pressures. This includes re-evaluating transit services on routes

RIDERSHIP EXPECTED TO INCREASE GRADUALLY (000'S)



INCREASE IN VIVA STATIONS OUTPACES INSPECTION STAFF



York Region Transit

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$219.3M	\$228.0M	\$239.5M	\$248.7M	\$260.4M
Net	\$128.0M	\$135.7M	\$142.5M	\$147.8M	\$155.3M
Budget Change		\$7.7M	\$6.8M	\$5.3M	\$7.5M
FTE - Total	124.8	129.8	134.3	136.3	136.3
- New		5.0	4.5	2.0	-
CAPITAL BUDGET					
2019 Budget					\$89.4M
Capital Spending Authority					\$257.2M
Ten-Year Capital					\$751.9M

with low ridership and high operating costs that result in an extremely low revenue-to-cost ratio. It also includes new sources of revenue from advertising on Viva buses, stations and terminals and increased fares.

Transit accounts for 27% of the department's 10-year capital plan. The plan includes buying more 60-foot buses to meet demand on routes with growing ridership while minimizing additional operating costs. As well, the facility plan includes the expansion of a bus depot on Orlando Avenue in Richmond Hill.

ROADS

The Roads budget outlined in this chapter includes the following branches: Roads and Traffic Operations, Transportation Infrastructure and Planning, and Capital Planning and Delivery.

The Roads and Traffic Operations branch is responsible for managing and maintaining about 4,200 lane-kilometres of Regional roads along with related transportation network infrastructure.

Each year, the branch carries out hundreds of traffic studies, issues 3,500 road permits and responds in a timely fashion to more than 20,000 service requests from the public. It monitors approximately 890 signalized intersections and responds to traffic disruptions.

The branch actively receives and shares information through various channels, including directly through social media and portable roadside message boards, and by making information available for sharing via such outlets as Waze and Google Maps.

Roughly 40 community events each year enable travellers to give feedback and offer suggestions on capital projects and changes to the road network.

Road safety is a key consideration for Transportation Services. Roads and Traffic Operations use a range of technologies to keep the road system operating as it was designed to in all conditions, including severe weather.

Live Chat and a new, simpler brand aim to make transit more convenient

York Region Transit uses a wide range of channels to reach travellers. In addition to a contact centre and printed material, it offers email, its own website at yrt.ca and an active presence on social media. Travellers can also take advantage of options like Interactive Voice Response, an official YRT app and trip-planning tools.

In December 2017, YRT launched a Live Chat feature on yrt.ca. This fully accessible, mobile-friendly option lets customer service staff engage in efficient, real-time conversations with customers through chat technology. When the chat ends, customers are invited to fill out a brief survey about their experience.

To the end of September 2018, YRT engaged in more than 1,000 Live Chat conversations with an 81% customer satisfaction rating. At present, Live Chat is monitored Monday to Friday from 8:30 a.m. to 4:30 p.m., with plans to expand its availability.

York Region Transit is also moving to the new, simpler over-all brand name of YRT, which replaces YRT/Viva. The rebranding creates a platform to introduce a new family of services: Local, Express, Viva, and On-Demand.

- Local refers to YRT's conventional bus routes, which provide service to schools, community centres, shopping areas and more in local communities.
- Express buses operate during rush hours, making fewer stops, and connect busy commuters to major GO Transit terminals and the TTC subway.
- Viva service travels along major corridors, often on dedicated rapidways. When out of mixed traffic, Viva vehicles are faster than conventional service.
- On-Demand combines the former Mobility Plus service for people with physical or functional disabilities and Dial-a-Ride service. It provides service in low-demand areas or during low-demand periods of the day.

Driver behaviour is another important aspect of road safety. York Regional Police play a major role in modifying behaviour through enforcement. Transportation Services works with the police and other partners on campaigns to improve traveller safety.

Investing in the growth and renewal of transportation assets is fundamental to strengthening the links across communities. The Capital Planning and Delivery branch supports this goal by overseeing the planning and building of new assets and the renewal of existing ones through asset management to ensure that the infrastructure and equipment travellers rely on will continue to be reliable.

The 2019 ten-year capital budget of \$2.0 billion for roads, which is 31% of the Region’s expected total, underscores that the Region regards a strong transportation network as a key element of its long-term vision.

To get the most from public investments, the Region works to leverage all available and potential sources of funding and to form partnerships. As an example, the Region has partnered with Metrolinx to deliver the Rutherford Road improvement project and grade separation. As well as saving costs by doing all the work under one contract, this approach also minimizes the disruption to travellers of two projects with different timelines.

Improving traveller safety for cyclists and pedestrians, and in school zones

Recent work by the Region is improving the safety of pedestrians and cyclists, especially in high-risk areas.

A Regional study showed that many collisions with cars occur when the vehicle is turning, especially at an intersection with traffic signals. In response, the department has put several measures in place to improve safety, such as “head-start” timing for pedestrian signals, and to build driver awareness.

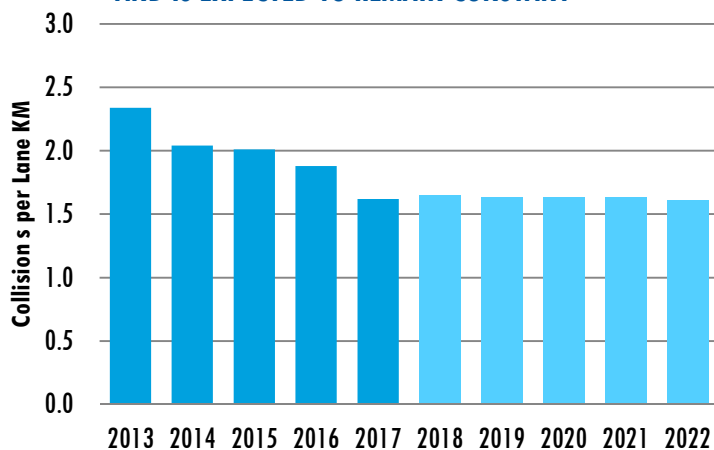
The Region will also carry out what is called “conflict analysis” to help staff develop further safety measures. In this proactive approach, automated analysis of video recordings not only captures near-miss incidents, but examines conditions and risk factors in more depth.

Automated speed enforcement in school and community safety zones, which uses radar and cameras to target speeding, is a new safety tool. It has been enabled by provincial legislation but yet to be implemented.

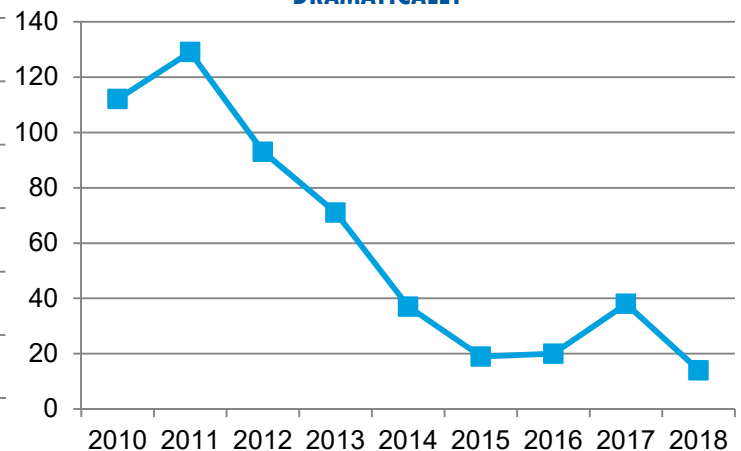
The Region is part of a working group advising on implementation. The Court Services chapter discusses some of the revenue and cost implications.

Other key issues for the Region include criteria for selecting locations, as well as technology, signage and other communication needs.

VEHICLE COLLISION RATE PER LANE KM HAS BEEN DECREASING AND IS EXPECTED TO REMAIN CONSTANT



THE NUMBER OF RIGHT ANGLE COLLISIONS HAS DECREASED DRAMATICALLY



The map on page 57 shows tender dates for capital growth projects over the next ten years.

In addition to routine repair and resurfacing of bridges and roads, Transportation Services works to improve the network by providing more accessible and efficient options when replacing existing infrastructure. Examples include more prominent “zebra” markings at road crossings and pedestrian signals that are audible and/or provide head-start timing.

Budget overview

This service area represents 45% of the department's 2019 operating expense. At \$206.2 million, it is up by \$16.7 million or 8.8% from 2018. Annual increases over the remaining three years are forecast at 7.8, 11.4 and 12.2%.

Higher costs are driven by a more complex road network and increasing urbanization, with the share of the road network classified as urban growing from 46% in 2009 to 60% in 2018. Roads and Traffic Operations continues to explore service delivery options, including outsourcing management and a service level review for snow removal operations.

The roads operating budget will need to grow to meet the requirements of the Region’s new Asset Management Plan. The number of asset maintenance contracts is expected to go from the current 30 to more than 75 a year. While most of the added contracts will be carried out externally, internal staff will need to undertake background work, manage contracts themselves and provide quality control and oversight of all contracts. As well, the provincial legislation that mandates municipal asset management planning also expands the number and scope of related activities that the department must undertake.

Gathering and analyzing data to make better decisions is increasingly critical to a smoothly running and safe road network. The volume of Regional transportation data doubles every two years and at present the department must use outside services for the often-challenging work of analyzing and leveraging it for business purposes. The budget adds two positions, in 2019 and 2021, as a more cost-effective and responsive option.

The Roads capital program for 2019 is budgeted at \$250 million, which is 29% of the Region’s total for the year. Over the next ten years, the Roads capital plan is \$2.0 billion or 31% of the total plan for the Region.

The following major capital projects, which are currently underway or scheduled to begin in 2019, will help address the Region’s transportation needs:

- Continuing the transformation of Major Mackenzie Drive from Highway 50 to Pine Valley Drive in the City of Vaughan to accommodate the growth in travel demand, including two structures over the CP Rail tracks and Humber River

Roads

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$189.5M	\$206.2M	\$222.3M	\$247.6M	\$277.8M
Net	\$146.3M	\$161.7M	\$176.1M	\$197.9M	\$221.0M
Budget Change		\$15.5M	\$14.4M	\$21.8M	\$23.1M
FTE - Total	257.5	265.5	274.5	282.5	285.5
-New		8.0	9.0	8.0	3.0
CAPITAL BUDGET					
2019 Budget					\$250.0M
Capital Spending Authority					\$489.0M
Ten-Year Capital					\$2,023.2M

- Improving Rutherford Road from Jane Street to Bathurst Street in the City of Vaughan, including a grade separation at the Barrie GO corridor train tracks
- Reconstructing 16th Avenue from Leslie Street to Woodbine Avenue in the City of Markham and the Town of Richmond Hill, in collaboration with the Ministry of Transportation as it works on Highway 404 improvements
- Working with residents and stakeholders through the environmental assessment process for:
 - ◊ Kennedy Road from Steeles Avenue to Major Mackenzie Drive in the City of Markham
 - ◊ McCowan Road from Steeles Avenue to Major Mackenzie Drive in the City of Markham
 - ◊ Jane Street from Highway 7 to Major Mackenzie Drive in the City of Vaughan
 - ◊ Teston Road from Keele Street to Dufferin Street in the City of Vaughan
 - ◊ Langstaff Road from Weston Road to Highway 7 in the City of Vaughan and
 - ◊ Major Mackenzie Drive from Woodbine Avenue to Kennedy Road in the City of Markham
- Completing the reconstruction and improvements to Davis Drive West and Bathurst Street intersection in the Town of Newmarket and the Township of King
- Completing the reconstruction and widening of Leslie Street from Wellington Street to St. John's Sideroad in the Town of Aurora

As noted earlier in this chapter, Regional Council approved the creation of a Roads Capital Acceleration Reserve through the budget approval process. The plan will be updated in the future once priority projects that could be accelerated using this reserve are identified and approved.

The department will also invest major amounts to keep assets in a state of good repair. Additional asset management funding, which will total \$1.2 billion over the next 20 years, arrived at a critical point. The condition of the road network had been in slow decline since 2015, when caring for the rapidly expanding road network over the long term began to require more funding than was available.

The Region built reserves for asset management while simultaneously drawing up plans for how best to use the funding. Finance and Transportation staff worked together to develop plans and financial models to forecast the needs of transportation assets over the next 100 years.

Transportation asset management staff have now created programs to set priorities for renewal of major assets, based on which projects are expected to provide the best value and performance for the entire road network, while balancing risk factors. These asset management activities and the Region's commitment to funding them reflect one of the key goals of Vision 2051, responsible stewardship of assets.

To extend the benefits, the Region has created an information-sharing and partnership forum with the local municipalities with the goal of coordinating best practices across the Region, focusing initially on pavement but expanding into other elements of asset management.

The Region has also worked closely with Metrolinx to share best practices and coordinate renewal programming for the bus rapidway assets.

BUSINESS MANAGEMENT SUPPORT

Business Management Support includes the budget for the Business Planning and Technology and the Transportation Strategic Initiatives and Programs branches. Together, these areas play a critical role for the department that includes supporting innovation and strategic planning, developing and maintaining transit management systems, planning and managing budgets, and managing contracts. They provide such important services as understanding and meeting the department’s technology needs, planning for emergency management, preparing budgets and financial reports, managing revenue-related activities for transit, and undertaking workforce planning, recruitment, training and staff development.

The Strategic Initiatives and Programs Branch was formed in 2018, and combines the department’s strategic planning, communications and marketing, traveller engagement and customer service strategies into one team to support the entire department. This ensures one cohesive strategy for the entire Transportation Services department that supports Regional Council priorities and ensures ongoing engagement with residents and a high quality of service to all travellers.

Budget overview

This program area represents 6% of the department's 2019 operating budget. At \$27.9 million, it is up by \$2.0 million or 7.8% from 2018. Increases over the remaining years of the budget cycle are expected to be 9.8, 11.1 and 2.9%.

The increases largely reflect the higher Presto commission and the evolution of the customer experience model. The branch proposes adding the equivalent of 18.5 full-time positions over the four years of the budget cycle, bringing its complement to almost 132.

Business Management Support

OPERATING BUDGET

	2018	2019	2020	2021	2022
Gross	\$25.9M	\$27.9M	\$30.7M	\$34.1M	\$35.1M
Net	\$25.6M	\$27.6M	\$30.4M	\$33.9M	\$34.9M
Budget Change		\$2.0M	\$2.8M	\$3.5M	\$1.0M
FTE - Total	113.4	114.4	124.9	128.9	131.9
- New		1.0	10.5	4.0	3.0

New positions will enable the department to better respond to close to 30,000 customer emails that currently arrive through 15 public-facing mailboxes, create 1,500 new responses for the customer knowledge base to be added to the existing 600 for transit, and maintain the enlarged knowledge base. This will also be responsible for customer service leadership, training and quality monitoring.

Positions will also provide in-person customer service at major new transit hubs in Richmond Hill and Vaughan that together are expected to see a volume of roughly six million travellers a year. The branch will also add positions to support and leverage investments in transportation technology.

INTENTIONAL BLANK



YORK REGION RAPID TRANSIT CORPORATION

has the mission of designing and delivering an exceptional rapid transit system attracting, moving and connecting people to York Region's urban centres and destinations.



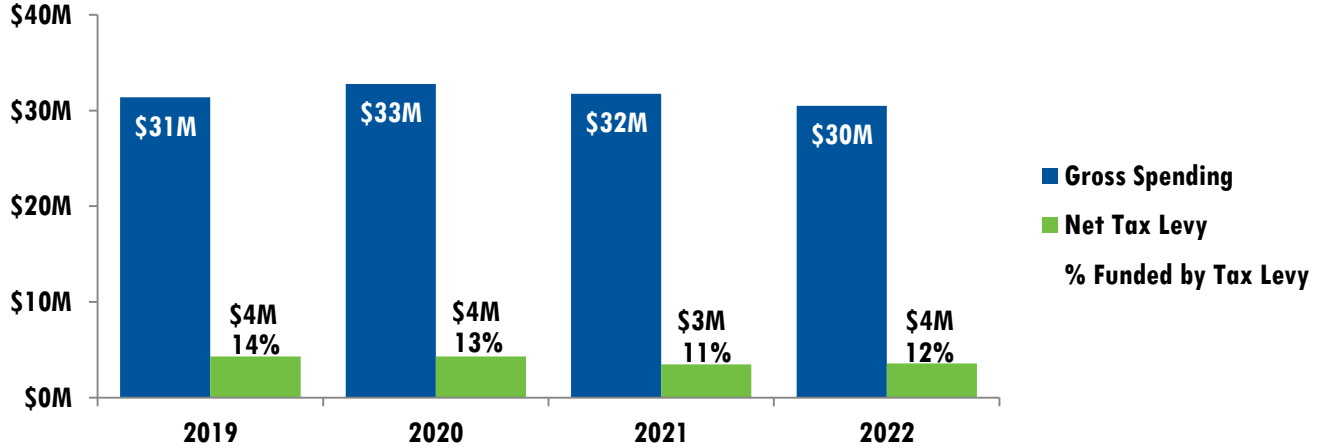
THE YORK REGION RAPID TRANSIT CORPORATION

OPERATING BUDGET IS...

**1% OF TOTAL
REGIONAL EXPENDITURES**

**0.4¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

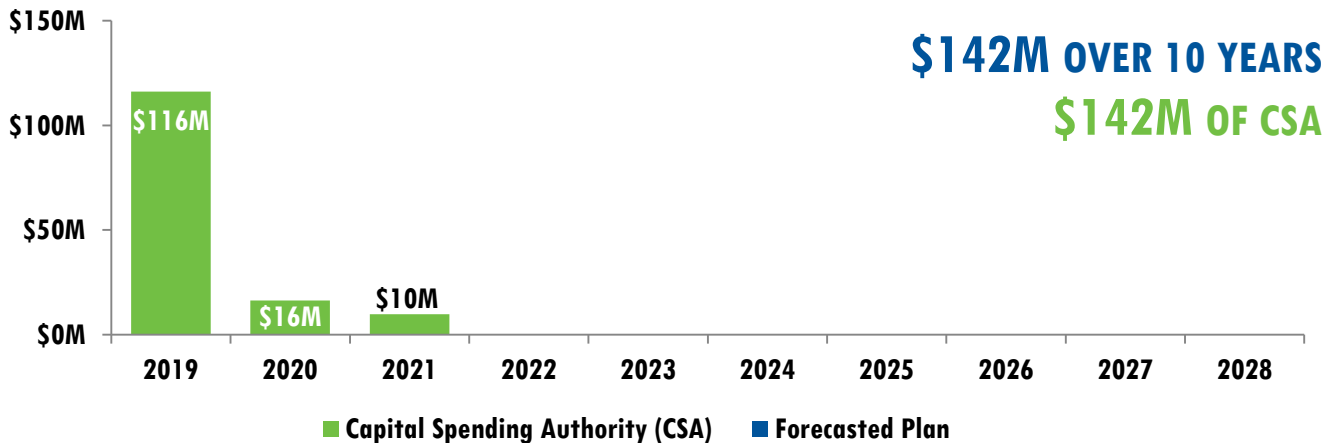
THE YORK REGION RAPID TRANSIT CORPORATION

CAPITAL BUDGET IS...

**2.2% OF THE
REGION'S 10-YEAR PLAN**

**6.3% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)



Note: The budget figures in this chapter exclude the projects delivered on behalf of Metrolinx.

CREATING ATTRACTIVE, RELIABLE RAPID TRANSIT

York Region Rapid Transit Corporation plans, designs and oversees the building of the rapid transit network and related infrastructure in the Region. The current funded capital program for rapid transit infrastructure in York Region is \$3.4 billion.

ACCOMPLISHMENTS

The York Region, federal and provincial government funded initiatives include extending the Toronto-York Spadina subway, beginning preliminary engineering work on the Yonge Subway Extension and building a bus rapid transit network.

Creating the bus rapid transit network involved the provincial transit agency, Metrolinx, investing \$1.755 billion to create 34.6 km of dedicated bus rapidways, with the Region making further investments in terminals and other related facilities.

These rapidway investments on such key corridors as Highway 7 are reducing travel time by 30% to 36% compared to curbside service, making it easier for passengers to reach and connect to major centres. As well, collisions along the completed rapidway corridors have fallen by 35% to 48%, compared to 2009 before rapidways were built.

Rapidways are also supporting the Region's Centres and Corridors strategy, which is described in more detail in the chapter entitled York Region's Programs and Partnerships. In sync with the initial announcement of major investment in bus rapid transit, applications for residential building permits doubled in the Region. Growth in residential high-rise building along completed rapidway segments has averaged 1,300 units annually, compared to an average of 490 before they opened.

The integrated transit facilities hub, at the end of the Line 1 TTC subway extension to the Vaughan Metropolitan Centre (VMC) area, provides important new links for passengers to access the bus rapid transit service and station on Highway 7 and the Spadina extension of the TTC subway Line 1. The subway extension, which opened in December 2017, involved capital construction investment of \$1.3 billion within York Region to take the line from Pioneer Village to Vaughan. This included a Regional investment of \$648 million toward subway construction and related assets, including the pedestrian concourse at VMC.

The provincial government provided \$55 million for preliminary design and engineering work to extend the Yonge Street TTC subway Line 1 north to Richmond Hill. York Region also dedicated 100% of its federal share, \$36.3 million, of the Public Transit Infrastructure Fund (PTIF) phase one funding to this project for a total \$91.3 million. This builds on the \$4.3 million the Region already provided for the completed conceptual design.

Early in 2018, Metrolinx, the TTC, City of Toronto, and York Region Rapid Transit Corporation reached agreement on the governance of the project, and the partners are working to advance the planning and design of the extension. The total cost of the Yonge subway extension is an estimated \$5.6 billion.

In November 2018, the provincial government announced that it would develop a plan to upload responsibility for TTC subway infrastructure, including new lines, from the City of Toronto to the province. It added that this would enable the province to fund and deliver transit projects sooner in support of a more efficient and modern regional transit system. The release of the final report of a special adviser to the province, expected in early 2019, should provide the Region and its partners with greater clarity as to the possible impacts of the upload on the Yonge Street extension.

Building out the York Region rapid transit network

The planned Yonge Subway Extension, which is key to unlocking population and economic growth in the Richmond Hill/Langstaff Urban Gateway Centre, has been the Region's top transit priority for a number of years. Like the Spadina extension in Vaughan, the new subway would connect to the bus rapidway system to form an integrated network linking major centres and corridors.

The new subway project would extend the TTC Line 1 northward 7.4 kilometres from Finch station in Toronto through Markham and Vaughan and end at the Richmond Hill/Langstaff Gateway at Highway 7.

This critical rapid transit link would add five new subway stations and include two intermodal terminals (at Steeles and Richmond Hill Centre Station) and 2,000 commuter parking spaces near Langstaff/Longbridge Station. It is forecast to carry 165,000 riders day, which is equivalent to saving 2,500 bus trips a day on Yonge Street and removing 7,000 tonnes of greenhouse gas emissions a year, and to support 31,000 new jobs at Richmond Hill/Langstaff.

Preliminary planning, design and engineering are underway and expected to take roughly two years and provincial and federal funding commitments for construction are still required. Additional provincial and federal funding for bus rapidways is also needed to complete the rapid transit network and unlock the full value of their investments to date, including subway extensions and improved GO train service.

Priorities for future rapidways are set out in the York Region Transportation Master Plan and are at various stages of readiness, as this table shows (EA refers to Environmental Assessment and PDE refers to preliminary design and engineering work):

EA and PDE completed:	EA completed:	EA to be completed
<ul style="list-style-type: none">• Yonge Street, Gamble Road to Savage Road• Highway 7 East, Unionville GO Station to Cornell Terminal	<ul style="list-style-type: none">• Highway 7 West, Bruce Street to Highway 50 Steeles Avenue, Jane Street to Milliken GO Station• Don Mills Road/Leslie Street, Steeles Avenue to Major Mackenzie Drive• Jane Street, Highway 7 to Major Mackenzie Drive• Major Mackenzie Drive, Jane Street to Leslie Street	<ul style="list-style-type: none">• Major Mackenzie Drive from Leslie Street to Highway 48• Green Lane from Yonge Street to the East Gwillimbury GO Station

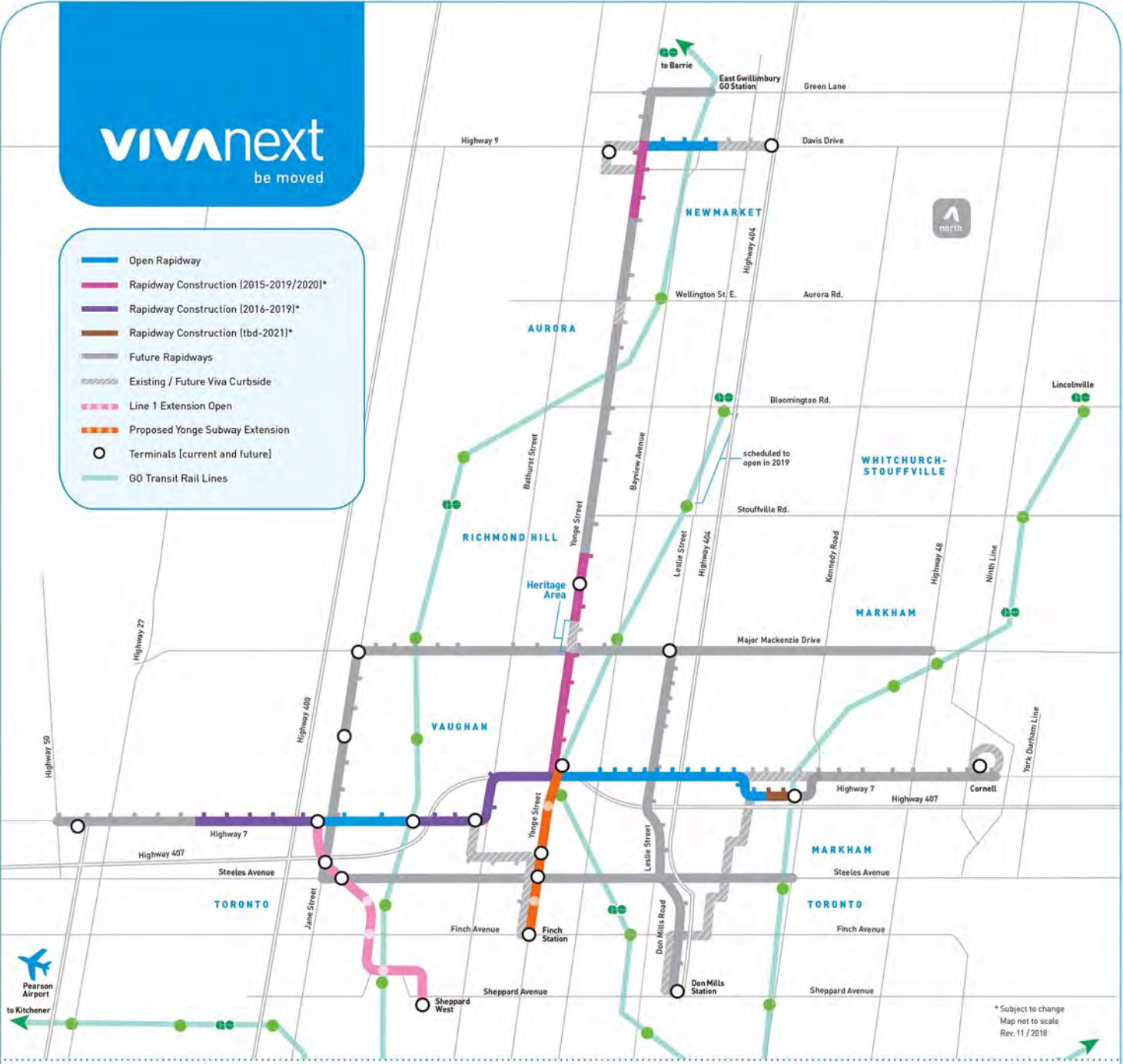
With approval of the Metrolinx 2041 Regional Transportation Plan in 2018, however, projects are being reviewed as part of a larger prioritization framework, with results of the review expected in 2019.

YRRTC staff continues to work with Metrolinx staff to seek funding for planning and design work related to the remaining BRT segments on Yonge Street and Highway 7.

VIVAnext

be moved

- █ Open Rapidway
- █ Rapidway Construction (2015-2019/2020)*
- █ Rapidway Construction (2016-2019)*
- █ Rapidway Construction (tbd-2021)*
- █ Future Rapidways
- Existing / Future Viva Curbside
- Line 1 Extension Open
- Proposed Yonge Subway Extension
- Terminals (current and future)
- █ GO Transit Rail Lines



* Subject to change
Map not to scale
Rev. 11 / 2018



vivanext.com

\$11 billion



over 75 km
of Bus Rapid Transit



7.4 km
Yonge Subway Extension
to Richmond Hill Centre

- unfunded rapid transit
- funded rapid transit
- proposed Yonge Subway Extension
- GO / RER / Metrolinx
- - - - future service to be determined



Yonge Street & Green Lane
4.4 km
3 stations
\$184 million

Yonge Street
19th / Gamble to Savage Street North
14.5 km
9 stations
\$713 million

Highway 7 West
Highway 50 to Helen Street
5.8 km
6 stations
\$297 million

Steeles Avenue
Jane Street to Kennedy Road
future service to be determined

Future BRT
Major Mackenzie 23 km
Jane Street 6 km
Leslie Street 14 km
\$3.72 billion

Highway 7 East
Unionville GO Station to Cornell Bus Terminal
9.5 km
8 stations
\$437 million

Yonge Subway Extension
7.4 km extension from Finch to Richmond Hill Centre
5 stations & 2 terminals
2,000 parking spaces
2,500 bus trips saved/day
\$5.6 billion

WHAT SHAPES THE CORPORATION'S BUDGET



ECONOMIC
VITALITY

The York Region Rapid Transit Corporation budget supports the Community Result Area of Economic Vitality and the core service of Transit. Offering travellers rapid transit as an option also supports the result area of Sustainable Environment.



SUSTAINABLE
ENVIRONMENT

Investing in a well-designed and convenient-to-use rapid transit network is important for the Region, especially as it grows and urbanizes, so that:

- People can move quickly and reliably using transit, reducing traffic volume on roads
- Growth is encouraged in existing built-up areas, which aligns with the Region's Centres and Corridors Strategy
- Employers locate in York Region, especially in Centres and Corridors, because of its robust transit options
- Communities and the environment benefit from reduced vehicle emissions and lower energy use.

These benefits have made investing in rapid transit projects a top priority of the Region, as well as of other levels of government.

The Viva bus rapidways involve complex ownership and stewardship arrangements:

- On completion, the bus rapidways are owned by Metrolinx. The Region and other municipalities, however, benefit from betterments that took place during construction, such as water main upgrading or road resurfacing. The Accrual Budget chapter provides details on how this affects budgeting and financial reporting.
- On the operating and renewal side, Metrolinx is responsible for the rapidways' long-term rehabilitation and replacement costs, while the Region maintains and operates the assets. Transportation Services is responsible for operations and maintenance of the rapidway lanes, while the Forestry unit in Environmental Services cares for trees and other elements of rapidway streetscaping.
- Facilities and terminals are owned, operated and maintained by the Region, which will also be responsible for their rehabilitation and replacement costs.

Operating budget

The 2019 operating spending, at \$31 million, represents 1.3% of the Region's total. This is an increase from \$30.8 million in 2018. The operating budget reflects the completion of the remaining rapidways for Yonge Street and Highway 7 West in the City of Vaughan.

Operating spending is largely recovered from the corporation's capital budget, with 14% coming from the tax levy. In 2019 the tax levy is expected to decline 2.8% from \$4.4 million to \$4.3 million.

Year-over-year operating budget changes

(in \$000s)	2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	30,821	4,430	31,368	4,304	32,788	4,309	31,763	3,486
Status Quo	(86)	(86)	222	222	(26)	(26)	74	74
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Debt Servicing Net of Development Charges	436	(237)	1,198	(217)	(1,149)	(948)	(1,342)	(3)
Fiscal Strategy	(3)	(3)	-	-	-	-	-	-
Maintaining Service Levels for Growth	200	200	-	-	150	150	-	-
Enhancements and Transformation	-	-	-	-	-	-	-	-
Proposed Budget	31,368	4,304	32,788	4,309	31,763	3,486	30,495	3,556
Budget Change	\$ 547	(126)	1,420	5	(1,025)	(823)	(1,268)	70
	% 1.77%	(2.83%)	4.53%	0.11%	(3.13%)	(19.11%)	(3.99%)	2.02%

Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

Staffing changes

(Full-Time Equivalents)	2019		2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change	FTE	% Change
Opening	48.0		48.0		48.0		48.0	
New	-	-	-	-	-	-	-	-
Conversions	-	-	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-	-	-
Proposed Budget	48.0		48.0		48.0		48.0	
Budget Change	-	-	-	-	-	-	-	-

The corporation has dedicated service agreements with Regional departments that provide planning, legal, property and other related services for the time their staff put into its projects. Even when a project is shown as being completed, the related legal and property work continues. The Region regards these costs as recoverable from the capital budget funded by Metrolinx.

York Region Rapid Transit Corporation does not make contributions to reserves for capital rehabilitation and replacement because it has no long-term responsibility for assets once they are completed.

Capital budget

The capital plan for York Region Rapid Transit in this budget reflects \$142 million up until 2021, and includes bus rapid transit terminals, final work related to the subway extension to Vaughan Metropolitan Centre and preliminary engineering for the Yonge Subway Extension.

York Region Rapid Transit Corporation also manages the design and construction of rapidways on behalf of Metrolinx. These projects are not included in the Region's budget because Metrolinx funds and owns the rapidways. The projects currently being managed, for which funding has been secured, include:

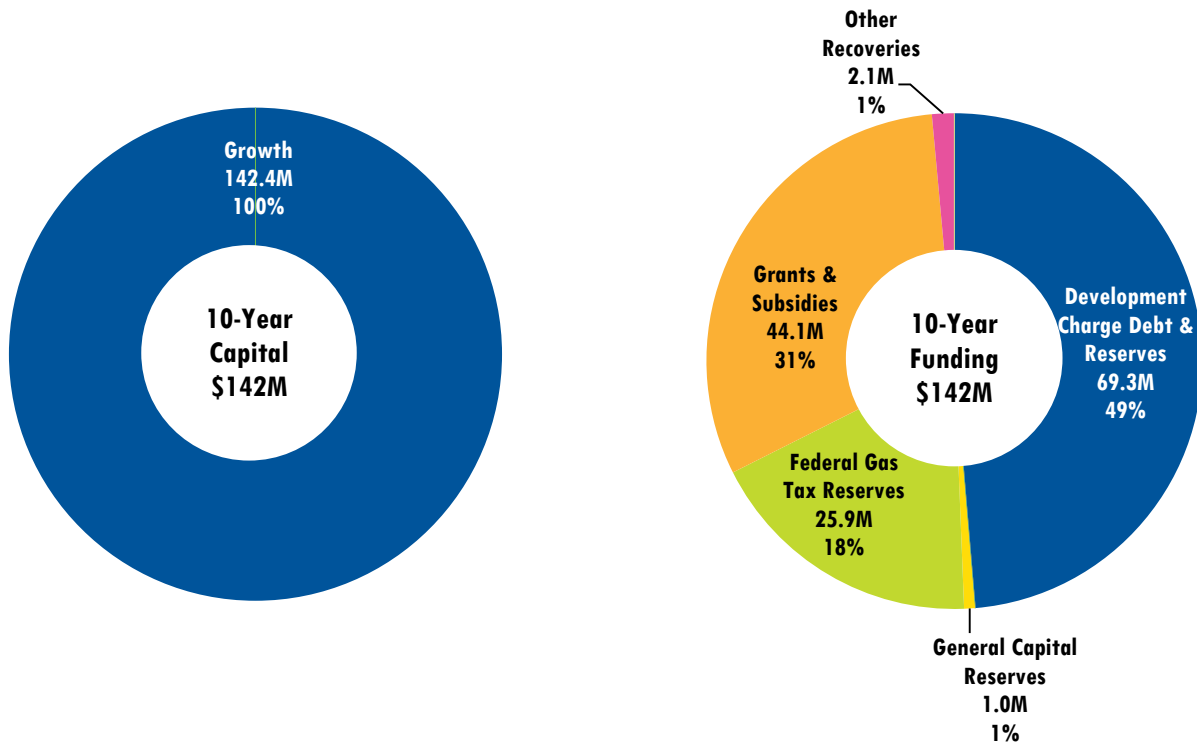
- Yonge Street from Mulock to Davis Drive in Newmarket
- Yonge Street from Highway 7 to Gamble Road in Richmond Hill
- Sections of Highway 7 West in Vaughan

These projects are part of the total \$1.8 billion rapidway program funded by Metrolinx.

Ten-year capital budget

(in \$000s)	2019	2020	2021	2022	2023	2024-2028	10-Year Total	Capital Spending Authority
York Region Rapid Transit Corporation								
Total Project Expenditures	116,205	16,377	9,838	-	-	-	142,420	142,420

Note: York Region Rapid Transit Corporation's capital is approved at an individual project level and program groups do not apply.



Operating impact of capital

Transportation Services and Environment Services are responsible for maintenance and operation of the rapidway system, including running the Viva bus system, clearing the rapidways of snow and ice, and caring for plantings. Their chapters provide further detail.

Looking ahead

Much remains to be done to serve a growing Regional population and continue the economic expansion of the Region and the Greater Toronto Area as a whole. The box on page 71 outlines the scope of the Yonge subway extension.

As funding for the current phase of the rapid transit program will be completed by 2022, York Region Rapid Transit must pursue new funding for the future program from the federal and provincial governments and possibly other sources.

York Region’s ability to absorb the population projected under the provincial Growth Plan depends on funding for the full rapid transit network outlined in this chapter. These investments are essential to allow the Region to welcome more people and jobs while managing congestion and building complete communities. Supporting that vibrant and sustainable future calls for continued commitment on the part of the provincial and federal governments.



ENVIRONMENTAL SERVICES

keeps communities sustainable and protects their water, land and air as the Region grows. It strives to deliver results cost-effectively through innovation and best practices.

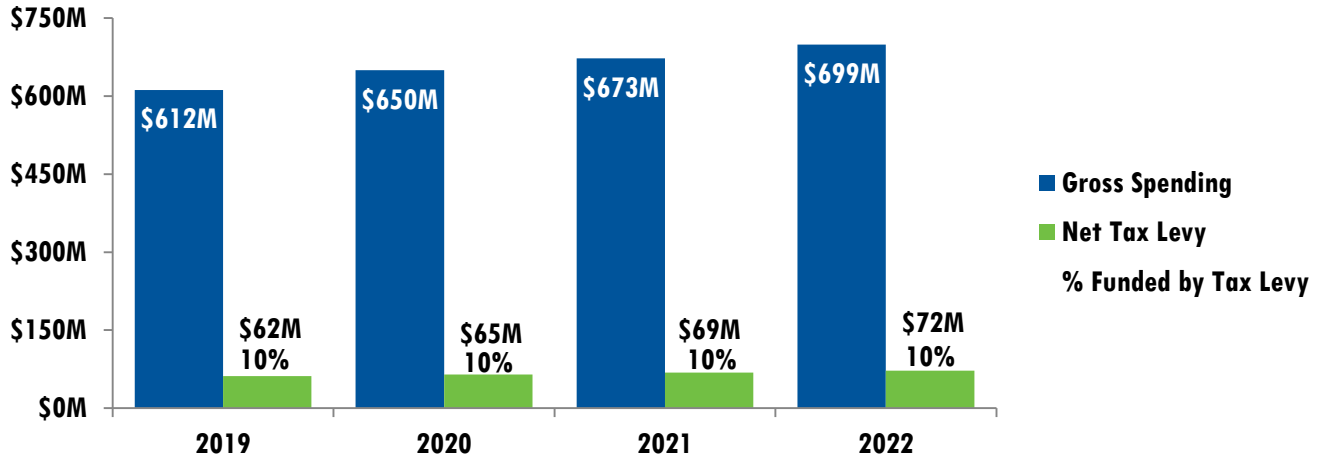


THE ENVIRONMENTAL SERVICES OPERATING BUDGET IS...

**26% OF TOTAL
REGIONAL EXPENDITURES**

**5¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

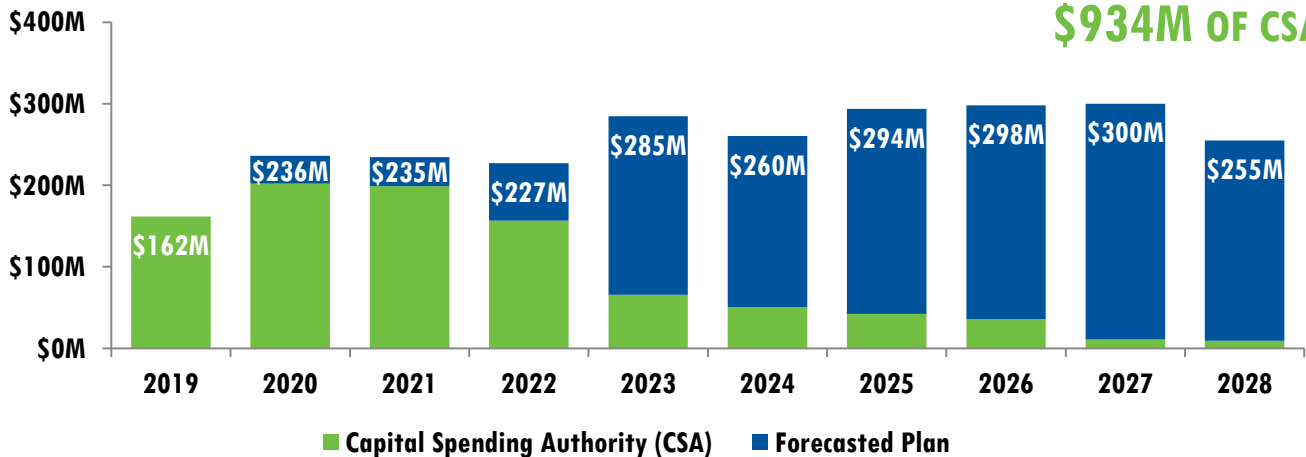
THE ENVIRONMENTAL SERVICES CAPITAL BUDGET IS...

**39% OF THE
REGION'S 10-YEAR PLAN**

**41% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$2,552M OVER 10 YEARS
\$934M OF CSA



SAFE RELIABLE SERVICES, STRONG CUSTOMER FOCUS

Environmental Services uses leading-edge approaches to deliver safe, reliable and high-quality water and wastewater, waste management and forestry services to people and communities in the Region. It is also responsible for the organization's energy use programs and, with Transportation Services, for leading the Region's corporate asset management planning.

The department works closely with the Region's nine local municipalities on all its major activities. It:

- Delivers drinking water to the municipalities to distribute to retail customers, and collects wastewater from local municipal systems for treatment
- Oversees facilities to which local municipalities deliver waste, materials for recycling and organics for composting and, with Durham Region, co-owns the Durham York Energy Centre
- Works closely on forestry initiatives with the local municipalities, which are playing a key role in achieving tree canopy targets

Water, wastewater and waste management operate under a complex system of provincial legislation and requirements. Some aspects of water and wastewater are also subject to federal and transnational requirements. The provincial government also provides a legislated framework for waste management, including recycling and organic waste composting.

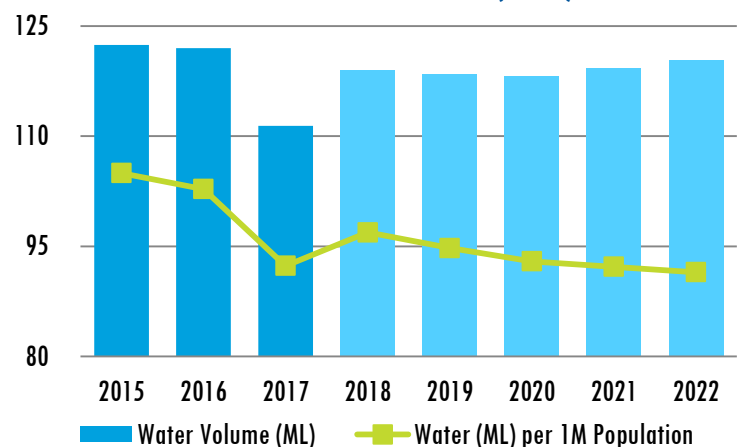
In addition, the Region must follow the guidance of the Growth Plan for the Greater Golden Horseshoe Area, which aims to ensure that infrastructure is in place to serve expected growth. The Region advocates for coordinated policy approaches to ensure greater consistency and clarity.

ACCOMPLISHMENTS

Over the past several years, the department has:

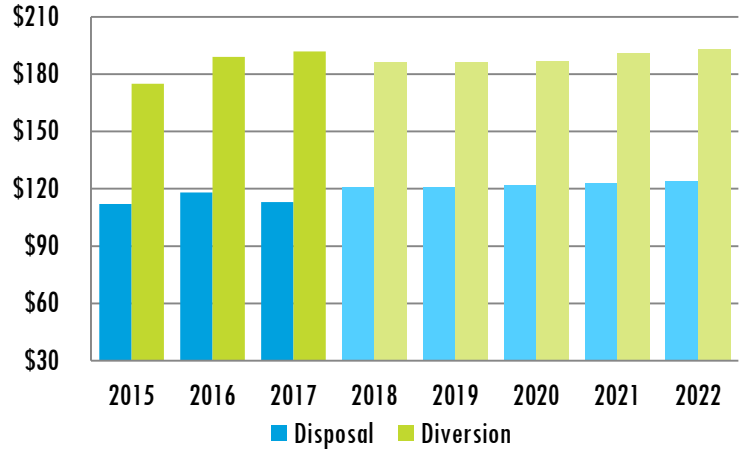
- Achieved some of the highest water quality scores in the province in the annual reports of Ontario's Chief Water Inspector
- Embraced the One Water concept, which focuses on matching the source of water, whether from rain or in a lake, river, aquifer or municipal system, to its best use to improve sustainability and manage costs
- Used water conservation measures to help save 26.6 million litres of water a day, enough to meet the needs of more than 140,000 people

DOWNWARD TREND IN WATER PER RESIDENT IS FORECAST TO CONTINUE (000'S)



- Invested with Durham Region in a state-of-the-art energy-from-waste facility that has helped it divert 93% of household waste from landfill in 2017
- Set tree canopy and woodland cover targets across the Region and committed to actions for achieving them
- Developed up a Green Infrastructure Asset Management Plan that is at the leading edge of practice by applying principles of asset management to green infrastructure
- Helped the organization as a whole reduce energy use and greenhouse gas emissions per resident

DISPOSAL COSTS PER TONNE FORECAST TO GO UP FASTER THAN DIVERSION COSTS PER TONNE



WHAT SHAPES THE DEPARTMENT’S BUDGET



The activities of Environmental Services align with the Community Result Area of Sustainable Environment. The department directly provides the core services of Water (including wastewater), Waste Management and Forestry as identified in the Strategic Plan. Through energy management, it supports more sustainable and efficient delivery of all Regional services.

Investing in these services is essential to ensuring a sustainable environment now and into the future:

- Well-run water and wastewater services reduce the environmental impacts of purifying and distributing drinking water and collecting and treating wastewater. They also safeguard human health.
- Effective waste management significantly reduces the amount of waste going into landfill, which in turn reduces pollution and the energy needed for processing and transportation.
- Growing, preserving and protecting the Region’s trees and forests combats climate change, gives residents access to much-needed green space, and creates diverse and healthy ecosystems for native wildlife and plants.
- Working to better manage energy use across the organization saves costs and reduces greenhouse gas emissions, improving air quality and helping to combat climate change.
- Co-managing the organization’s asset management planning efforts helps to make sure that the Region’s critical infrastructure is properly cared for and replaced when needed.

The department employs roughly 412 people on a full-time equivalent basis, including engineers, water and wastewater plant operators, foresters and technicians. It is also responsible for building, operating and overseeing a major infrastructure portfolio, valued at \$6.5 billion, and manages contracts with third parties for various services.

Operating budget

The department's 2019 operating expenses account for 26% of the Region's total. Water and wastewater, its largest program, is funded from user rates. As a result, the department takes only a small share — about 5% — of the tax levy.

Operating needs are projected to be \$23.2 million, or 3.9% higher than in 2018. The year-over-year increase in 2020 would be 6.2%, followed by increases of 3.5% and 4.0% in the final two years of the four-year budget.

These increases largely reflect the impact of moving to full-cost recovery rates for water and wastewater, which is the department's largest program. Because water and wastewater services are funded mainly from user rates, there is essentially no impact on the tax levy.

Over the budget cycle the department plans to add 24 new positions and convert 38 that are currently temporary into permanent. About two-thirds of the new staff would be in water and wastewater operations. An additional 13 would work on delivering new capital projects and improving management of existing infrastructure.

The department has a strong focus on providing services efficiently. The 2019 budget reflects efficiencies that were achieved by better aligning some budget items with historical experience and by reducing casual and standby salary expense and costs for contracted services. In 2019 Environmental Services is carrying out a further program and efficiency review.

In line with the Region's Asset Management Plan, Environmental Services makes contributions through the Fiscal Strategy line of its operating budget to reserves to ensure that its complex assets can be rehabilitated

Year-over-year operating budget changes

(in \$000s)	2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	588,531	62,452	611,760	61,970	649,932	64,599	672,510	68,666
Status Quo	10,037	(14,412)	9,405	(21,848)	8,262	(11,051)	6,935	(9,435)
Efficiencies & Program Reductions	(1,181)	(2,095)	-	-	(58)	(58)	-	-
Debt Servicing Net of Development Charges	(2,101)	(448)	4,668	377	(1,361)	(559)	6,869	135
Fiscal Strategy	14,511	14,511	21,449	21,449	13,449	13,449	9,762	9,762
Maintaining Service Levels for Growth	1,962	1,962	2,651	2,651	2,069	2,069	3,011	3,011
Enhancements and Transformation	-	-	-	-	217	217	-	-
Proposed Budget	611,760	61,970	649,932	64,599	672,510	68,666	699,087	72,139
Budget Change	\$ 23,229	(482)	38,173	2,629	22,577	4,067	26,578	3,474
	% 3.95%	(0.77%)	6.24%	4.24%	3.47%	6.30%	3.95%	5.06%

Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

Staffing changes

(Full-Time Equivalents)	2019		2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change	FTE	% Change
Opening	412.0		428.0		444.0		459.0	
New	4.0	0.97%	9.0	2.10%	6.0	1.35%	5.0	1.09%
Conversions	12.0	2.91%	7.0	1.64%	9.0	2.03%	10.0	2.18%
Program Reductions	-	-	-	-	-	-	-	-
Proposed Budget	428.0		444.0		459.0		474.0	
Budget Change	16.0	3.88%	16.0	3.74%	15.0	3.38%	15.0	3.27%

and replaced when needed. The impact of these contributions is highest in the first two years of the current budget cycle.

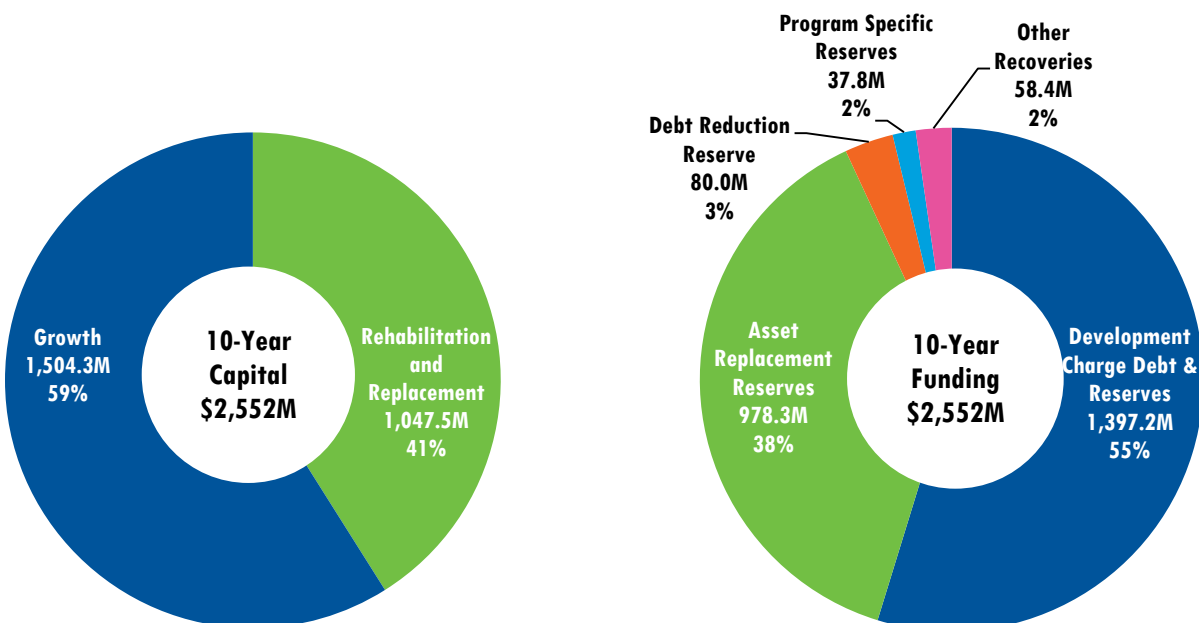
Individual departments and Regional corporations are now responsible for funding and carrying out their own asset management programs. The Operating and Financial Initiatives chapters provide more detail.

Capital budget

The capital portfolio of Environmental Services includes built facilities and equipment such as treatment plants and pumping stations, “linear assets” such as water mains and wastewater collectors, and living

Ten-year capital budget by program group

(in \$000s)	2019	2020	2021	2022	2023	2024-2028	10-Year Total	Capital Spending Authority
Water:								
Rehabilitation and Replacement	36,831	38,913	35,108	27,987	27,481	109,931	276,251	90,281
Growth	16,899	19,697	12,732	9,021	7,705	131,629	197,682	89,581
	53,729	58,610	47,840	37,008	35,186	241,560	473,933	179,862
Wastewater:								
Rehabilitation and Replacement	59,780	88,707	79,521	73,294	107,044	330,356	738,703	374,415
Growth	42,809	76,664	103,032	111,064	138,982	728,311	1,200,862	373,937
	102,589	165,371	182,553	184,358	246,026	1,058,667	1,939,564	748,352
Waste Management:								
Rehabilitation and Replacement	991	1,241	1,374	3,053	663	9,361	16,683	1,001
Growth	1,510	7,915	350	150	100	80,530	90,555	1,525
	2,501	9,156	1,724	3,203	763	89,891	107,238	2,526
Forestry	2,099	2,372	2,155	2,055	2,074	10,831	21,586	2,099
Energy Management	783	651	516	491	560	6,485	9,486	783
Total Environmental Services	161,702	236,160	234,788	227,115	284,609	1,407,434	2,551,807	933,622



infrastructure such as street trees, plantings and forests. Its capital projects are expected to account for 39% of the Region's total plan over the next ten years. It expects to spend \$161.7 million in 2019, which would be 19% of the total for the Region.

Spending on new capital projects is guided by a master plan for water and wastewater and individual capital plans for the remaining business units. The Region's Asset Management Plan outlines needed timing of rehabilitation projects and asset replacements.

Over the next ten years, 59% of capital spending on Environmental Services infrastructure will be to support growth, while the balance will go to asset rehabilitation and replacement.

Looking ahead

While each program area of the department faces its own challenges and opportunities, all of them are subject to direction from senior levels of government, especially the province, particularly in the form of regulation. The Region advocates for clarity and consistency in direction to reduce uncertainty.

PROGRAM AREAS

The balance of this chapter provides more detail on the department's main program areas:

- Water and wastewater
- Waste management
- Forestry
- Energy management

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2018		2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Water and Wastewater	504.0	-	525.7	-	561.1	-	579.8	-	601.6	-
Waste Management	72.8	52.2	73.7	51.1	75.7	53.1	79.0	56.5	82.3	58.8
Forestry	10.3	9.1	10.9	9.8	11.6	10.4	12.2	11.0	13.6	12.2
Energy Management	1.4	1.2	1.5	1.1	1.5	1.1	1.5	1.1	1.6	1.2
Total Operating Budget	588.5	62.5	611.8	62.0	649.9	64.6	672.5	68.7	699.1	72.1
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital			
	2019	CSA	10-Year	2019	CSA	10-Year	2019	CSA	10-Year	
Water and Wastewater	96.6	464.7	1,015.0	59.7	463.5	1,398.5	156.3	928.2	2,413.5	
Waste Management	1.0	1.0	16.7	1.5	1.5	90.6	2.5	2.5	107.2	
Forestry	1.6	1.6	15.8	0.5	0.5	5.8	2.1	2.1	21.6	
Energy Management	-	-	-	0.8	0.8	9.5	0.8	0.8	9.5	
Total Capital Budget	99.2	467.3	1,047.5	62.5	466.3	1,504.3	161.7	933.6	2,551.8	

WATER AND WASTEWATER

High standards of treatment are essential to human health and protection of the environment. The Region is widely recognized for its professionalism in delivering water and wastewater, which are core services.

With no direct access to Lake Ontario, the Region has entered into long-term agreements with neighbouring municipalities in the Greater Toronto Area for drinking water supply and wastewater treatment.

Most of the drinking water that the Region provides to local municipalities is purchased from Peel Region and the City of Toronto. Smaller amounts come from Lake Simcoe and groundwater wells, mainly to serve the Region's northern communities.

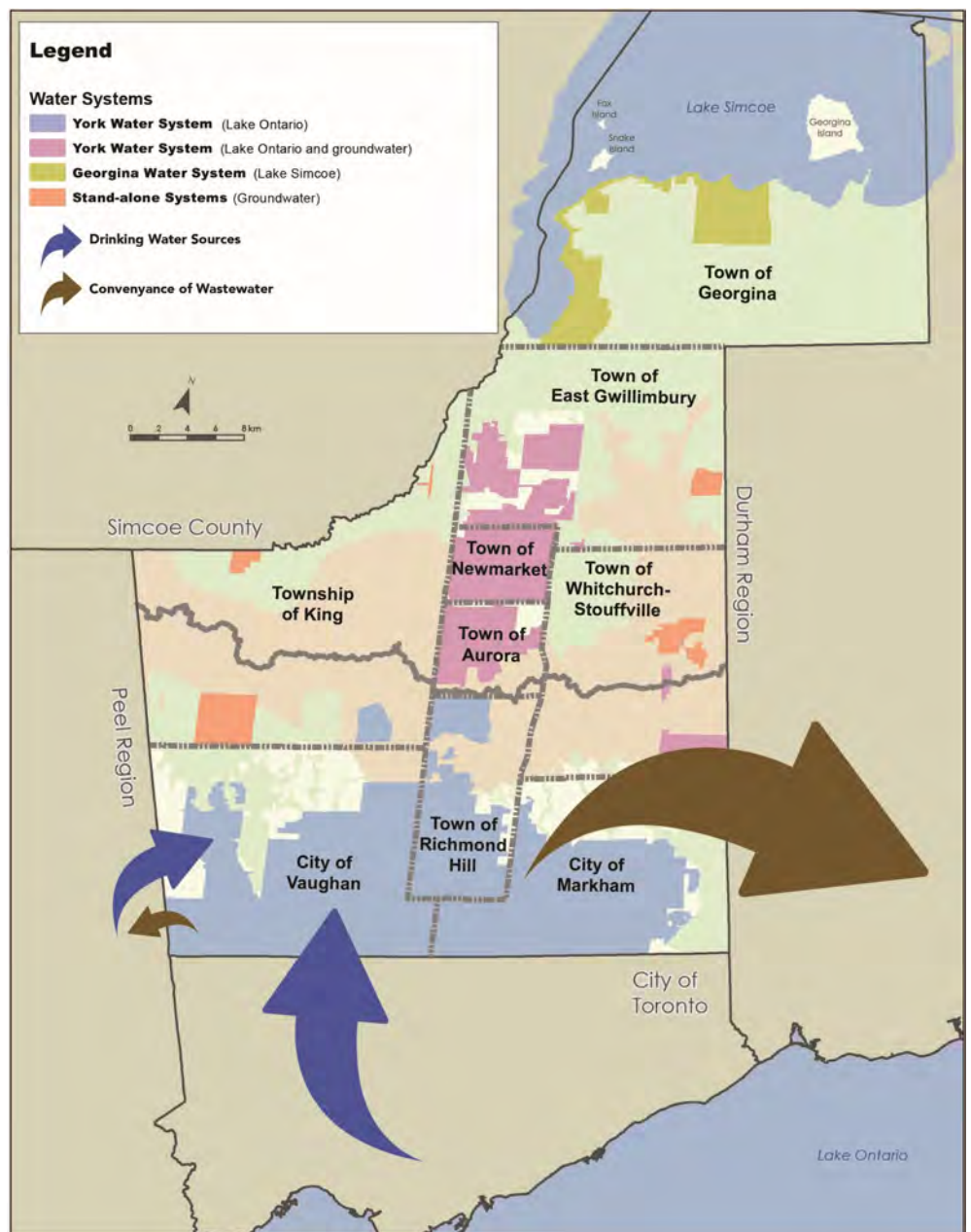
The bulk of the wastewater collected by the Region is conveyed south for treatment at the Duffin Creek Plant in Pickering, with a small additional amount going to Peel Region. The balance is treated within the Region, including at facilities in the Lake Simcoe watershed.

Funding for operations comes almost entirely from user rates. This source also funds most rehabilitation and replacement costs for existing assets. New capital projects or expansions to support growth are funded largely by development charges.

In October 2015, Regional Council approved a six-year phase-in of full cost recovery rates for water and wastewater. Combined rate increases were 9.0% annually for the first five years, starting April 1, 2016, with the goal of full funding by user rates in 2021. The rate increase for the final year will be 2.9%.

The model underlying the rates was based on projected population growth, as well as assumptions about water conservation, long-term weather, price and capital assets.

An annual update assesses the model's performance against actual conditions and analyzes any differences. In 2016, flows were slightly higher than



projected, owing to unusually hot and dry summer weather. Conversely, in 2017, flows came in about 8%, or 10,000 megalitres, below forecast. Weather that was cooler and wetter than usual and population growth that was below forecast accounted for about 60% of the underperformance. The Region is currently working with Peel and Toronto on replacement of boundary water meters with more accurate meter technology to address the remaining 40%.

In general, flows of both water and wastewater show a downward trend per capita, reflecting the success of water conservation efforts by the Region and broad-based changes like updates to the building code. The rate model compensates for unpredictable changes from one year to the next with a water rate stabilization reserve. To date, this mechanism has been successful in keeping rate increases to the approved level.

Experience to date also shows that the rate model predicts underlying trends reasonably accurately. Accuracy improves with better input data, so the model was updated with new pricing for drinking water supplied by the City of Toronto. It also reflects a more recent population forecast from the provincial Ministry of Finance, which suggests decreased demand in the short term.

Lower per-capita consumption enables the department to serve more population with existing infrastructure and defer the need for some capital expansions.

Budget overview

At \$525.7 million, the operating spending for water and wastewater represents 86% of the department's total for 2019. This program is fully funded from user rates and other sources than the tax levy.

Spending is expected to be up by 4.3% from 2018 to 2019, largely due to higher contributions to capital reserves, as well as inflation. Operating spending is expected to grow by 6.7%, 3.3% and 3.8% over the remaining three years of the multi-year budget.

Flows are projected to continue to trend downward on a per-resident basis. Combined with the new population forecast from the Ministry of Finance, this gives rise to the expectation of a slight dip in total water consumption in 2019 and 2020, followed by increases in 2021 and 2022. This forecast is subject to uncertainty, however, because summer rainfall can have a major impact on water use but is highly unpredictable.

The program area is planning to add 56.3 new positions over the budget cycle to deliver on the following priorities:

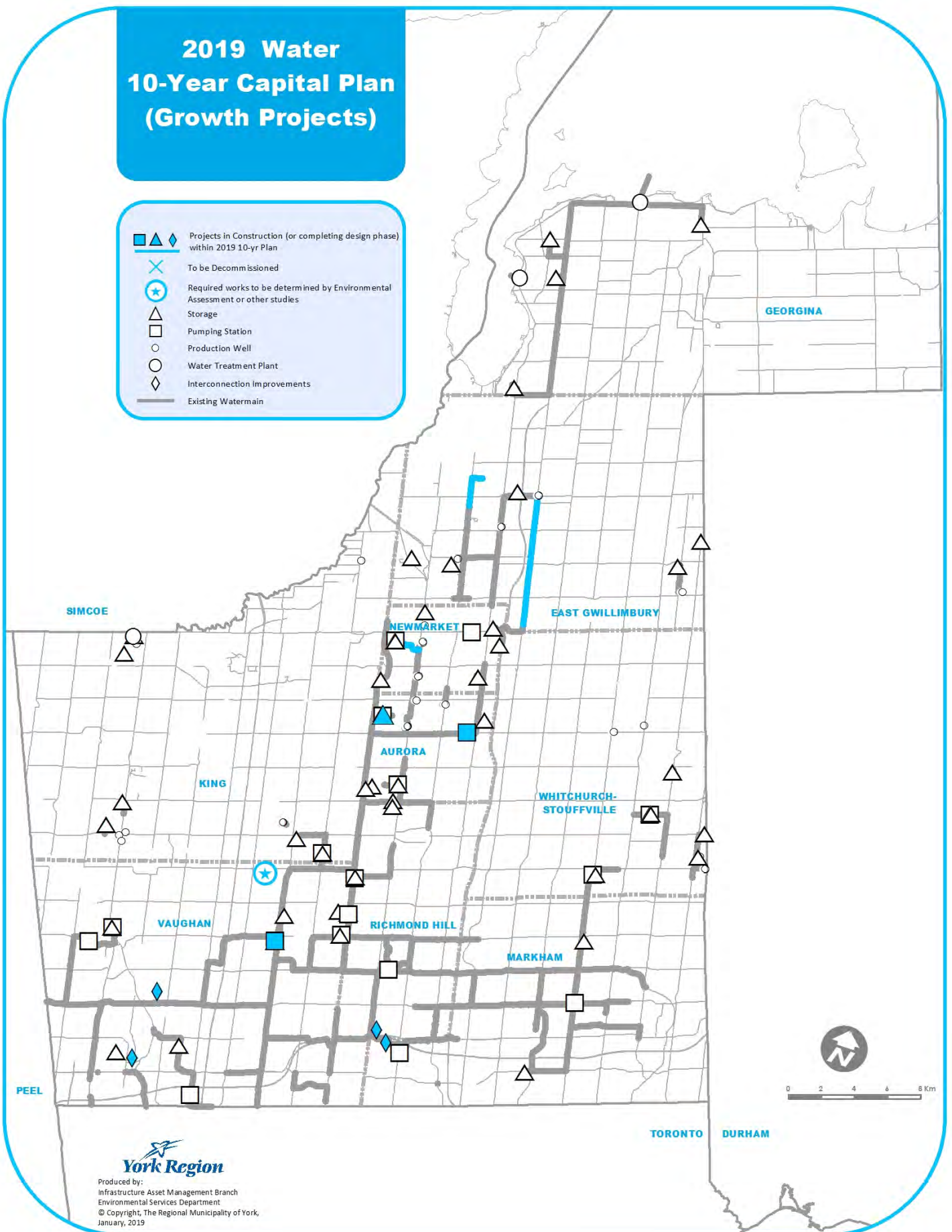
- Operational excellence. The Region achieved a 99.9% water compliance score in 2017-18, one of the highest in Ontario. Maintaining top scores calls for additional resources in a highly complex regulatory framework with rigorous provincial inspections and an asset base that is increasingly large and

Water and Wastewater

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$504.0M	\$525.7M	\$561.1M	\$579.8M	\$601.6M
Net	-	-	-	-	-
Budget Change		-	-	-	-
FTE - Total	354.7	371.0	384.0	397.0	411.0
- New		16.3	13.0	13.0	14.0
CAPITAL BUDGET					
2019 Budget					\$156.3M
Capital Spending Authority					\$928.2M
Ten-Year Capital					\$2,413.5M


2019 Water 10-Year Capital Plan (Growth Projects)

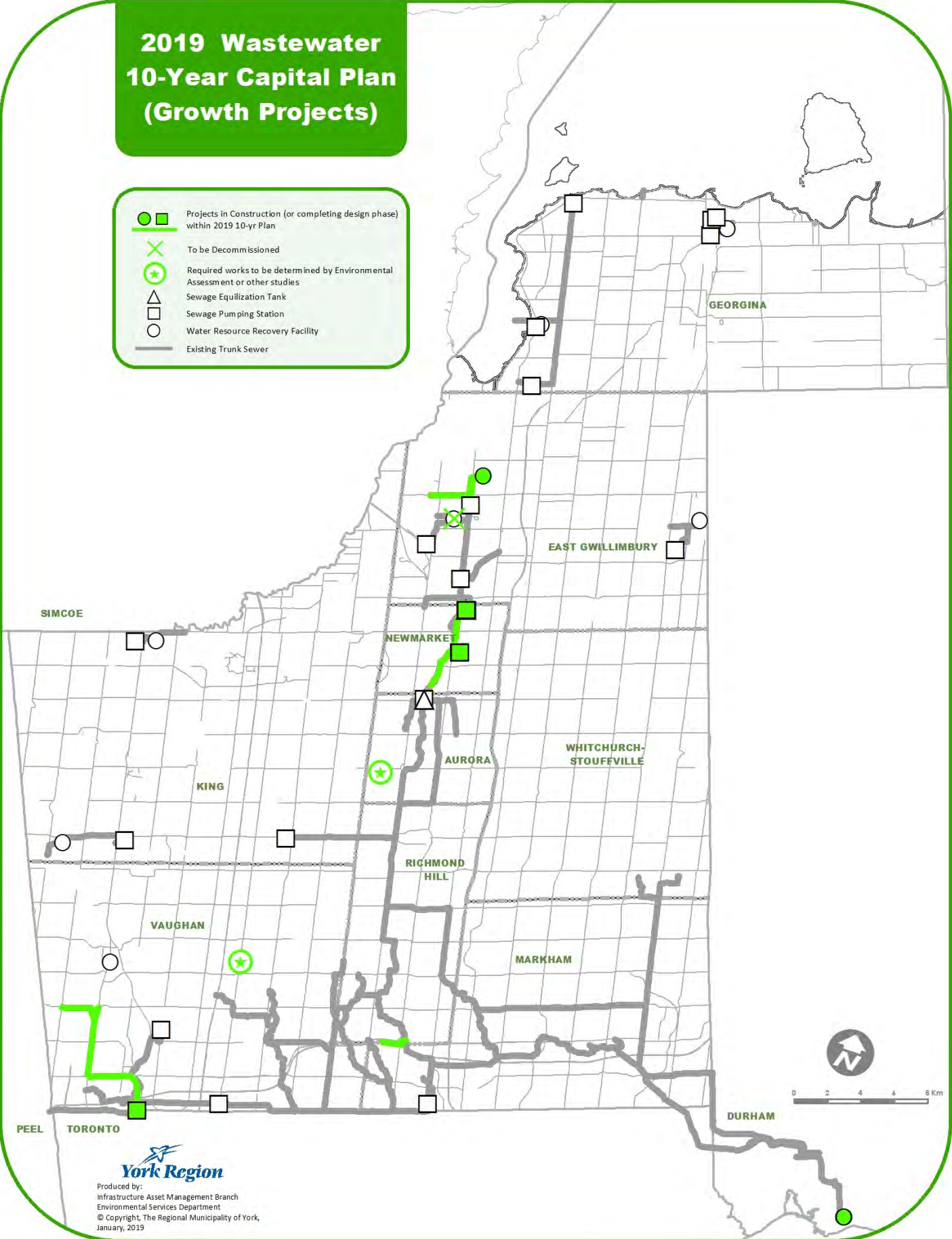
- Projects in Construction (or completing design phase) within 2019 10-yr Plan
- To be Decommissioned
- Required works to be determined by Environmental Assessment or other studies
- Storage
- Pumping Station
- Production Well
- Water Treatment Plant
- Interconnection Improvements
- Existing Watermain



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 Environmental Services Department
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2019 Wastewater 10-Year Capital Plan (Growth Projects)

-  Projects in Construction (or completing design phase) within 2019 10-yr Plan
-  To be Decommissioned
-  Required works to be determined by Environmental Assessment or other studies
-  Sewage Equalization Tank
-  Sewage Pumping Station
-  Water Resource Recovery Facility
-  Existing Trunk Sewer



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Environmental Services Department
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sophisticated. The Region must also be prepared to deliver new solutions that respond to research into emerging concerns.

- Industry leadership in protecting human health and the environment. As well as increasing regulatory complexity, water and wastewater operators face both emerging concerns and opportunities to forge new solutions. The Region must continue to lead research and innovation and leverage relationships with academic and industry partners to stay at the forefront of technology and practice. It must also engage with regulatory, municipal and public stakeholders to showcase the benefits of innovation.
- Continuous improvement. The Region will continue to drive better decision-making through agile data analytics that predict and anticipate issues, and identify opportunities for improvement, including eliminating redundant processes, through audits and by working with local municipal partners.

Staffing costs will be largely covered by user rate revenues, with a small portion recovered from the capital budget.

In addition, the regulatory, physical and community environment in which capital projects, whether new or for rehabilitation, are planned and delivered is becoming increasingly complex. In response, the department is adding one position a year over the four years of the budget. This would include a project manager in 2019. While best practices indicate that project managers should handle three to four projects at one time, the average in this program area is now seven. Staffing costs would be entirely recovered from the capital budget.

The budget also seeks to build a core engineering team within the Region to help prepare for the deficit in engineering knowledge and expertise with continuing retirements in the consulting industry. This would also help to reduce the life cycle costs of infrastructure, better manage risks and improve operating efficiency by leveraging in-house knowledge of the Region's needs and constraints.

Pilot project aims to show value of One Water approach to irrigation

A pilot project is demonstrating the possible future of water use – and reuse – in York Region.

With no direct access to water from Lake Ontario, the Region buys roughly 90% of its drinking water from neighbouring municipalities.

Projections have the Region growing by up to 50% by 2041 to reach a population of 1.8 million. This increase will bring the challenge of providing enough water to the Region's residents, as well as its industrial and agricultural consumers.

The Region's One Water report, released in 2017, noted that not every use needs water treated to drinking water standard and suggested that better matching the sources of water to end uses would help to improve water security for the Region.

To show the feasibility of this approach and encourage the province in developing a framework for water reuse, Environmental Services is running a pilot project involving the Mount Albert water resource recovery facility in East Gwillimbury.

The project, which started in the 2018 growing season and will continue into 2019, involves irrigating a test plot on a sod farm in Georgina with water treated at the facility and evaluating the impact on soil, water run-off and health of the sod. Results will be compared to a control patch irrigated in the farm's traditional way.

The project was supported by the RBC Bluewater fund and the Canadian Agricultural Partnership, with laboratory analysis for personal care products and pharmaceuticals provided by the provincial Ministry of the Environment, Conservation and Parks.

Pilot project results are expected to be available early in 2020. In addition to helping to inform provincial policy, the pilot will be valuable to the Region as it continues to consider a One Water approach to long-term sustainability of water supplies.

Just under 60% of the water and wastewater capital budget over the next ten years would go to serving growth, with the balance for rehabilitation and replacement. A major growth-driven project is Upper York Sewage Solutions, which would provide an innovative response to the need for wastewater treatment capacity in East Gwillimbury and parts of Newmarket and Aurora at an estimated total project cost of \$730 million including the approved twinning of the forcemain (pumped wastewater line) through Newmarket.

Other growth projects would expand service in Vaughan, add several stretches of watermain, and share the costs of projects being carried out by the City of Toronto to increase water supply. Rehabilitation would focus on existing infrastructure needs, with large investments in the trunk sewer system, the replacement of two incinerators at the Duffin Creek plant and groundwater treatment upgrades.

Capital investments to meet the needs of growth increase staffing, power, chemical, testing and other operating costs. The asset management program is likely to provide opportunities to operate assets more cost-effectively, for example by investing in updated systems and technology. At the same time, however, the Region must meet new regulations on performance when renewing existing infrastructure. This often leads to increased costs not just to put in place more sophisticated plant processes and equipment, but also to operate and maintain them.

Looking ahead

In the long term, the Region is addressing the problem of increasing capital and operating costs through One Water. By better matching sources of water to end uses, One Water can reduce the size of the systems needed to deliver drinking water and collect wastewater. It also offers the possibility of using treated wastewater for some industrial and agricultural purposes. The box on the previous page describes a current One Water pilot project.

One Water is an evolving approach that calls for innovation and partnerships with regulators, researchers, other municipalities and other areas of Regional government to unlock its full potential.

WASTE MANAGEMENT

In delivering waste management, the Region works in partnership with local municipalities. They collect blue box and green bin materials, yard waste and residual waste at the curbside and deliver them to York Region facilities. There they are processed, with residual waste sent to an energy recovery facility and/or disposed of by external contractors.

Market forces as well as changes at the provincial level are having profound impacts on this service area. Until mid-2017, China was the major market for used newsprint and other paper products. Its “National Sword Campaign,” however, brought in stringent new limits on contamination. Around the world, material recovery facilities that receive unsorted recyclables, including York Region’s, were unable to meet this standard using existing technology.

Newsprint accounts for more than half the material recovered at York Region’s materials recovery facility. The new standards were therefore highly disruptive. For the last quarter of 2017 and the first quarter of 2018, York Region, like many other North American municipalities, found alternative markets for newsprint in India and elsewhere, in many cases paying mills to accept the material. As a result, between January and November 2018, it cost the Region more than \$764,000 to dispose of newsprint, which previously had earned revenues of between \$3 million and \$6 million a year.

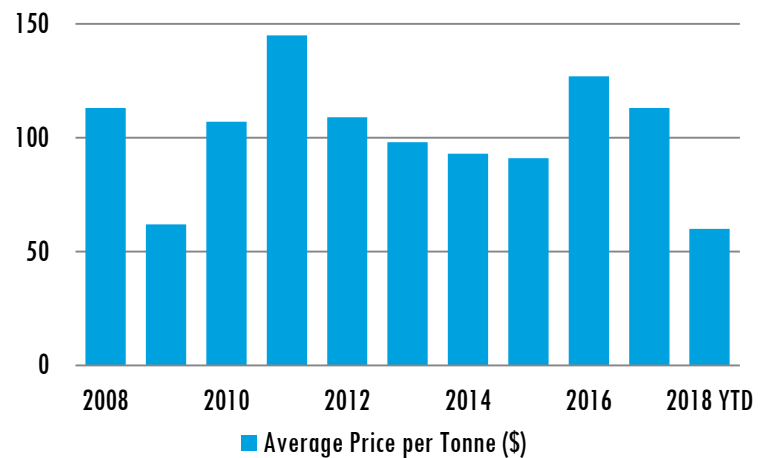
In response to growing market saturation, India imposed new rules for imported materials as of April 2018 that York Region’s material recovery facility could not meet. This caused a backlog of newsprint and other fibre, which the Region alleviated in the short term by sending some to the energy-from-waste facility. In the meantime it worked toward a longer-term solution with capital upgrades to its facility to reduce contamination and allow international sales to ramp up again.

Disruption in newsprint markets is only one factor underlying steadily decreasing net revenues from recyclables over more than a decade.

A more gradual trend has been the proliferation of lighter-weight packaging materials, which are difficult, costly and sometimes impossible to recycle. A study by the Waste Wiki at York University identified gable top cartons, aseptic containers, plastic film, plastic and paper laminates, polystyrene and other lightweight plastics as the major contributors to the trend.

Since 2002, these materials have taken up a larger and larger share of the blue box, while higher-value materials like plastic bottles, steel packaging, aluminum packaging and glass have dropped in importance. (Newsprint and other printed paper, corrugated cardboard and boxboard are also taking a smaller share, but their processing costs have gone up significantly.) Because recycled materials are sold on global markets, currency fluctuations are also a concern.

VOLATILITY IN BLUE BOX VALUE WITH DECLINING OVER-ALL TREND



A new environmental plan released by the province in late November 2018 confirmed a move toward greater producer responsibility for waste. It noted that making producers responsible for the full life cycle of their products and related waste would place more attention on material and packaging choices and improve recycling options. The Region is awaiting more details on how this approach will be implemented, and in particular how it will affect municipal responsibilities, roles, costs and revenues.

York Region’s SM4RT Living Plan, which Council approved in 2013, is intended to address ongoing waste management concerns. While it incorporates all of the “4Rs” — reduce, reuse, recycle and recover — its focus is increasingly on reducing waste to drive tonnage out of the system. It also includes an action plan for organic waste, which is becoming more costly to process.

York Region achieved 93% diversion from landfill in 2017, the most recent full year for which information is available, surpassing the target of 90% set out in its Official Plan. This figure includes waste used to generate energy at the Durham-York Energy Centre.

Budget overview

Waste management has budgeted for operating costs of \$73.7 million in 2019, accounting for 12% of the department’s total. This is an increase of \$0.8 million, or 1.2%, from 2018.

The change reflects the growing impacts of the global newsprint situation. In 2017, the Region received net revenue of \$8.9 million from recyclables, at an average price of \$133 a tonne.

The 2018 operating budget assumed an average price of \$90 a tonne, but by the third quarter of 2018, the average had fallen to only \$60 a tonne.

The 2019 budget is premised on an average price of \$65 a tonne for marketed recyclables, with resulting revenues expected to be \$4.3 million.

Reliance on the tax levy will decrease by \$1.0 million from 2018 to 2019, owing to higher fees for waste handling and a drawdown from a rate stabilization reserve to help offset the shortfall in revenue from recyclables.

Total net operating costs are expected to rise to \$58.8 million by the end of the budget cycle. As no net change in staff is expected from 2018 to 2022, the main reasons are increasing costs in other areas, such as inflation-linked fee increases in processing contracts, and higher tonnages of waste being managed, reflecting population growth.

In the near term, the program area plans to invest \$6.0 million in 2020 to move the Markham Household Hazardous Waste Depot to a new location.

The most significant capital project will be a new Regionally-owned facility for source-separated organics (green bin materials), planned for late in the 10-year capital plan at a cost of \$80.2 million. Remaining spending will go to acquiring and rehabilitating equipment and related assets.

Capital spending to upgrade the Region's material recovery facility, which handles newsprint and similar fibres, will have significant positive impacts on operations, as it should improve the quality of material to the point where it can once again be sold into the most active markets.

Looking ahead

Because markets for blue box materials are global, worldwide economic conditions affect the underlying prices of commodities. As recent experience has shown, changing policies in jurisdictions that have previously provided markets can also have major impacts. In addition, revenues are subject to fluctuations in the value of the Canadian dollar. Finally, the shift toward lightweight packaging and products has led to a long-term decline in the value of recyclables. These factors make it difficult for York Region to accurately forecast revenues.

Implementation of full producer responsibility for blue box items is promising as a long-term solution, but it has several potential implications for the Region that might be negative in the short or medium term. For example, producers might not take over existing municipal contracts for blue box processing that are in place at the transition date. Municipalities would then have to end contracts prematurely, incurring penalties, to make the transition. The Region will continue its efforts to reduce uncertainty and ensure fairness to municipalities during and after the transition.

Waste Management

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$72.8M	\$73.7M	\$75.7M	\$79.0M	\$82.3M
Net	\$52.2M	\$51.1M	\$53.1M	\$56.5M	\$58.8M
Budget Change		(\$1.0M)	\$2.0M	\$3.4M	\$2.2M
FTE - Total	31.0	30.0	31.0	31.0	31.0
- New		(1.0)	1.0	-	-
CAPITAL BUDGET					
2019 Budget					\$2.5M
Capital Spending Authority					\$2.5M
Ten-Year Capital					\$107.2M

After the transition to full producer responsibility, the Region and its local municipal partners will continue to be responsible for roughly three-quarters of the solid waste generated in the Region. This has significant fiscal implications, since the tax levy is the source of funding.

In particular, the green bin program for organics represents about 27% of the waste stream but accounts for about 37% of the costs. This is a key reason why the SM4RT Living Plan has a strong focus on reducing food waste and taking other steps to better manage organics. The new provincial plan for the environment commits to developing a proposal to ban food waste from landfill, which could have major impacts on municipal waste management operations.

FORESTRY

This program builds, protects and enhances green infrastructure, which is increasingly recognized as a public asset with high social, economic and environmental value. Green infrastructure includes trees, shrubs and other vegetation across the Region’s urban and rural landscapes.

Green infrastructure provides a wealth of benefits: it costs less to create than built infrastructure, reduces energy costs, protects source water and makes stormwater easier to manage, helps cool urban areas and improves air quality, mitigates impacts of climate change, and contributes to active and healthy communities.

The Region has invested heavily over the past several years in enhancing and beautifying streetscapes along Regional roads, through both the bus rapidways and the Great Regional Streets initiative. These streetscapes provide a very visible public amenity and foster a sense of place for residents and their communities. Maintaining these streetscapes is an increasingly important role of the Forestry program.

The York Regional Forest, which covers roughly 2,400 hectares or almost 6,000 acres, is a major asset managed by the Region. A growing population is increasing recreational use of the Regional Forest. The Region is currently updating the 20-year management plan for the forest to balance public use with the need for ecological integrity, as the box on the next page explains.

In addition, forestry assets are showing impacts of climate change, including damage from extreme weather, while invasive species such as the emerald ash borer are leaving dead hazard trees that must be removed for public safety.

Budget overview

At \$10.9 million, the Forestry operating budget represents 2% of the department’s total for 2019. Some 89% of this comes from the tax levy, with the balance funded by permits, timber harvest revenues and reserves.

The operating budget is up by 6.1% from 2018 to 2019, and increases of 6.4%, 5.6% and 10.7% are projected over the three years out to 2022.

Forestry

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$10.3M	\$10.9M	\$11.6M	\$12.2M	\$13.6M
Net	\$9.1M	\$9.8M	\$10.4M	\$11.0M	\$12.2M
Budget Change		\$0.6M	\$0.7M	\$0.6M	\$1.2M
FTE - Total	21.0	22.0	24.0	26.0	27.0
- New		1.0	2.0	2.0	1.0
CAPITAL BUDGET					
2019 Budget					\$2.1M
Capital Spending Authority					\$2.1M
Ten-Year Capital					\$21.6M

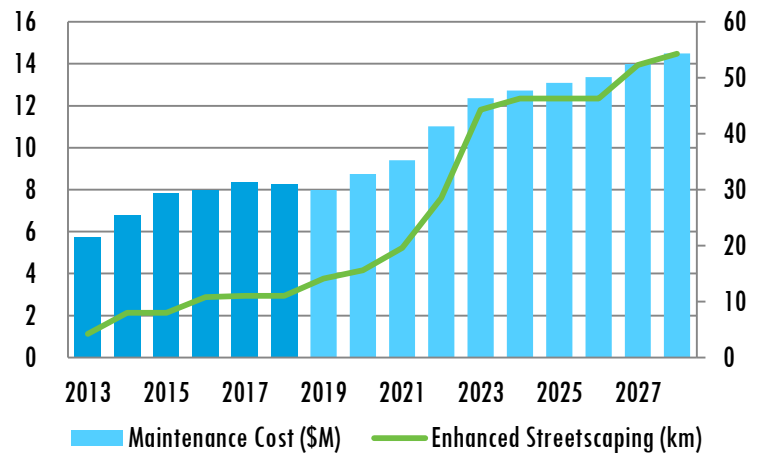
The higher spending is largely due to the increasingly urban location of forestry assets. From 2019 to 2022, the Region expects to commission an additional 12.5 kilometres of bus rapid transit corridors and five kilometres of Great Regional Streets. This will bring the total extent of rapidways to 21.5 kilometres and Great Regional Streets to 7.0 kilometres. Ongoing annual costs to maintain these enhanced streetscapes range from \$1,600 a kilometre for standard care of trees growing in a boulevard to over \$100,000 a kilometre for rapidway corridors with trees, landscaped centre medians and boulevard planters that require manual watering.

Additional costs include contracted services for street tree planting, mulching, pruning, large tree maintenance and storm clean-up, as well as staffing to manage the increasing number and complexity of contracts.

In addition, the Region continues to carry out programs to combat invasive species, monitor emerging threats, remove dangerous trees, and maintain safe public access to the Regional Forest.

The budget adds the equivalent of six full-time positions over four years to keep up with these growing needs. As living assets need care to get

ENHANCED STREETSCAPES INCREASE MAINTENANCE COSTS



New Regional Forest plan balances public use with ecological needs

A renewed management plan will usher in a second century of restoration of the York Regional Forest.

The new plan will guide the care and management of the Forest to 2038 and continue work to nurture more native plant and animal species. The Forest was created in 1924 through a program in which the province undertook to reforest degraded lands in several counties. At the time, the focus was on stabilizing the wind-blown sandy soils of abandoned farms on the Oak Ridges Moraine.

The Region assumed management of the Forest in 1998. By then it covered just over 2,000 hectares, and efforts were already underway to increase its biodiversity from initial plantings of pines and other conifers.

Under its first 20-year management plan the Region added more than 300 hectares, continued to encourage native plant species and established new prairie and oak savanna habitats. This work has enriched the diversity of plant and animal life in the Forest, and is better protecting several species at risk.

Residents have come to value the Forest as a recreational refuge in an increasingly urban Region. The Forest had an estimated 600,000 visits in 2017. A trail network of almost 150 kilometres, including several segments built for accessibility, encourages public use while protecting more ecologically sensitive areas

With population growth expected to continue in the Region, especially along the Highway 48 corridor where most Forest tracts are located, the new management plan considers how best to balance more public visits and activities with ecological needs.

A draft of the proposed plan was posted for public review in September of 2018, with a final version expected to be presented to Regional Council in 2019.

established and remain healthy, deferring maintenance would result in severe and quick deterioration, especially of street trees and planters.

The program area works through continuous improvement to reduce contract costs and deliver programs as efficiently as possible. For example, using refillable watering bags on recently planted street trees significantly reduces the time to water a tree and minimizes water loss, lowering overall costs.

The program area’s capital budget is roughly \$2 million a year over the next ten years. It covers vehicles and other equipment as well as amenities and other assets in the Regional Forest and elsewhere.

Looking Ahead

Enhanced streetscaping is having a significant impact on the forestry budget, one that will persist well into the future. Caring for street trees, shrubs and perennials in fully urbanized corridors involves high service standards that require special expertise and more maintenance. As well, invasive species and climate change tend to pose more serious risks to street trees than trees in forested areas.

In the long term, the Region is looking to better integrate green infrastructure into all capital plans and projects. This is in line with several important Regional directions, including the new One Water approach.

ENERGY MANAGEMENT

This program tracks the environmental impacts of Regional energy use, especially greenhouse gas emissions, works to mitigate them, reduces net operating costs and demands on infrastructure through better energy management, and promotes sustainable practices. It is currently guided by an Energy Conservation and Demand Management Plan endorsed by Council in 2016.

In 2017, greenhouse gas emissions from Regional activities were 90,999 tonnes, 5.1% below the plan’s forecast. This was the result of advancing timelines for initiatives like reduced ambulance idling and hybrid technologies, reprioritizing budgets, and leveraging opportunities from external partnerships.

Fuel efficiency initiatives accounted for the largest share of the reduction. Corporate vehicles such as buses, ambulances, and police and maintenance vehicles accounted for 63% of the Region’s 2017 greenhouse gas emissions.

Budget overview

Energy Management’s operating expense for 2019 represents 0.2% of the department’s total. Some 72% of this comes from the tax levy, with the balance representing sales of solar-generated electricity back to the grid and recovery of operating costs from the capital budget for some projects. A slight decrease is expected from 2018

Energy Management

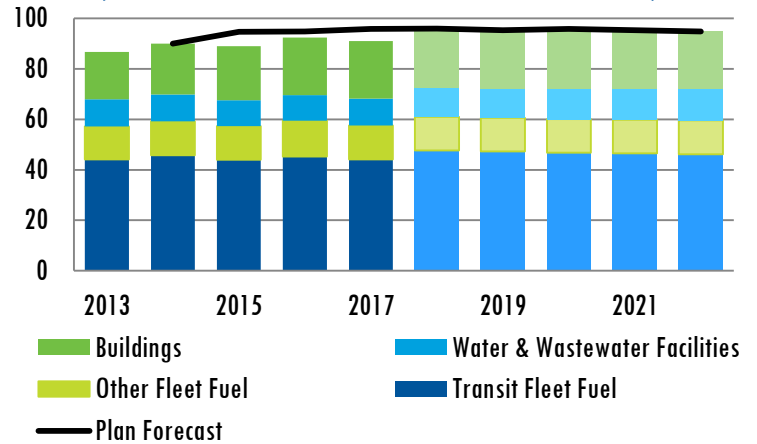
OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$1.4M	\$1.5M	\$1.5M	\$1.5M	\$1.6M
Net	\$1.2M	\$1.1M	\$1.1M	\$1.1M	\$1.2M
Budget Change		(\$0.1M)	\$0.0M	\$0.0M	\$0.0M
FTE - Total	5.3	5.0	5.0	5.0	5.0
- Transfer		(0.3)	-	-	-
CAPITAL BUDGET					
2019 Budget					\$0.8M
Capital Spending Authority					\$0.8M
Ten-Year Capital					\$9.5M

to 2019, reflecting the end of a part-time position. The program’s operating spending would remain flat over the remainder of the four-year budget cycle.

The program’s capital budget over the ten-year capital plan will total about \$9.5 million. The program area invests in energy efficiency retrofit projects and renewable energy projects, leveraging additional support from external grants and incentives where available.

Capital investment in energy-saving technology generally reduces ongoing operating costs for fuel and electricity, which can result in lower-life-cycle costs. Some investments yield additional savings by reducing wear because equipment does not run as often. Examples of energy-efficiency projects include retrofits of lighting, heating and ventilation equipment and building envelope projects like upgraded windows.

**GREENHOUSE GAS EMISSIONS ARE PROJECTED TO STABILIZE
(TONNES OF CARBON DIOXIDE EQUIVALENT 000’S)**



Looking Ahead

Vision 2051 set an aspirational goal for the Region to eliminate its corporate greenhouse gas emissions by 2051. While the existing plan moves the organization closer to this goal, fully achieving it will require faster adoption of new technologies like electric vehicles and net-zero buildings. It will also call for greater commitment, innovation and collaboration across all departments, and a greater focus on energy management efforts with local municipalities, federal and provincial governments and agencies and external partners.

Better energy management will also require ongoing investment. With more widespread adoption, fortunately, costs of such technologies as solar installations and electric vehicles continue to fall. When combined with external funding opportunities, this can put business cases for new technologies at par with those for conventional technologies.

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COMMUNITY AND HEALTH SERVICES

helps residents achieve their best possible life – to be healthy, safe, engaged in community life, and contributing to the economy. Its work touches the lives of residents every day and at every stage of life.



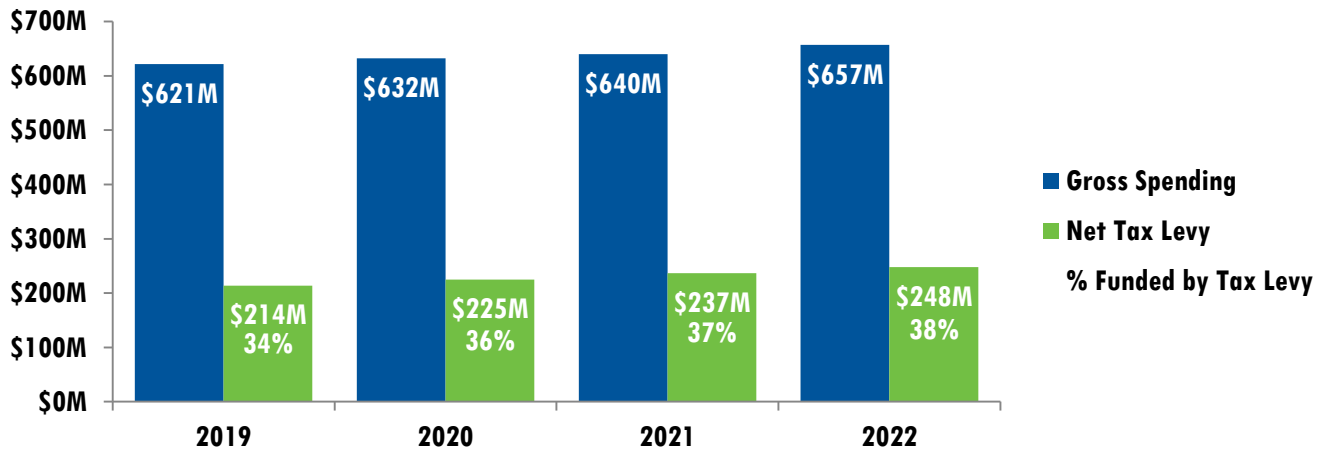

York Region

THE COMMUNITY AND HEALTH SERVICES OPERATING BUDGET IS...

**27% OF TOTAL
REGIONAL EXPENDITURES**

**19¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

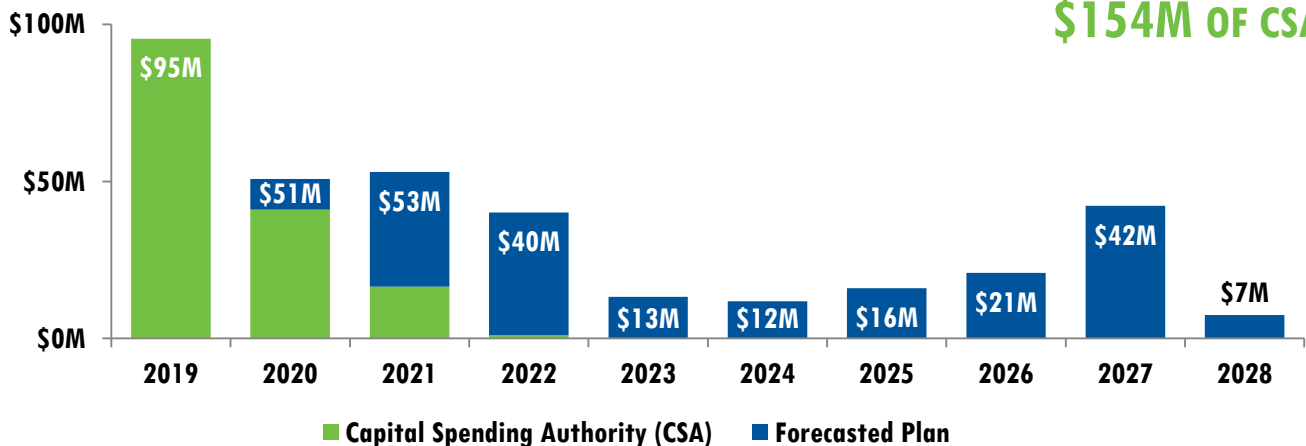
THE COMMUNITY AND HEALTH SERVICES CAPITAL BUDGET IS...

**5% OF THE
REGION'S 10-YEAR PLAN**

**7% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

**\$351M OVER 10 YEARS
\$154M OF CSA**



HELPING RESIDENTS ACHIEVE THEIR BEST POSSIBLE LIFE

Community and Health Services plans, delivers and oversees health, housing and social services, with the goals of integrating and improving the services and programs available to residents.

The department is responsible for:

- Strengthening the Region's network of human services for residents seeking employment, children and their families, seniors and others in need
- Protecting resident health and safety
- Helping people find and keep stable, affordable housing
- Creating welcoming and inclusive communities

The department collaborates with partners to deliver services. For example, it works closely with:

- Local municipalities on Emergency Social Services and aging in place
- York Regional Police on mental health issues and reducing non-emergency 911 calls
- The Central Local Health Integration Network (LHIN) and the three hospitals in the Region on reducing ambulance turn-around times to get paramedics back on the road sooner to help more patients.

The department has a range of roles in serving residents. In some cases it is the service system manager, which can involve providing services itself as well as overseeing and funding third parties that deliver services. In other cases, such as Ontario Works, Public Health and Paramedic Services, it is the sole service provider.

Much of the funding to deliver and manage its programs and services is provided by the provincial government. In many cases, the nature of the Region's role is determined by the province, with changing priorities at that level often bringing about shifts for the Region. The department has successfully managed changes in provincial priorities and programs in recent years. It has also been forward-thinking in addressing changing needs at the Regional level.

ACCOMPLISHMENTS

Over the past several years, the department's accomplishments include:

- Investing provincial funding in a stronger early years and child care system for all families
- Bringing more than 63,000 elementary and secondary students into compliance with provincial immunization legislation to protect them from serious illness and prevent the spread of vaccine-preventable disease
- Transporting patients to hospital faster despite heavier traffic and helping to reduce transfer delays once they arrive

- In partnership with all local municipalities, developing the Region’s first-ever Inclusion Charter and receiving Council endorsement
- Responding to more than 225,000 resident inquiries through Access York Contact Centre in 2017 alone
- Creating programs that offer financial and social supports, counseling and aftercare to those who are homeless or at risk of homelessness so they can find and keep housing
- Providing just over 300 additional social housing units over the last four years and creating two new facilities, Belinda’s Place for homeless single women and a mixed-unit building in Richmond Hill that includes a hub for homeless young people

WHAT SHAPES THE DEPARTMENT’S BUDGET



The budget of Community and Health Services focuses strongly on the Community Result Area of Healthy Communities. The core services it provides are Social Assistance, Children’s Services, Housing Services, Public Health, Paramedic Services and Long-Term Care/Seniors’ Services.

Investing in human services, better housing and enhanced public health and safety is essential to achieving one of the key goals of Vision 2051: A Region where everyone can thrive. The department’s work to create more vibrant and welcoming communities supports delivery of its core services, as do its investments in more integrated and streamlined services.

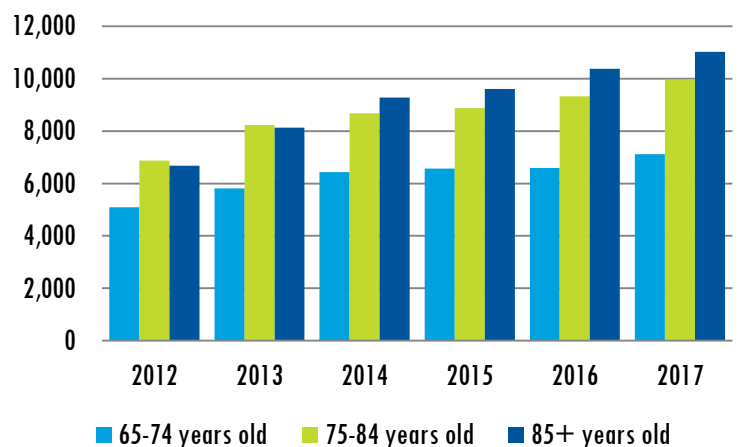
This investment must take place against a background of shifting social and economic conditions. As York Region grows and changes, its residents’ needs are becoming more complex and varied. As one of Ontario’s most diverse communities, the Region welcomes nearly 10,000 immigrants each year, many of whom need help accessing jobs and services. The seniors population is growing quickly, while at the other end of the age spectrum, more children are being identified as having special needs. The high costs of housing are driving a much larger need for affordable options.

The department works to anticipate these and other changes and to respond innovatively and effectively as it applies the resources available to it.

These resources include significant funding from the provincial government, as well as a smaller share from the federal government. As noted elsewhere in this budget, provincial funding is currently subject to considerable uncertainty.

In delivering its core services, Community and Health Services relies heavily on people with a range of skills, such as paramedics, public health nurses, occupational therapists, social workers, pharmacy technicians and building managers, and employs about 2,400 people. The two largest service areas by staffing are Paramedic Services and Public Health.

PARAMEDIC TRANSPORTS OF PEOPLE 65 AND OLDER HAVE BEEN INCREASING STEADILY YEAR OVER YEAR



Over the four years of this budget cycle, the department would add the equivalent of 152.5 full-time positions and convert three temporary positions to permanent. The increases — almost half of which would be in Paramedics — are to meet the needs of a growing and aging population and handle new regulatory responsibilities. Nonetheless, the rate of growth in staff is less than the expected rate of population growth.

Operating budget

The department is responsible for 27% of the Region's 2019 operating spending. Because many of its programs are funded by senior levels of government, it takes a smaller share — about 19% — of the tax levy. Much of this tax levy spending is mandated by the province, such as through cost-sharing and legislated responsibilities.

The operating spending will increase by 0.3% from 2018. The department benefited from significant extra provincial funding in 2018 for children's services that was carried forward from the previous year. That funding, which has now ended, made 2018 a higher-than-usual base year for comparison. Looking at the share of the operating budget funded from the tax levy, the increase from 2018 is \$9.7 million.

Apart from inflation, the major drivers of the larger operating budget are:

- Population growth, especially in the groups where the department focuses its resources (such as people living in poverty, seniors and children), accounting for \$4.6 million
- Service enhancements and transformation, totaling \$1.0 million

The discussions of individual program areas that follow give more details.

Year-over-year operating budget changes

(in \$000s)	2019		2020		2021		2022		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Opening Budget	619,214	204,219	621,375	213,890	632,483	225,046	640,025	236,573	
Status Quo	13,819	4,948	8,001	6,279	9,548	6,127	9,315	4,975	
Efficiencies & Program Reductions	(16,805)	(908)	(3,156)	(156)	(9,455)	(54)	(647)	(137)	
Debt Servicing Net of Development Charges	343	(29)	770	(90)	664	0	499	0	
Fiscal Strategy	(8)	(8)	-	-	2,258	2,258	2,745	2,745	
Maintaining Service Levels for Growth	3,766	4,637	4,456	3,066	4,047	2,717	4,983	3,907	
Enhancements and Transformation	1,046	1,031	1,037	2,057	480	480	(178)	(207)	
Proposed Budget	621,375	213,890	632,483	225,046	640,025	236,573	656,742	247,856	
Budget Change	\$	2,161	9,671	11,108	11,156	7,541	11,527	16,717	11,283
	%	0.35%	4.74%	1.79%	5.22%	1.19%	5.12%	2.61%	4.77%

Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

Staffing changes

(Full-Time Equivalents)	2019		2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change	FTE	% Change
Opening	1,867.5		1,911.0		1,954.0		1,991.0	
New	41.5	2.22%	42.0	2.20%	37.0	1.89%	29.0	1.46%
Conversions	2.0	0.11%	1.0	0.05%	-	-	-	-
Program Reductions	-	-	-	-	-	-	-	-
Proposed Budget	1,911.0		1,954.0		1,991.0		2,020.0	
Budget Change	43.5	2.33%	43.0	2.25%	37.0	1.89%	29.0	1.46%

Over the three outlook years of the budget cycle, the department's operating expenditures are expected to increase by 1.8% in 2020, 1.2% in 2021 and 2.6% in 2022. The tax levy support rises from about 34% in 2019 to 38% in 2022, based on current expectations about provincial and federal funding.

The operating budget also reflects support for the Region's Fiscal Strategy, including contributions to asset management reserves.

Capital budget

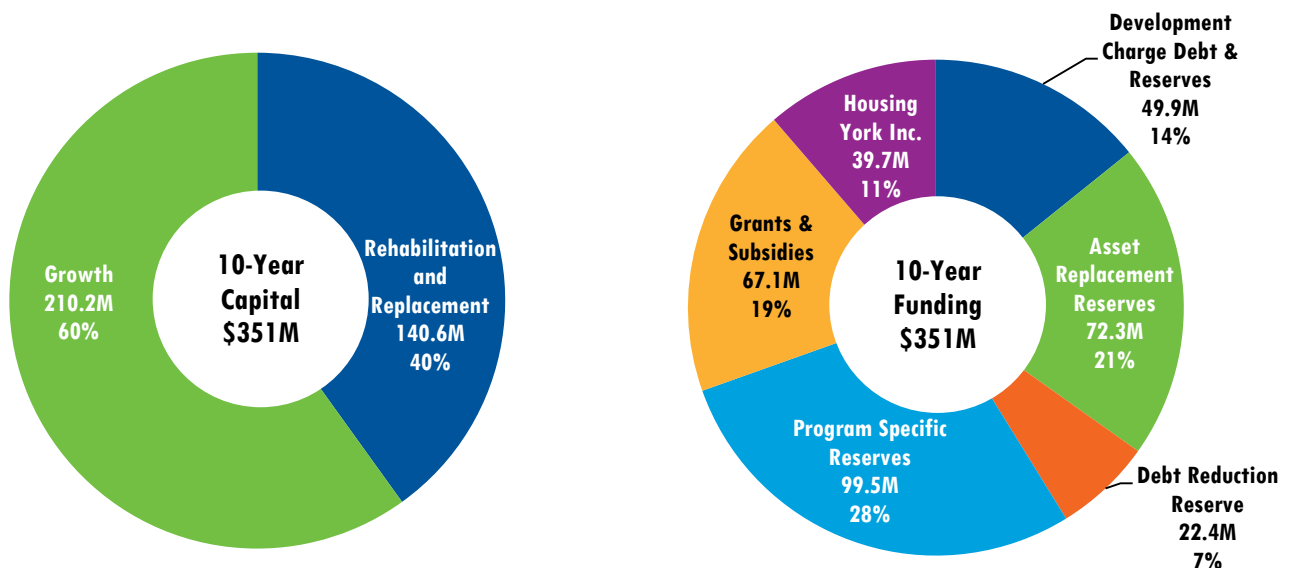
The capital program for Community and Health Services is relatively small, with the ten-year plan amounting to \$351 million, or 5% of the Region's total. There are three main areas of focus:

- Projects undertaken for Housing York Inc., a separate corporation that reports to Regional Council through Community and Health Services (see page 109), which account for about 69% of the department's ten-year capital plan
- Building and equipping stations for Paramedic Services, which accounts for a further 25%
- Upgrading and replacing equipment and technology for the Region's long-term care homes, which makes up about 5%

The small capital program of the Public Health branch is responsible for the balance of about 1%.

Ten-year capital budget by program group

(in \$000s)	2019	2020	2021	2022	2023	2024-2028	10-Year Total	Capital Spending Authority
Housing Services	64,078	32,580	43,442	31,730	7,893	62,150	241,873	104,590
Public Health	2,900	700	1,000	-	-	-	4,600	2,900
Paramedic Services	23,380	14,150	7,531	7,466	4,470	29,063	86,060	39,433
Long Term Care/Seniors' Services	5,061	3,304	1,054	869	854	7,144	18,286	6,961
Total Community and Health Services	95,419	50,734	53,027	40,065	13,217	98,357	350,819	153,884



The department's capital budget, like its operating budget, is heavily influenced by population growth, which drives the need for new paramedic facilities and equipment in particular. However, rehabilitating and replacing its existing stock of assets, especially housing, is taking an increasing share of its capital program.

New housing projects are developed with funding from senior levels of government, Regional reserves, debt repayments made from Housing York Inc. revenues (mainly rent), and development charges. Other departmental projects are funded by the Region's reserves and development charges.

The program area discussions that follow provide more detail on major capital projects.

The operating impacts of capital

For Community and Health Services, the greatest impact of a capital investment is on the quality of the related service it provides, which in turn can dramatically affect outcomes for residents. A prime example is investing in paramedic stations in more densely populated areas. While land in these areas is more costly, the location is critical to getting people to hospital more quickly. A similar concern is providing social housing in locations where residents are close to transit, jobs and other important services.

Within that important requirement, Community and Health Services works to ensure that its capital assets do not unduly increase operating costs.

Looking ahead

The demand for services provided by the department will continue to grow because of a larger population, changing demographics and increasingly complex needs, with more residents facing multiple barriers to full engagement in their community.

The department is addressing growing needs with better technology to give clients online tools so they can get quick and easy access to what they need, as well as providing service centres offering multiple services and committing to shorter response times. It will continue to build partnerships and collaboration that efficiently leverage resources, and to seek support from the Region, when needed, to ensure the continued well-being of residents and communities.

In social services, new delivery models that reduce administration are intended to make better use of staff time as volume grows. The continuing focus for the next four years will be building people's own abilities and the capacity of the Region's partner agencies to help recipients achieve independence.

Homelessness Community Programs will continue progress toward providing wrap-around supports for those who are homeless or at risk of becoming homeless and getting them into stable housing. Housing Services will move ahead on more affordable options for the growing number of families with low and even moderate income who cannot find suitable housing in the Region.

Population growth will continue to be a key driver for Public Health programs and services, as will provincial requirements around service delivery, including compliance with Ontario Public Health Standards. Specific concerns are introduction of vision screening, additional standards on infection prevention and control measures, and recreational cannabis, which will bring added responsibilities under the provincial *Smoke-Free Ontario Act*.

Paramedic Services, long-term care homes and other seniors' services are already feeling the impacts of an aging population. The seniors cohort will continue to grow faster than any other age group in the population, going from 162,000 residents, or almost 15% of the total, in 2016, to a projected 311,000 residents, making up 21% of the population, in 2031.

This is a reflection of a trend across Canada, including Ontario. The province and service providers are exploring more ways to manage volume and match level of care to patients' needs. Pending changes to the *Ambulance Act* and modernization of the dispatch system would support options other than transport to emergency departments where appropriate. The Region's Seniors Strategy is addressing the needs of an aging population more broadly across all services.

As the department continues to work on tackling these complex issues, it recognizes that its mandate to deliver and manage provincial programs will also evolve. Its role as service system manager has already broadened considerably and it has been given new responsibilities over the past few years, not always with commensurate increases in funding. While the Region will continue to lead and coordinate collaboration and partnerships, a key goal is to ensure it does not take on responsibilities that properly belong to other entities.

While the current direction is uncertain, the department will likely need to respond and adjust to further changes, including funding changes, at the provincial level over the next four years. Working with senior levels of government, the department will continue to deliver the following messages:

- Programs and services, particularly those that are mandated by a senior level of government, need to be adequately funded
- Strategic engagement with key partners is required to help find solutions to issues and challenges
- Residents need to have continued access to services they rely on

In sum, the department will work to build recognition that local governments are and must be constructive partners with senior levels of government in creating vibrant and sustainable local economies and achieving beneficial outcomes for residents.

PROGRAM AREAS

The balance of this chapter provides more detail on the department's service areas, including a more detailed look at their budgets:

- Social Assistance, including Homelessness Community Programs
- Children's Services
- Housing Services, including Housing York Inc.
- Paramedic Services
- Public Health
- Long-Term Care/Seniors' Services
- Strategies and Partnerships
- Integrated Business Services

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2018		2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Social Assistance	84.6	8.8	84.5	9.1	86.3	9.7	88.2	10.1	90.1	10.6
Homelessness Community Programs	24.8	9.8	26.5	10.2	27.2	10.9	28.0	11.8	29.7	13.4
Children's Services	186.5	16.0	176.1	17.0	178.1	18.1	171.1	19.1	173.0	20.0
Housing Services	107.7	67.0	107.1	68.0	104.0	69.2	107.9	72.5	111.6	76.3
Public Health	65.8	17.0	68.4	18.4	70.3	19.8	72.4	21.4	73.6	22.0
Paramedic Services	79.3	37.4	83.7	39.6	88.6	42.4	93.1	44.9	97.6	47.1
Long Term Care/Seniors' Services	34.9	13.5	36.2	13.9	37.0	14.5	37.9	15.6	38.6	16.0
Strategies and Partnerships	15.0	15.0	16.0	15.9	16.7	16.6	17.2	17.0	17.7	17.5
Integrated Business Services	20.7	19.6	22.9	21.8	24.1	24.0	24.3	24.3	24.9	24.9
Total Operating Budget	619.2	204.2	621.4	213.9	632.5	225.0	640.0	236.6	656.7	247.9
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital			
	2019	CSA	10-Year	2019	CSA	10-Year	2019	CSA	10-Year	
Housing Services		5.9	5.9	65.1	58.2	98.7	176.8	64.1	104.6	241.9
Long Term Care/Seniors' Services		5.0	6.9	18.2	0.1	0.1	0.1	5.1	7.0	18.3
Paramedic Services		10.5	16.2	55.7	12.9	23.2	30.3	23.4	39.4	86.1
Public Health		1.5	1.5	1.5	1.4	1.4	3.1	2.9	2.9	4.6
Total Capital Budget		22.9	30.5	140.6	72.6	123.4	210.2	95.4	153.9	350.8

SOCIAL ASSISTANCE

This program area administers the provincially mandated Ontario Works program. It provides financial help to unemployed or marginally employed residents for basic living costs and helps clients get and keep jobs.

On November 22, 2018, the provincial government announced its plan to reform social assistance, which is made up of two programs, the Ontario Disability Support Program and Ontario Works. The reforms place an emphasis on getting people working by empowering them, providing life stabilization supports and improving employment services. While more stringent rules to receive Ontario Disability Support will likely result in more people on Ontario Works, an emphasis on greater use of technology and improved models of work may mitigate some of the impact on the Region and recipients.

The announced changes are well-aligned with steps the Region and other municipalities in Ontario are already taking to create a client-centred model of service delivery. The goal is to reduce paperwork and other administrative burdens on case workers, giving them more time to focus on helping clients to help themselves get work and stay employed.

Budget overview

This program area represents 13.6% of the department's operating spending for 2019. It is 10.8% funded from the tax levy, with the balance coming from provincial funding. Tax levy support is expected to increase from \$9.1 million in 2019

Social Assistance

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$84.6M	\$84.5M	\$86.3M	\$88.2M	\$90.1M
Net	\$8.8M	\$9.1M	\$9.7M	\$10.1M	\$10.6M
Budget Change		\$0.3M	\$0.6M	\$0.5M	\$0.4M
FTE - Total	140.0	140.0	140.0	140.0	140.0
- New		-	-	-	-

to \$10.6 million in 2022, owing to inflation and other cost pressures. The staff complement of 140 full-time employees is not expected to change.

Overall, York Region’s new service delivery model and announced changes to the way Ontario Works is delivered are designed to reduce administration and give caseworkers more time to spend on serving the needs of clients. York Region’s efforts will focus on making services faster, easier and more convenient for clients, including automating processes. The model is based on helping people who are in difficult, complex situations to succeed to the best of their abilities.

This business unit has no capital program.

HOMELESSNESS COMMUNITY PROGRAMS

Under the *Housing Services Act, 2011*, York Region became the service system manager for this program area. The province subsequently set new requirements, including working with specific at-risk groups, carrying out a homelessness count every two years and achieving the target of ending homelessness by 2025. Results of the first homeless count conducted by the Region will be presented to Council in early 2019.

Preventing homelessness is key to York Region’s strategy to encourage stable housing for all residents. Working with community partners, this program area is building a stronger network of services to help people who are homeless find housing or to stay in their own housing when they face the risk of homelessness.

This is done by offering financial help, case management and counseling, emergency and transitional housing, drop-in and after-care services, family reunification and homemaking help. Services focus on preventing homelessness in the first place and, for those who experience homelessness, helping them become housed as quickly as possible.

The program area also participates on a community situation table with York Regional Police and community support agencies to provide case management and intervention services to individuals identified as high risk.

People experiencing chronic homelessness (those who have been homeless for six months or more) often need more intensive supports because they face multiple and complex problems. In 2018, the department launched the new provincially funded Home Now Program, which aims to get at least 100 chronically homeless residents into long-term housing with the appropriate supports to help them stay housed.

This program area also provides housing stability supports to help people stay in their current home or find new housing to help them remain independent.

Budget overview

With expenditure of \$26.5 million in 2019, this program area represents 4.3% of the department’s budget. The tax levy would support about 38.6% of the spending need, with the balance provided by provincial funding.

Total operating spending is up by 6.9% from 2018, and would increase at an average annual rate of

Homelessness Community Programs

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$24.8M	\$26.5M	\$27.2M	\$28.0M	\$29.7M
Net	\$9.8M	\$10.2M	\$10.9M	\$11.8M	\$13.4M
Budget Change		\$0.4M	\$0.6M	\$0.9M	\$1.7M
FTE - Total	37.0	42.0	47.0	50.0	54.0
- New		5.0	5.0	3.0	4.0

4.6% over the four years of the budget. Tax levy support would grow from \$10.2 million to \$13.4 million from 2019 to 2022.

Apart from inflation, the major driver of increased spending is additional funding from the province for 2019-20, which will help to support the addition of five new staff positions in each of 2019 and 2020. The department has helped a growing number of people remain housed by expanding wrap-around support and preventative and intensive case management. Building on that foundation, staff in this area will continue to create a more integrated system that fosters collaboration with community partners. Tracking how many people stay housed after receiving support will help to build capacity to bring about lasting change and sustain success in these programs.

This area has no capital program.

CHILDREN’S SERVICES

This program area helps families stay socially and economically engaged in the Region’s communities. It also helps children take part in early learning and child care programs in the community, and directly delivers early intervention services to children with special needs. Under the *Child Care and Early Years Act*, the Region has the legislated role of service system manager. In line with that mandate, Children’s Services leads system planning for services for children up to the age of 12, and works with its agency partners to build capacity, integrate services, and enhance collaboration.

Children’s Services:

- Subsidizes child care for parents or guardians with low income so they can stay employed or go to school
- Administers funding for licensed child care programs and wage enhancements for Registered Early Childhood Educators to ensure programs stay stable for parents and children
- Helps families at all income levels whose children have special needs by providing supports in the home and in licensed child care settings and community recreation programs

On December 6, 2018, the province introduced *Bill 66, Restoring Ontario’s Competitiveness Act, 2018*, an omnibus bill that proposes amendments to several existing pieces of legislation, including the *Child Care and Early Years Act*. As the bill proceeds through the legislature, the department will continue to assess potential impacts on Children’s Services and the child care system in the Region.

Budget overview

This program area has an operating budget of \$176.1 million in 2019, representing 28.3% of the department’s total. Spending is expected to fall by \$10.4 million from 2018. This reflects the end of a one-time carry forward of provincial funding from 2017 to 2018. Tax levy support would increase by \$1.0 million in 2019 to help cover the cost of growth and inflation.

Children’s Services

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$186.5M	\$176.1M	\$178.1M	\$171.1M	\$173.0M
Net	\$16.0M	\$17.0M	\$18.1M	\$19.1M	\$20.0M
Budget Change		\$1.0M	\$1.1M	\$1.0M	\$1.0M
FTE - Total	151.0	157.0	165.0	169.0	172.0
- New		6.0	8.0	4.0	3.0

The budget adds six positions in 2019, with funding largely from the province, to enable the Region to more effectively manage children’s services while embedding quality, accessibility and affordability. Over the remaining three years, Children’s Services will add staff to continue making children’s services more affordable and giving even more families access to services. The branch will enhance partnerships with agencies that provide child care and early years programs and others in the community so that it can better assess and plan for local needs, and better measure and manage the performance of service providers.

This program area has no capital budget.

HOUSING SERVICES

Under the *Housing Services Act, 2011*, York Region is the service manager and funder for more than 6,700 housing units owned by 45 non-profit and co-operative housing providers in York Region. It also oversees the operations of Housing York Inc., which is described in more detail on the next page.

In addition to ensuring compliance with provincial requirements, the branch is responsible for local rules and oversight of community housing providers. It provides tools, training and other support to strengthen capacity of non-profit and co-operative housing providers. It also manages the Region’s subsidized housing wait list, delivers rent subsidy programs, and helps homeowners make critical repairs and modifications to ensure accessibility.

Housing Services leads development and implementation of the Region’s 10-year housing and homelessness plan, which is currently being refreshed.

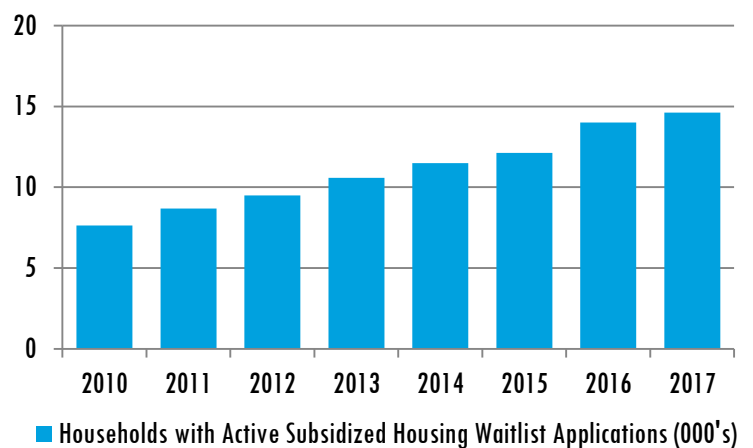
A critical concern is the widening affordability gap between incomes and housing in the Region. Between 2007 and 2016, federal census data shows the median Regional income rose by just under 17%, less than the 20.2% increase in the Consumer Price Index. Over the same period, the median price of a home in the Region more than doubled, going from \$452,301 to \$1,082,528.

The Region’s rental market is too tight to meet the needs of households who cannot afford to own. According to the 2016 census, about 13% of households in York Region rent instead of own. Just over half, or 52%, of the households that rent spend more than 30% of their income on housing costs, meaning that their housing costs are not affordable.

Vacancy rates for both purpose-built rental units and rental condos are low and trending down, while rents are increasing. Only 264 private sector purpose-built rental units were added in 2017, of which 225 were in a new building at 212 Davis Drive in Newmarket. The first new rental building in the Region since the 1980s, Davis Drive was a site-specific pilot encouraged by a 36-month deferral of the Region’s and town’s development charges.

As a result of the tight rental market and low housing affordability, there are more than 16,000 households on York Region’s wait list for income subsidized housing. Low turnover and limited supply mean that applicants wait an average of six years for a subsidized unit to become available.

SUBSIDIZED HOUSING WAIT LIST HAS ALMOST DOUBLED



Housing York Inc.: Managing the Region's affordable housing communities

Quality housing that residents can afford is the foundation of vibrant and healthy communities. As housing prices escalate, the Region has been strategically investing to provide more affordable housing options. Through the Housing Services capital budget, the Region continues to invest in new affordable housing developments owned and operated by Housing York Inc. (Housing York), the Region's affordable housing company.

With 2,600 rental units spread across 35 properties, Housing York is the Region's largest affordable housing provider and the 7th largest housing provider in the province. The corporation also owns and maintains five emergency and transitional housing facilities. More than 4,000 residents benefit from its safe and affordable housing.

Housing York is an *Ontario Business Corporations Act* corporation and the Region is its sole shareholder. As shareholder, the Region appoints the Housing York Board of Directors, receives the annual report and approves a Shareholder Direction that establishes governance and operating principles for the Board of Directors. The Region approves the full-time equivalent positions for Housing York and Housing York reimburses the Region for these costs.

The corporation is governed by a Board of Directors, drawn from Regional Council, which approves its annual budget. The Community and Health Services budget includes \$17.2 million to operate, maintain and manage its rental housing portfolio, including asset management contributions and roughly \$2 million for Housing York to operate, maintain and manage its emergency and transitional housing facilities. Rental income funds more than half of Housing York's operating expenses.

Housing York is guided by a plan that balances the management of properties, people and finances. Key goals are to strengthen community health, inform and implement Regional housing initiatives, build long-term financial sustainability, effectively manage assets, provide good governance and strengthen organizational capacity.

Housing York has increased housing units for individuals and families:

- Lakeside Residences in the Town of Georgina opened in 2014. It contains 97 units, 12 of which are accessible for people with physical disabilities.
- Belinda's Place opened in 2015 as the first emergency and transitional housing facility for homeless and at risk women over 18 in the Region. It has 28 emergency beds and nine transitional units.
- The award-winning Richmond Hill Hub, which opened in 2016, offers 202 units for people with a mix of incomes, 16 of the units are accessible. The main floor includes a youth hub and social enterprise space.

Housing York has two additional projects on the horizon:

- Redevelopment on an existing site to replace three existing smaller buildings in Woodbridge with a new mixed-income building offering 162 affordable units for families, seniors and individuals. Units range in size from one to four bedrooms. Some of these units will be accessible. The new six-story building, to open in 2019, will include street-level commercial/community service space and play areas for children.

- Development of a portion of the Unionville Home Society campus to include an affordable rental building for seniors will begin this year. With completion expected in 2021, the new Housing York building will include roughly 260 apartments, a community centre and seniors' hub.

Housing York's 2017 to 2020 Plan: Achieving New Heights Through Innovation and Sustainability builds on its strong foundation as a progressive housing provider and embraces the innovative through a balanced set of strategic directions.

Budget overview

The operating budget of Housing Services, at \$107.1 million, represents 17.2% of the department's over-all operating budget. This includes support for Housing York Inc.

The 2019 budget requests 4.5 full-time-equivalent positions for the Housing Services branch, of which 3.5 are for Housing York. An additional 5.0 full-time equivalent positions are requested in 2020, 3.0 for Housing York. The new staff would ensure the department meets its legislated responsibility as service manager and supports community development. Housing York Inc. would benefit from the additional staff, fully funded from its own revenues, as its portfolio of housing units and its responsibilities grow.

The housing capital budget of \$64 million in 2019 and \$242 million over the next ten years represent 7.4% and 3.7% respectively of the Region's 2019 and ten-year capital plans. Major projects underway or close to starting are described on the previous page.

The Region will also be developing a new men's emergency housing facility that will replace an existing building in East Gwillimbury and add capacity.

Housing Services

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$107.7M	\$107.1M	\$104.0M	\$107.9M	\$111.6M
Net	\$67.0M	\$68.0M	\$69.2M	\$72.5M	\$76.3M
Budget Change		\$1.0M	\$1.2M	\$3.3M	\$3.8M
FTE - Total	105.5	110.0	115.0	121.0	123.0
- New		1.0	2.0	2.0	1.0
- New HYI		3.5	3.0	4.0	1.0
CAPITAL BUDGET					
2019 Budget					\$64.1M
Capital Spending Authority					\$104.6M
Ten-Year Capital					\$241.9M

PUBLIC HEALTH

The Public Health branch operates under the guidance of the *Ontario Public Health Standards: Requirements for Programs, Services and Accountability*, which are published by the Ministry of Health and Long-term Care, and agreements with that ministry.

Residents' social and economic conditions have a large impact on their overall health, making health about more than access to medical care. This is why Public Health highlights connections between the health of residents and health of communities, and has reducing health inequities as a key goal.

The unit's additional goals are to:

- Increase the use of public health knowledge and expertise in planning and delivering programs and services, and the use of evidence to support effective public health practice
- Enhance the health and development of all infants, children and adolescents
- Improve behaviours, communities and policies that promote health and well-being
- Reduce disease and death caused by diseases of public health importance or by food, water or other environmental hazards

In support of these goals, the branch runs immunization clinics and keeps records, provides dental services for children and youth, offers programs and guidance on breastfeeding, oversees food safety and inspections, works to reduce harmful behaviours and prevent accidents, supports home visits to high-risk families, plans for health emergencies and builds understanding of healthy living and healthy environments. Many of these roles are provincially mandated.

Budget overview

Public Health's 2019 operating spending of \$68.4 million accounts for 11% of the department's total. It is 26.9% supported by the tax levy, with the balance of its funding coming from the provincial government.

The operating spending for 2019 represents an increase of roughly 3.9% from 2018, largely to respond to greater demands created by a larger population and new responsibilities. The increases for the remaining three years of the budget cycle would be 2.9, 2.9 and 1.7%.

The Public Health branch plans to add seven full-time staff over the four years, three in 2019 and four in 2021, mainly to address growth-driven needs.

In 2019, one public nurse would be hired to implement a new vision screening program for all senior kindergarten children, which is required by updated Ontario Public Health Standards.

Two other positions, one in 2019 and the other in 2021, would be for pharmacy technicians in the immunization program. York Region's Public Health branch was the first in Ontario to hire

Public Health

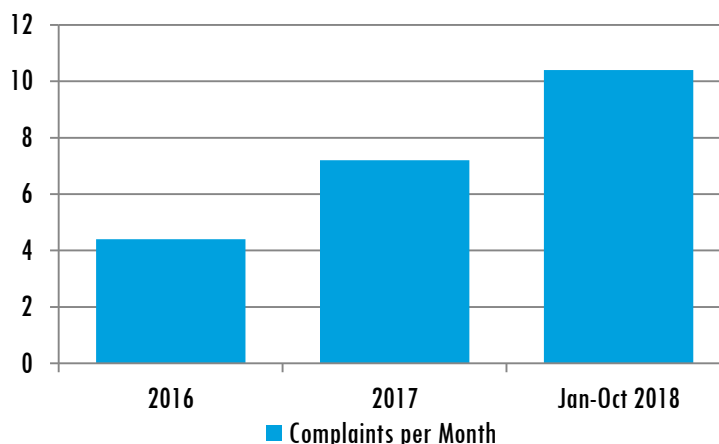
OPERATING BUDGET

	2018	2019	2020	2021	2022
Gross	\$65.8M	\$68.4M	\$70.3M	\$72.4M	\$73.6M
Net	\$17.0M	\$18.4M	\$19.8M	\$21.4M	\$22.0M
Budget Change		\$1.4M	\$1.4M	\$1.5M	\$0.7M
FTE - Total	473.3	476.3	476.3	480.3	480.3
- New		3.0	-	4.0	-

CAPITAL BUDGET

2019 Budget	\$2.9M
Capital Spending Authority	\$2.9M
Ten-Year Capital	\$4.6M

THE NUMBER OF INFECTION PREVENTION AND CONTROL COMPLAINTS RECEIVED HAS BEEN INCREASING



Paramedic Services use several strategies to address rapidly rising volume of calls

York Region Paramedic Services is responding with new initiatives to help manage the growing number of calls it receives. Calls are expected to increase from 88,046 in 2019 to 105,736 in 2022, and the nature of calls is becoming more complex. An aging population is already having an impact, and by 2030 the number of people over 65 in the Region will have grown to 300,000. As well, police and paramedics are responding to more calls relating to mental health.

Several strategies are underway to provide the right level of service, while managing rising costs.

Over the next few years, several paramedic stations in the region will be replaced and new ones added to ensure facilities are up-to-date and service is located where it is needed. Three paramedic stations are under construction, and four are in the design stage with construction scheduled to begin in early 2019. By 2022, there will be a total of 27 stations across the Region.

Paramedic Services will add vehicles to equip new and existing stations, bringing its fleet to 116 by 2022. A grant from the Federation of Canadian Municipalities will enable the entire fleet to be equipped with anti-idling technology that will reduce greenhouse gases and create efficiencies that will cut operating costs.

The service continues to take steps to reduce demand on emergency health care resources. At present, a significant number of 911 calls and ambulance transports to hospital emergency departments involve older residents, many of whom are in palliative or end-of-life care. These calls are expected to increase as the population grows and ages.

York Region's Paramedic Services has received a grant from the Canadian Partnership Against Cancer to educate front-line paramedics on how to assess and treat palliative or end-of-life patients and connect them with appropriate resources in the community.

pharmacy technicians and saw an immediate benefit, with flu vaccine wastage virtually eliminated in the 2016-17 season. These positions would help the branch maintain its current service delivery standards, respond to expected growth and address more rigorous standards for the program set out in the Ontario Public Health Standards.

Growth in the number of food establishments requiring mandated inspections, and an increasing number of rabies investigations and calls from the public, requires the addition of one permanent public health inspector in 2021 to keep up with the volume.

Updated provincial requirements also necessitate the hiring of an infection prevention and control specialist in 2019. The branch is now responsible for investigating complaints about lapses in personal care settings such as tattoo parlours and professional settings like dentist offices and labs that raise concerns about the spread of infectious disease. The new position would help to manage the complexity of complaints in clinical settings.

In 2021, two additional positions will be needed to meet the requirements of the updated provincial Health Standards and increased demand for breastfeeding, parenting, reproductive health, child development, dental and other programs under the provincial Healthy Growth and Development Standard.

The Public Health branch's small capital program, amounting to \$4.6 million over ten years, includes expansion of program locations to address growth pressures and ensure residents have continuing access to services.

PARAMEDIC SERVICES

York Region paramedics respond to emergency medical calls, carry out assessments, deliver lifesaving treatment when needed, and stabilize, monitor and transport patients to where they will get continuing medical care. The branch also provides community paramedicine services to help reduce 911 calls through proactive interventions.

Using additional funding approved by Regional Council, Paramedic Services has worked to manage demand on emergency services through partnerships with hospitals and by referring patients to a range of resources in the community. From 2016 to 2017, the average off-load time across all three York Region hospitals fell by 9%, from 23 to 21 minutes.

The Region is required to meet response times as mandated by the province under the *Ambulance Act* and set by York Regional Council. Despite a 34% increase in call volumes and heavier road traffic over the last five years, York Region Paramedic Services is meeting required response times.

Anticipated provincial improvements to its triage and dispatch system beginning in 2019 will help improve the effective and efficient use of paramedic resources.

Continued investment in strategically located Paramedic response stations and additional frontline paramedics are ensuring that Paramedic Services is positioned to meet current and future demand.

In 2018, two new stations, in East Gwillimbury and Newmarket, began operation. An additional two, in Markham and Newmarket, will become operational in early 2019.

The Region, in partnership with the Central LHIN, has been investigating ways in which paramedics can help manage demand on the emergency response system by leveraging their skills and ongoing contact with people who have complex health conditions.

Budget overview

Paramedic Services' operating spending for 2019 represents 13.5% of the department's total. The 5.6% increase from 2018 is mainly the result of adding 12 new full-time-equivalent staff. Over the four years of this cycle, Paramedic Services would add a total of 64 staff, all of them in or directly supporting front-line positions. As a result, its operating spending will increase at an average annual rate of 5.3%.

Roughly 47.3% of operating costs are covered by the tax levy in 2019, a share that is expected to increase to 48.2% in 2022.

Higher operating costs are being driven mainly by a growing and aging population. The 2016 federal census showed that between 2011 and 2016, the Region's total population grew by 7.5%. However, the number of York Region residents aged 65 or over increased by 33.9%, far faster than general population growth, and this trend will continue through this budget cycle and beyond.

The larger share of seniors is particularly critical to increased demand for paramedics, as the need for emergency medical treatment generally rises with age. In addition, mental health-related calls to police and paramedic services have increased more than 40% over the past five years.

Paramedic Services

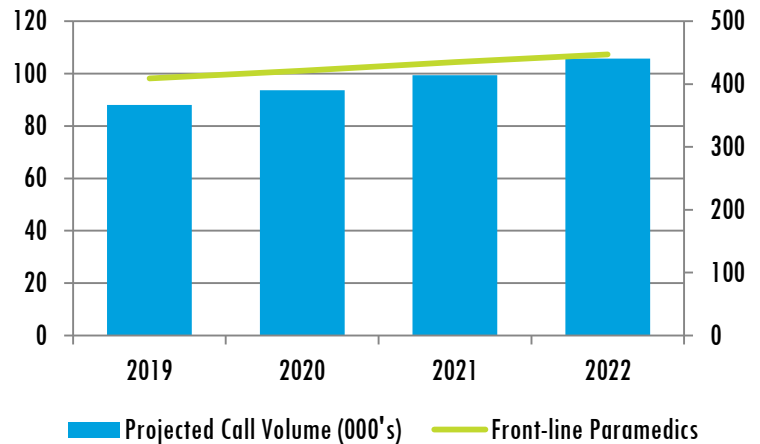
OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$79.3M	\$83.7M	\$88.6M	\$93.1M	\$97.6M
Net	\$37.4M	\$39.6M	\$42.4M	\$44.9M	\$47.1M
Budget Change		\$2.2M	\$2.8M	\$2.4M	\$2.2M
FTE - Total	493.0	505.0	524.0	539.0	557.0
- New		12.0	19.0	15.0	18.0
CAPITAL BUDGET					
2019 Budget					\$23.4M
Capital Spending Authority					\$39.4M
Ten-Year Capital					\$86.1M

These factors are expected to result in a 20% increase in call volume, from roughly 88,000 in 2019 to almost 106,000 in 2022. Additional staff will be needed to respond to those calls and keep the service running efficiently and professionally.

Of the 64 additional staff:

- 50 would be front-line paramedics, with 12 new hires in each of the four years of the budget plus an additional two hires in 2021 to provide a larger relief staff
- Four new clinical educators would provide training to the Region’s more than 400 paramedics in the field to improve professional competence, regulatory compliance and patient safety.
- Three paramedics would be added to the Community Paramedicine Program, which provides non-emergency health care with the goal of reducing 9-1-1 calls
- An additional seven positions would provide critical support to maintain stations, provide specialized servicing of ambulances and other vehicles, and ensure stations and vehicles are stocked with needed supplies and equipment at all times.

PROJECTED CALL VOLUME INCREASES OUTPACE PROJECTED # OF FRONT-LINE PARAMEDICS



The Paramedics capital budget is aligned with expected future growth to ensure the service continues to manage call volume.

LONG TERM CARE/SENIORS' SERVICES

This program area supports adults with disabilities and seniors who require long-term health care. It operates two long-term care homes and provides a variety of programs in the homes and other settings.

Together, the Newmarket Health Centre and Maple Health Centre offer 232 beds, including a small number of beds for veterans, and shorter-term convalescence and respite care.

In addition:

- Five adult day programs, in Maple and Keswick, provide supervised activities, support services and care for people with cognitive impairment, communications disabilities and acquired brain injury
- Client intervention and support services offer social work services, advocacy and support to older, at-risk adults in their own homes

The Central LHIN is leading work on enhancing adult day programs, including changes related to dementia funding.

Budget overview

Operating spending in this program area, at \$36.2 million for 2019, accounts for 5.8% of the department's total. Almost two-thirds of operating funding for the program area comes from the provincial government and residents' co-payments, with the tax levy covering the balance. Reliance on the levy will increase from 38.5 to 41.5% over the budget cycle.

Residents being admitted to the homes are increasingly frail with multiple medical conditions, dementia and/or behavioural issues. As such, they have complex needs that put increasing pressure on the ability of the homes to provide adequate care. In 2018, the Region received additional Ministry funding for two additional Registered Nurses as permanent full-time staff to provide more resident nursing care hours in its long-term care homes.

The operating budget also includes funding in 2019 to invest in innovative technology to streamline processes, resulting in time savings, better care and more accurate records.

The capital budget for this program area is \$5.1 million for 2019 and \$18.3 million over the next ten years. Spending goes mainly to replacing equipment and investing in technology to improve service in the long-term care homes.

Long Term Care/Seniors' Services

OPERATING BUDGET

	2018	2019	2020	2021	2022
Gross	\$34.9M	\$36.2M	\$37.0M	\$37.9M	\$38.6M
Net	\$13.5M	\$13.9M	\$14.5M	\$15.6M	\$16.0M
Budget Change		\$0.4M	\$0.6M	\$1.1M	\$0.4M
FTE - Total	267.8	269.8	269.8	269.8	269.8
- New		2.0	-	-	-

CAPITAL BUDGET

2019 Budget	\$5.1M
Capital Spending Authority	\$7.0M
Ten-Year Capital	\$18.3M

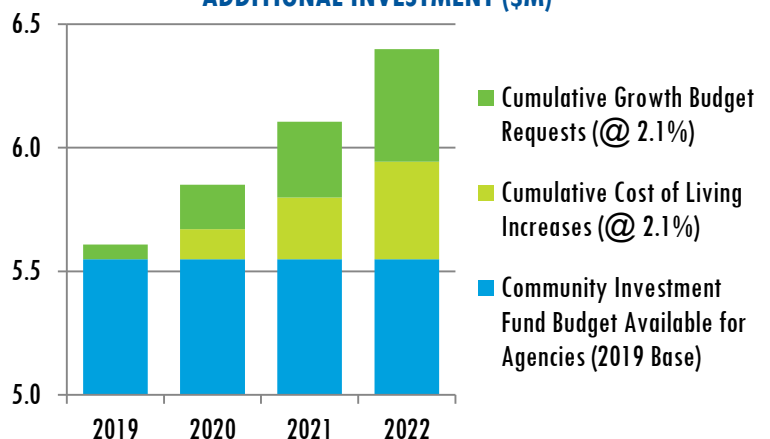
STRATEGIES AND PARTNERSHIPS

This branch works with Regional boards and committees, and engages with stakeholders on broad-based initiatives like accessibility standards, inclusion and the Region's Seniors Strategy. A key function is to build the capacity of the department and its partners to deliver service as effectively as possible.

It also develops and uses evidence to improve policies and services, and supports corporate initiatives such as the Human Services Planning Board, Local Immigration Partnership and compliance with the *Accessibility for Ontarians with Disabilities Act*. It also supports department communication and engagement work, and emergency social services.

Strategies and Partnership is responsible for the Regionally-funded Community Investment Fund, which provided \$28 million in 268 projects between 2014 and 2018, benefiting some 260,000 residents.

GAP BETWEEN DEMAND AND BUDGET WILL WIDEN WITHOUT ADDITIONAL INVESTMENT (\$M)



New model for Community Investment Fund will help Region's residents most in need

A new funding model for the Region's Community Investment Fund will provide more stability to community agencies working to help York Region residents living with low and moderate income.

Administered by Community and Health Services, the fund distributed \$5.5 million in 2017 to 51 projects that benefited 60,000 residents. Projects were delivered cost-effectively by a number of nonprofit community agencies whose project activities complement or enhance Regional services.

The agencies receiving funding help newcomers find work, support at-risk youth, and provide basic needs such as food to support residents living with low to moderate income.

Evidence shows that investing in upstream, preventative services costs less than managing crisis situations and provides a high rate of economic return.

The new funding model will enhance the benefits by providing agencies with a three-year commitment from the Region. Previously, they applied for funding annually hampering the ability to build capacity and plan beyond twelve months at a time.

As well, the fund has been streamlined to focus on outcomes that are aligned with four important Regional priorities: community health, economic independence, housing stability and social inclusion.

Programs that address social inclusion will move to the new model beginning in 2019. Community health projects will follow in 2020, and economic independence and housing stability in 2021. As the transition takes place, agencies providing services in priority areas not yet covered by the three-year cycle will have the option of having their funding extended on a year-to-year basis so residents do not experience a gap in the services available.

Budget overview

Operating spending for 2019 would go up by \$1.0 million, or 7.1%, from 2018 to 2019 to reach \$16 million. Operating spending would then increase by 4.3%, 2.7% and 2.7% over the remaining three years of the budget cycle.

Strategies and Partnerships

OPERATING BUDGET

	2018	2019	2020	2021	2022
Gross	\$15.0M	\$16.0M	\$16.7M	\$17.2M	\$17.7M
Net	\$15.0M	\$15.9M	\$16.6M	\$17.0M	\$17.5M
Budget Change		\$0.9M	\$0.7M	\$0.5M	\$0.5M
FTE - Total	50.0	54.0	56.0	58.0	58.0
- New		4.0	2.0	2.0	-

The increased spending would allow Strategies and Partnerships to add two permanent staff members, a program manager and senior policy analyst, to implement the Region's seniors strategy. The strategy, approved by Council in 2016, aims to ensure the Region remains financially sustainable as a much larger population of residents over 65 puts increasing pressure on resources. The positions would become permanent in 2019, funded through existing budget offsets.

In addition, the budget includes adding a permanent project manager in 2019 to coordinate and develop the provincially mandated Community Safety and Well-Being Plan as required under police services legislation.

The budget would also increase the Community Investment Fund by \$0.85 million to address ongoing pressures for funding from community agencies because of growing and more complex community needs, as well as cost of living and operational cost increases. It would add a community program coordinator in 2020, which would become permanent in 2021, to manage the increase in funding contracts, build community capacity and implement program changes approved by Regional Council in 2018.

This program area has no capital budget.

INTEGRATED BUSINESS SERVICES

This branch provides business solutions that help the department deliver programs and services effectively and meet its responsibilities to the Region and provincial government. It helps program areas plan and manage spending through the year, makes sure staff have the space they need and improves the technology available to them so they can work more efficiently. It helps the department with unique needs in the areas of privacy and information management, service planning, staffing support, learning and development, program/benefit eligibility review, collections and audit.

The branch is also responsible for the corporate-wide Access York Contact Centre, which handles telephone and in-person requests for information, referrals and applications for programs and services offered by York Region and links to resources in the community.

Budget overview

The operating spending for Integrated Business Services represents 3.7% of the department's total. It would grow from \$20.7 million in 2018 to \$22.9 million in 2019, an increase of 11.1%. Increases over the balance of the budget cycle would be 5.1%, 0.9% and 2.5%.

Along with addressing inflationary impacts, this budget focuses on better serving the Region's residents. It will ensure that staff have the right technology, so that clients receive the services they need. Through the rollout of an integrated case management solution, residents using Regional services will have more self-serve options and experience more consistency in the delivery of human services across channels, locations and staff.

In addition, it will enhance services provided by the Access York contact centre and make more efficient use of staffing resources. Between 2010 and 2013, Access York received inquiries mainly by telephone. Over the course of 2014, several new channels for inquiries were added: in person, by email, regular mail, mobile app, the Regional website or fax.

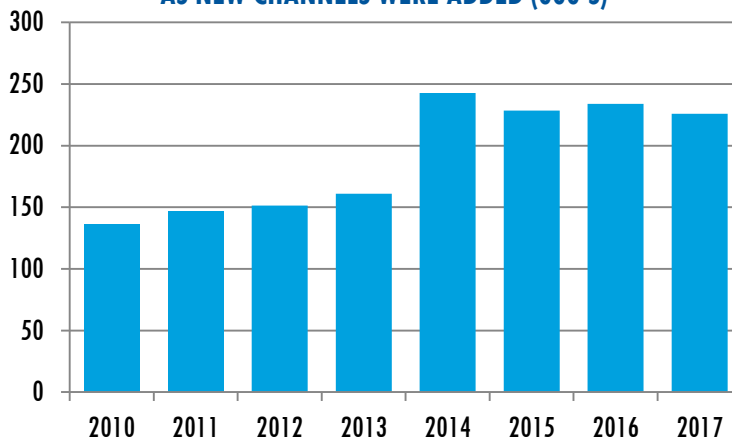
Access York has worked to educate customers on where and how to find information themselves, which has decreased the number of simple inquiries. The calls it now receives are generally more complex, with multiple services required, resulting in longer call times.

Integrated Business Services

OPERATING BUDGET

	2018	2019	2020	2021	2022
Gross	\$20.7M	\$22.9M	\$24.1M	\$24.3M	\$24.9M
Net	\$19.6M	\$21.8M	\$24.0M	\$24.3M	\$24.9M
Budget Change		\$2.1M	\$2.2M	\$0.3M	\$0.6M
FTE - Total	149.9	156.9	160.9	163.9	165.9
- New		7.0	4.0	3.0	2.0

INQUIRIES TO THE ACCESS YORK CONTACT CENTRE INCREASED AS NEW CHANNELS WERE ADDED (000'S)



More services are to be added to Access York, which is expected to increase call volume by about 80,000 calls over the four years of this budget and also result in more email correspondence. As well, the opening of a new Regional building at 17150 Yonge Street is expected to increase in-person traffic. Added resources would allow Access York to better manage these higher volumes and provide effective responses to complex inquiries.

This program area has no capital budget.



CORPORATE MANAGEMENT AND GOVERNANCE

comprises several areas that provide professional services and advice to Regional Council and make the organization as a whole more strategic, responsive and efficient.

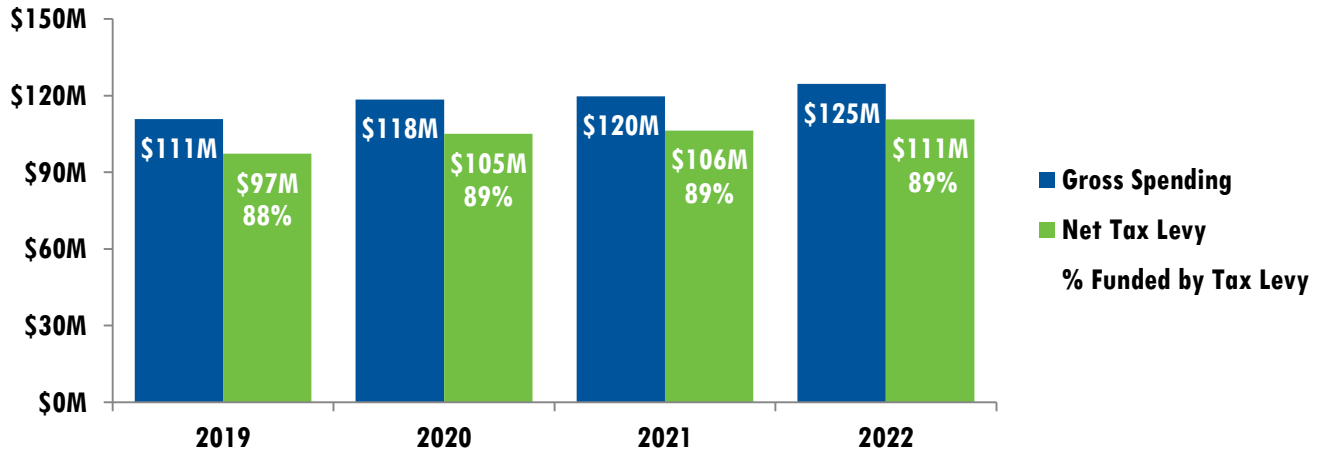


THE CORPORATE MANAGEMENT AND GOVERNANCE OPERATING BUDGET IS...

5% OF TOTAL REGIONAL EXPENDITURES

9¢ ON THE TAX DOLLAR

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



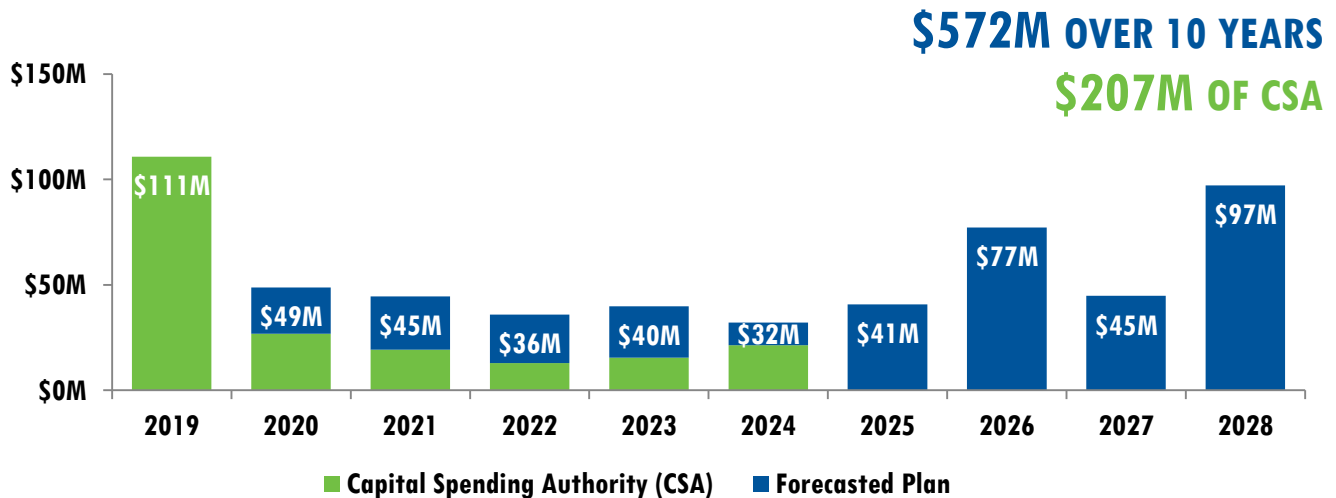
Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

THE CORPORATE MANAGEMENT AND GOVERNANCE CAPITAL BUDGET IS...

9% OF THE REGION'S 10-YEAR PLAN

9% OF TOTAL CSA

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)



SUPPORTING A PROFESSIONAL, EFFICIENT REGION

York Regional Council sets the overall direction for the goals, policies and activities of York Region, creates bylaws and authorizes spending. Its decisions and directions are supported by professional advice and guidance from several Regional departments, including the Office of the Chief Administrative Officer, Legal Services, Corporate Services, and Finance.

Together, these areas provide the Region's corporate management function. They gather and analyze information from within the Region and elsewhere to help Council make better decisions. With the changing priorities of senior governments, other critical roles are understanding and ensuring compliance with legislation and advocating for more streamlined policy and regulatory regimes. They also provide core internal support to departments serving York Region residents. Corporate management works closely with the nine local municipalities in numerous areas, including economic development, land use and emergency planning.

ACCOMPLISHMENTS

- The Office of the CAO coordinated the development of the *2019 to 2023 Strategic Plan*, which aligns activities in this term of Council with the Region's long-term vision.
- The Office of the CAO is working in partnership with the six local municipalities in the northern part of the Region, using a cost-effective model to support local emergency planning, training and legislated compliance activities. Results include enhanced efficiency, greater capacity to respond to emergencies, increased consistency and community resiliency and stronger local relationships.
- Legal Services and Finance worked together on processes to support e-procurement, making it easier for prospective suppliers to ensure they meet procurement requirements.
- Legal Services led a cross-municipal working group to respond to legislation on legalizing recreational cannabis.
- The C.D. Howe Institute awarded the Region a score of "A" in its annual report on municipal budgeting and financial reporting, the highest score in Ontario and second-highest in Canada.
- Finance provided financial modeling expertise to support development of the organization-wide Asset Management Plan.
- A new outreach campaign using the tag "#LoveYR" built resident engagement. The campaign included a video selected as the best government entry in the 2018 Internet Advertising Competition.
- The Region was recognized as one of Canada's best diversity employers and top employers for young people.

WHAT SHAPES THE CORPORATE MANAGEMENT BUDGET



The main Community Result Area that corporate management supports is Good Government. The professional guidance provided by Finance, Legal Services, Corporate Services and Office of the CAO supports all of the Region's core services by helping staff in every area with strategic planning, emergency preparedness, budgets, technology, legal advice, recruitments, accommodation, and communication of Regional plans and activities to residents.



In addition, Corporate Services directly delivers the core services of Planning and Economic Development identified in the Strategic Plan. These core services support Sustainable Environment and Economic Vitality.



Operating budget

The 2019 operating budget for corporate management, which is funded 88% from the tax levy, accounts for 5% of the Regional total. The budget is expected to increase by 6.1% from 2018 to 2019. Over the remaining three years of the plan, projected rates of growth are 6.9, 1.1 and 4.1%.

All areas of corporate management provide services that help the Region grow in line with the goals of its strategic plan. As population and economic activity increase, more resources are needed to meet the demands of York Region residents. Another critical goal is constantly improving the way the organization does business, so that it can keep services responsive and up-to-date, which also requires Regional investment.

Year-over-year operating budget changes

(in \$000s)	2019		2020		2021		2022		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Opening Budget	104,428	91,026	110,791	97,276	118,428	105,098	119,756	106,332	
Status Quo	2,897	2,612	3,082	2,900	1,980	2,136	1,889	1,809	
Efficiencies & Program Reductions	(897)	(902)	(22)	(27)	(3,464)	(3,469)	(348)	(354)	
Debt Servicing Net of Development Charges	0	(0)	0	0	(0)	(0)	0	(0)	
Fiscal Strategy	59	59	145	145	731	731	953	953	
Maintaining Service Levels for Growth	3,999	3,348	3,578	4,068	1,645	1,698	1,715	1,598	
Enhancements and Transformation	306	306	854	854	436	436	665	665	
Less: User Rate Recovery	-	826	-	(118)	-	(298)	-	(348)	
Proposed Budget	110,791	97,276	118,428	105,098	119,756	106,332	124,630	110,655	
Budget Change	\$	6,364	6,250	7,637	7,822	1,328	1,234	4,874	4,323
	%	6.09%	6.87%	6.89%	8.04%	1.12%	1.17%	4.07%	4.07%

Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

Staffing changes

(Full-Time Equivalents)	2019		2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change	FTE	% Change
Opening	664.0		685.0		702.0		716.0	
New	18.0	2.71%	12.0	1.75%	15.0	2.14%	16.0	2.23%
Conversions	3.0	0.45%	5.0	0.73%	1.0	0.14%	-	-
Program Reductions	-	-	-	-	(2.0)	(0.28%)	(1.0)	(0.14%)
Proposed Budget	685.0		702.0		716.0		731.0	
Budget Change	21.0	3.16%	17.0	2.48%	14.0	1.99%	15.0	2.09%

The operating budget largely reflects the skills and expertise of staff from a range of disciplines, such as planners, financial and risk professionals, lawyers, building operators and information technology experts. It also covers corporate-wide services that are outsourced, such as facility leases, grounds maintenance and software support.

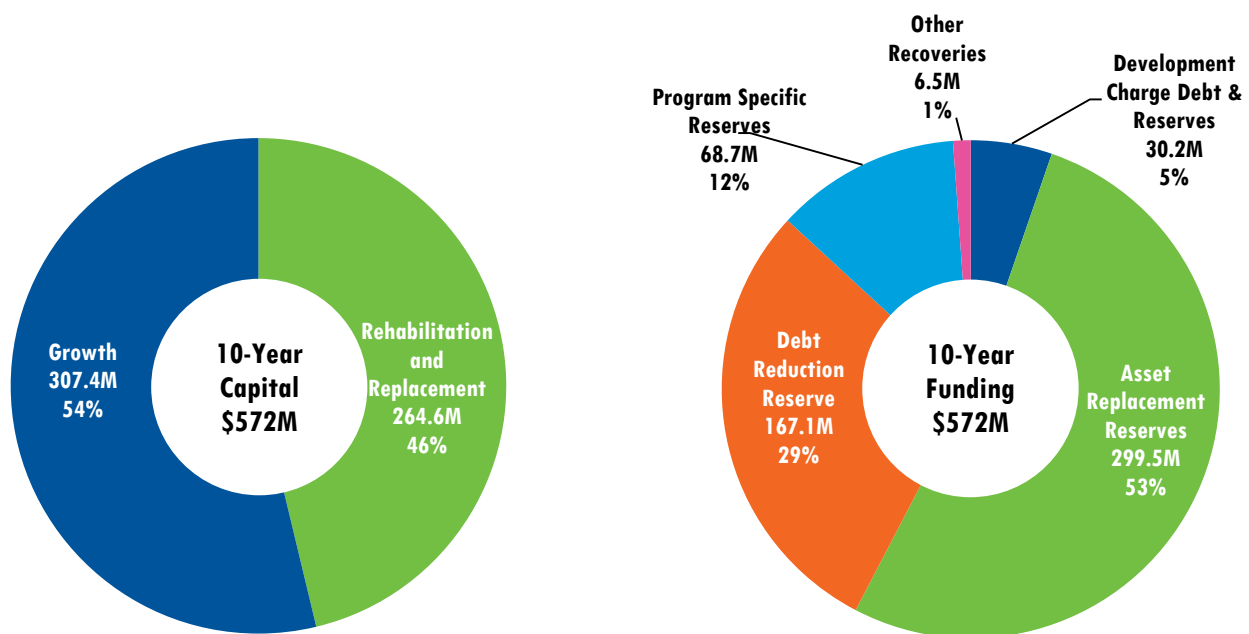
Capital budget

In 2019, the Region will invest \$111 million in capital assets to support corporate management, which is 13% of its total capital program for the year. Over the next ten years, the investment will total \$572 million, or 8.6% of the Region’s ten-year capital plan.

The capital budget for corporate management generally reflects two types of assets, both of which benefit the organization as a whole and the people it serves: buildings that house Regional services, and information technology, including computers, servers and cyber-security infrastructure, that enables staff to do their jobs more effectively and makes information more readily available to residents.

Ten-year capital budget by program group

(in \$000s)	2019	2020	2021	2022	2023	2024-2028	10-Year Total	Capital Spending Authority
Finance	28,855	21,929	14,363	12,858	15,482	101,929	195,416	114,827
Property Services:								
Rehabilitation and Replacement	10,293	5,928	7,499	6,353	8,534	30,528	69,135	10,293
Business Initiatives	70,964	20,838	22,718	16,724	15,838	159,657	306,738	80,793
	81,257	26,766	30,217	23,077	24,372	190,185	375,873	91,086
Planning and Economic Development	700	-	-	-	-	-	700	700
Total Corporate Management and Governance	110,812	48,695	44,580	35,935	39,854	292,114	571,989	206,613



Operating impacts of capital

Construction of a new Regional building at 17150 Yonge Street, next to the existing Regional Administrative Centre, reflects a strategic Council decision to move towards owning facilities rather than leasing. While ownership involves operating costs, it also means the Region does not have to pay for leased space elsewhere.

Bringing several services together at 17150 Yonge Street will involve moving out of six currently leased locations, reducing total leased space by 25%, and decommissioning two older owned buildings. The move will save an estimated \$26 million over 30 years through reduced leasing costs and other savings. The opening of 17150 Yonge Street will realize York Region's long-term plan to consolidate a variety of community, health and court services into one central, fully accessible, modern facility. It will also improve the quality of service residents experience by providing many related services in one location at a major transit hub (Yonge and Eagle streets) with easy access to amenities and services.

Corporate Services has also put forward a new accommodation master plan that will help accommodate a larger staff cost-effectively as the Region grows by making more efficient use of space.

In the area of information technology, the goal of investments in assets is generally to streamline operations, free up staff time for greater value-added work and give residents better access to information. These investments, however, do result in higher costs related to licensing, security and system support.

Looking ahead

Changing priorities, new legislative and fiscal environments, and shifts in policy direction call for guidance and advice that is provided nimbly and with a comprehensive understanding of all the issues involved.

The corporate management function must also grow and evolve, so that services to residents continue to be delivered cost-effectively as the population increases and expectations change. Investments in technology, paperless processes, web-based solutions and business intelligence, as well the new security requirements these bring, will continue to be key. New approaches to how employees work will also help to manage costs while maintaining and enhancing service to residents.

The corporate management function will continue to collaborate on matters of shared interest, such as emergency planning, with the local municipalities where this provides cost savings and mutual benefits.

PROGRAM AREAS

The balance of this chapter provides more detail on the departments and other groups that provide corporate management to the Region:

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

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2018		2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Chair & Council	2.3	2.3	2.4	2.4	2.5	2.5	2.5	2.5	2.6	2.6
Office of the CAO	6.5	6.3	6.8	6.5	7.4	7.1	7.8	7.5	8.2	7.8
Legal Services	6.8	6.3	7.1	6.6	7.5	7.0	8.0	7.4	8.4	7.9
Financial Management	20.4	18.0	21.1	18.9	22.4	20.0	23.5	21.1	24.9	22.4
Information Technology Services	28.7	28.7	30.2	30.2	29.9	29.9	30.9	30.9	32.0	32.0
Communications, Information and Data	14.7	14.5	15.9	15.7	17.0	16.8	17.5	17.3	18.0	17.8
Human Resources	9.2	9.2	9.7	9.7	9.9	9.9	10.2	10.2	10.6	10.6
Planning and Economic Development	10.6	7.4	11.6	7.5	12.5	8.9	12.9	9.4	13.3	9.8
Property Services	5.2	4.5	5.9	5.2	9.3	8.5	6.5	5.8	6.8	6.1
Less: User Rate Recovery		(6.2)		(5.4)		(5.5)		(5.8)		(6.1)
Total Operating Budget	104.4	91.0	110.8	97.3	118.4	105.1	119.8	106.3	124.6	110.7
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital			
	2019	CSA	10-Year	2019	CSA	10-Year	2019	CSA	10-Year	
Finance	28.9	114.8	195.4	-	-	-	28.9	114.8	195.4	
Planning and Economic Development	-	-	-	0.7	0.7	0.7	0.7	0.7	0.7	
Property Services	10.3	10.3	69.1	71.0	80.8	306.7	81.3	91.1	375.9	
Total Capital Budget	39.1	125.1	264.6	71.7	81.5	307.4	110.8	206.6	572.0	

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)

Two branches within the Office of the CAO provide key services:

- Strategies and Initiatives leads the Region's strategic planning, emergency management, community opinion polling and continuous improvement programming and provides direct administrative and special project support, including research, analysis and coordination, as required and directed by the CAO.
- Audit Services assesses the Region's business activities and structures to identify and reduce risk, and looks for ways to improve operations. It reports to the Audit Committee of Council.

Budget overview

The 2019 operating expense for the Office of the CAO represents 6.1% of the corporate management total for the year, and is expected to increase by 4.5% from 2018.

Two positions are being converted from temporary to permanent, one to support corporate continuous programming and another to support emergency management compliance-related activities for local municipalities. There is no impact on the tax levy from the conversions.

Office of the CAO

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$6.5M	\$6.8M	\$7.4M	\$7.8M	\$8.2M
Net	\$6.3M	\$6.5M	\$7.1M	\$7.5M	\$7.8M
Budget Change		\$0.2M	\$0.6M	\$0.4M	\$0.4M
FTE - Total	30.0	32.0	34.0	35.0	36.0
- New		2.0	2.0	1.0	1.0

LEGAL SERVICES

Legal Services focuses on delivering readily accessible, cost-effective in-house legal expertise to meet the diverse needs of Regional Departments, the Police Services Board and its corporations.

Legal staff represent the Region in hearings and court proceedings, resolve disputes, deliver legal opinions, negotiate and draft legal agreements, work to ensure regulatory compliance, guard against legal risk and enforce the Region's rights. Staff provide advice and support on a wide range of legal areas critical to the Corporation: corporate, construction, development, employment, environmental, health, infrastructure, IT, labour, litigation, municipal, planning, privacy, procurement and real estate law.

Budget overview

Legal Services' 2019 operating expense represents 6.4% of the corporate management total for the year, and is expected to increase by 5.5% from 2018. Increases over the balance of the budget cycle would be 5.6, 5.8 and 5.7%.

The additional resources are mainly to add four staff lawyers over four years, which has proven to be far more cost-effective than using outside counsel as the volume of work grows. The new positions would focus on insurance matters and environmental, construction, municipal and corporate law. This reflects the increasing volume and complexity of legal matters in these areas. As well as directly saving outside counsel costs, hiring an internal lawyer for insurance matters could result in significant savings in premiums and related costs.

A further position would handle data analysis and revenue forecasting for both Legal Services and Courts, which is the other branch in this department and is discussed in following chapter.

FINANCE

This function works to ensure prudent financial policies and practices, stewardship of resources, coordinate acquisition of goods and services, reliable information technology and effective risk management across the organization.

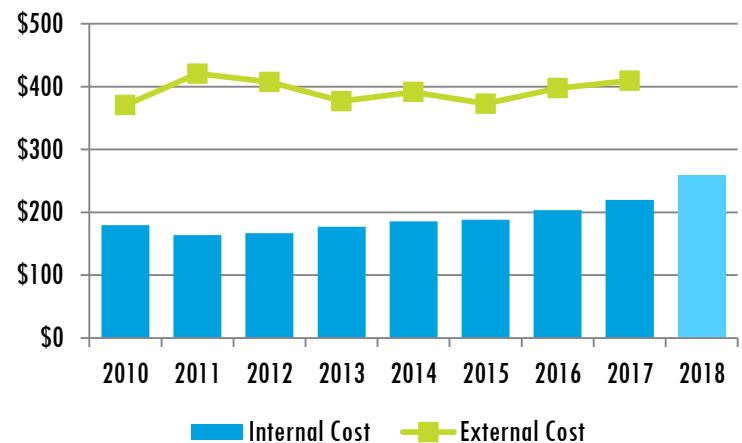
It includes:

- The Office of the Budget, which works with the rest of the organization to prepare the budget, reports on fiscal outcomes and analyzes long-term trends

Legal Services

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$6.8M	\$7.1M	\$7.5M	\$8.0M	\$8.4M
Net	\$6.3M	\$6.6M	\$7.0M	\$7.4M	\$7.9M
Budget Change		\$0.3M	\$0.4M	\$0.4M	\$0.4M
FTE - Total	59.0	61.0	62.0	64.0	66.0
- New		2.0	1.0	2.0	2.0

USING INTERNAL COUNSEL LOWERS COSTS



- The Controllership Office, which safeguards the Region's financial resources, manages its financial risks and is responsible for financial statements and external reporting
- The Treasury Office, which analyzes revenue sources, invests the Region's reserves, maintains the Region's long-term fiscal strategy and debt plan and manages investor relations
- Strategy and Transformation Branch, which develops the department's business plan and budget, oversees business processes, and operates the Region's print shop and mailroom
- Information Technology Services, which provides systems and support to enable staff to deliver services more efficiently and securely
- The Procurement Office, which oversees the sourcing of goods and services and related policies across Regional government

Budget overview

The 2019 operating expense for Finance represents 46% of the corporate management total for the year, and is expected to increase by 4.5% from 2018. Increases over the balance of the budget cycle would be 1.9, 4.0 and 4.5%.

The increases are largely driven by higher information technology expenses. This reflects substantial and continuing growth in software applications and required infrastructure, as well as a changing landscape for licences and subscription models. While information technology improves efficiency and service, it also requires comprehensive planning and investments in support and cybersecurity to manage costs and risks.

The department will add two full-time equivalent staff in 2019. Of these, one is a conversion of temporary staff to ensure more efficient business processes. The other new position in 2019 will support the ongoing work on modernization of the Region's financial systems.

The Region's procurement function is being modernized to derive greater value. Over the balance of the multi-year budget, additional staff will be needed to follow through on these efforts.

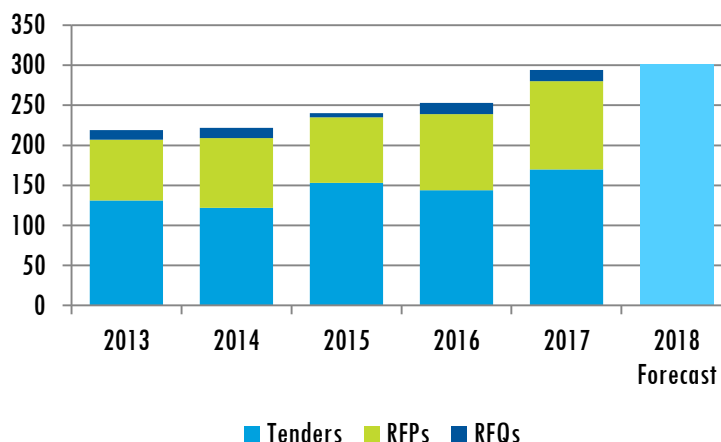
Finance's capital budget includes application development and implementation, and replacement of information technology assets, including personal

Finance

OPERATING BUDGET					
	2018	2019	2020	2021	2022
Gross	\$49.1M	\$51.3M	\$52.3M	\$54.4M	\$56.8M
Net	\$46.7M	\$49.0M	\$49.9M	\$52.0M	\$54.3M
Budget Change		\$2.4M	\$0.8M	\$2.2M	\$2.3M
FTE - Total	238.0	240.0	244.0	249.0	255.0
- New		2.0	4.0	5.0	6.0

CAPITAL BUDGET	
2019 Budget	\$28.9M
Capital Spending Authority	\$114.8M
Ten-Year Capital	\$195.4M

PROCUREMENT ACTIVITY HAS BEEN GRADUALLY INCREASING



computers, printers, cellular devices, servers and data storage and related infrastructure. Information technology security is the largest single component of the capital program, at \$7.3 million in 2019

CORPORATE SERVICES

This department carries out a wide range of important functions through its branches:

- Property Services manages facilities-related construction projects, plans and designs space, and oversees delivery of day-to-day facility operations and maintenance.
- Human Resources provides recruitment and hiring, employee and labour relations and other workforce services.
- Planning and Economic Development aligns the Regional Official Plan with the goals of Vision 2051, guides growth management and ensures that development complies with provincial and Regional planning frameworks. It also works to attract new business investment, keep existing businesses and help all businesses grow.
- Communications, Information & Data includes Corporate Communications, the Office of the Regional Clerk, Data, Analytics and Visualization Services and Business Services. Corporate Communications provides strategic internal and external communications, media relations support, graphic design/branding services and oversees the Region's intranet and public website. The Office of the Regional Clerk acts as corporate secretary to Regional Council and its committees, and heads its access to information and privacy program. Data, Analytics and Visualization Services provides data management, analytics and visualization across the organization and to partners. Business Services provides financial management, communications and business support.

Budget overview

The 2019 operating expense for Corporate Services represents 39% of the corporate management total for

New Regional building designed for efficiency and sustainability

With major structural work completed in October 2018, the new annex to the York Region Administrative Centre in Newmarket is on track and on budget to open in 2020. The building will consolidate a variety of York Region services in one location and include new court facilities.

Located at 17150 Yonge Street, the new building represents the latest in environmentally sustainable design. When complete, its dramatic eight-storey atrium will feature a green "living wall," an enormous vertical array of plants. This will help cool the structure and filter its air as well as provide passersby with a visual reminder of the building's commitment to green design.

Featuring green and reflective roofs to reduce the load on air-conditioning systems, as well as other energy-efficient features, the building has been designed to achieve a LEED (Leadership in Energy Efficient Design) Silver designation, one of the highest standards of environmental sustainability.

A key design consideration is the new building's proximity to a flood plain that is part of the Lake Simcoe watershed. This will be protected through low-impact design and site contouring, and concerns about downstream flooding will be alleviated by using bioswales, permeable paving, in-ground retention and water-absorbing vegetation. The grounds around the building will feature landscaping and gardens, with existing trees protected and new ones to be planted.

The building will also achieve high levels of workplace efficiency with most staff working in open-plan workstations near windows, light and views. As well, it will be physically linked to the existing Administrative Centre at 17250 Yonge Street, allowing the buildings to share facilities such as the cafeteria.

the year, and is expected to increase by 8.7% from 2018. Changes over the balance of the budget cycle would be 13.1, -3.4 and 3.2%.

The budget is based on three elements:

- A new building at 17150 Yonge Street moving from construction to operation
- Developing and investing in better, more efficient solutions
- Providing core foundational support to departments serving York Region residents.

Planned opening of the new building at 17150 Yonge Street in Newmarket in 2020 will require additional staff, mainly building operators and specialists in mechanical systems. As noted on page 124, owning and operating the building will result in estimated savings of \$26 million over 30 years by reducing the Region’s leasing costs.

An important example of providing more efficient service is the new, web-based YorkTrax system for tracking development applications. The new system has already shown that it saves staff time, provides one central source of information and allows real-time data access. A key function will be to track development charge collections, improving revenue forecasts and financial management. The long-term vision of the Region is to link YorkTrax with the local municipalities’ systems to improve integration and to allow developers to get real-time information on line about the status of their applications. Transitioning the system from a project to a permanent program requires the addition of three permanent staff over the four-year budget cycle.

A growing Regional population, greater urbanization and a changing legislative context are adding to the challenges of providing core foundational support in the areas of human resources, communications, information and data and planning and economic development. To address greater and more complex needs, other increases would add capacity to review and analyze development applications enhance the quality and usefulness of data, deepen

Corporate Services

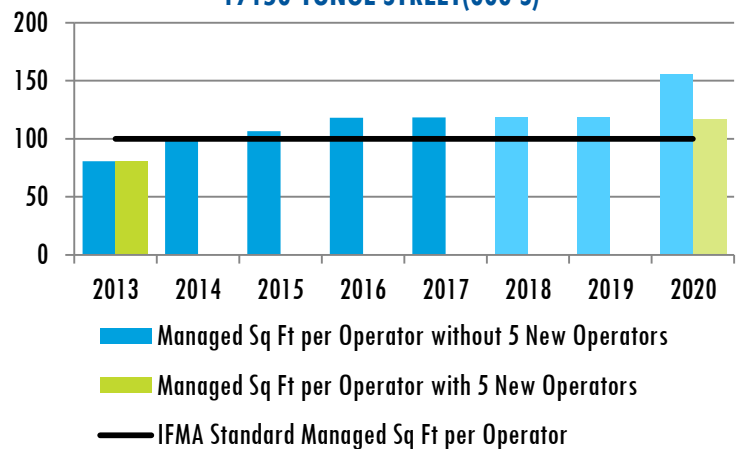
OPERATING BUDGET

	2018	2019	2020	2021	2022
Gross	\$39.7M	\$43.2M	\$48.8M	\$47.1M	\$48.7M
Net	\$35.6M	\$38.1M	\$44.2M	\$42.7M	\$44.2M
Budget Change		\$2.5M	\$6.1M	(\$1.5M)	\$1.5M
FTE - Total	334.0	349.0	359.0	365.0	371.0
- New		15.0	10.0	6.0	6.0

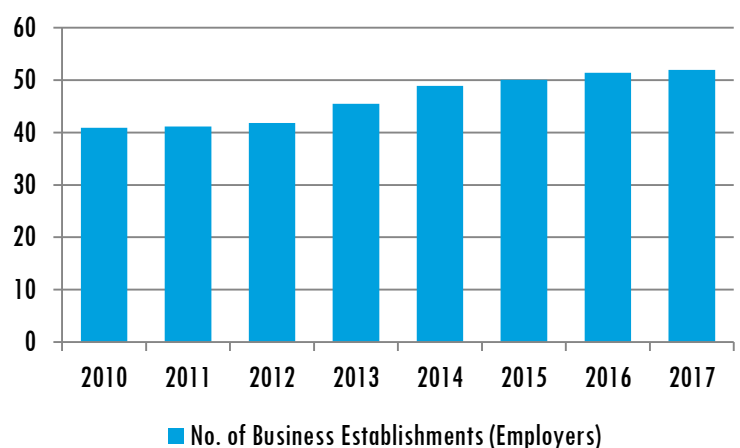
CAPITAL BUDGET

2019 Budget	\$82.0M
Capital Spending Authority	\$91.8M
Ten-Year Capital	\$376.6M

MANAGED SQUARE FEET OF BUILDING SPACE PER OPERATOR AT 17150 YONGE STREET(000'S)



THE NUMBER OF BUSINESSES IN THE REGION HAVE BEEN GRADUALLY INCREASING (000'S)



human resources capacity, improve archival services, keep up with the growing number of Regional Council and committee meetings to be documented and records to be kept, and give residents better access to Regional information and on-line resources.

The Corporate Services capital budget, which amounts to \$82 million in 2019 and \$377 million over the next ten years, is driven mainly by the development of new facilities and rehabilitation and repair of existing ones.

In addition to the construction work on the new Regional building at 17150 Yonge Street, the key capital projects managed by Corporate Services include land acquisitions, construction of a roads patrol yard, six new paramedic response stations and expansion of the transit operations, maintenance and storage facility.



COURT SERVICES

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



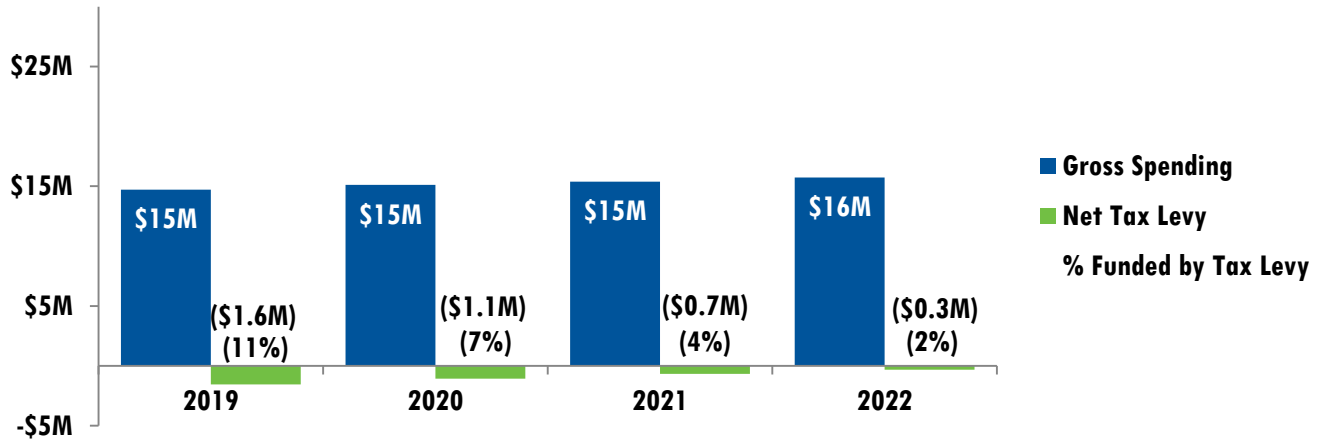

York Region

THE COURT SERVICES OPERATING BUDGET IS...

**0.6% OF TOTAL
REGIONAL EXPENDITURES**

**0¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

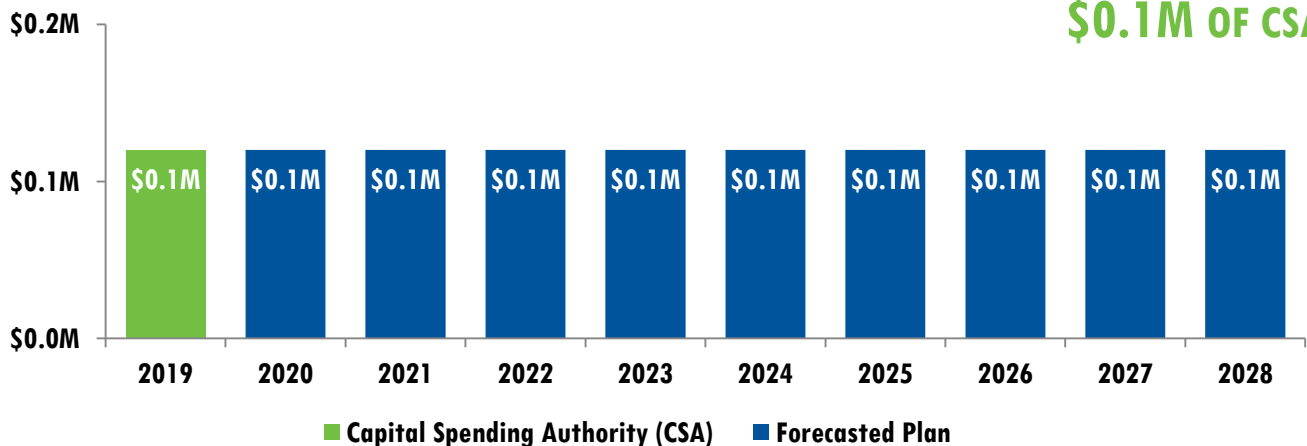
THE COURT SERVICES CAPITAL BUDGET IS...

**0.02% OF THE
REGION'S 10-YEAR PLAN**

**0.005% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$1.2M OVER 10 YEARS
\$0.1M OF CSA



MEETING COST CHALLENGES WITH NEW EFFICIENCIES

Court Services operates the second largest provincial offences court in Ontario by number of charges filed. Just over 160,000 charges were laid in 2017, the last full year for which information is available, representing an increase of almost 5% from the previous year. York Regional Police accounted for almost 80% of the charges.

As in previous years, Part I offences related to traffic dominated. (There are three types of offence under the *Provincial Offences Act*: Part I is minor offences, Part II is parking infractions, and Part III is more serious offences, such as driving without insurance.)

Court Services is responsible for collecting fines and arranging prosecution when the person charged chooses to dispute the offence. It operates two court offices, in Newmarket and Richmond Hill, that together offer six trial courtrooms and two intake courtrooms. Services are provided through two divisions:

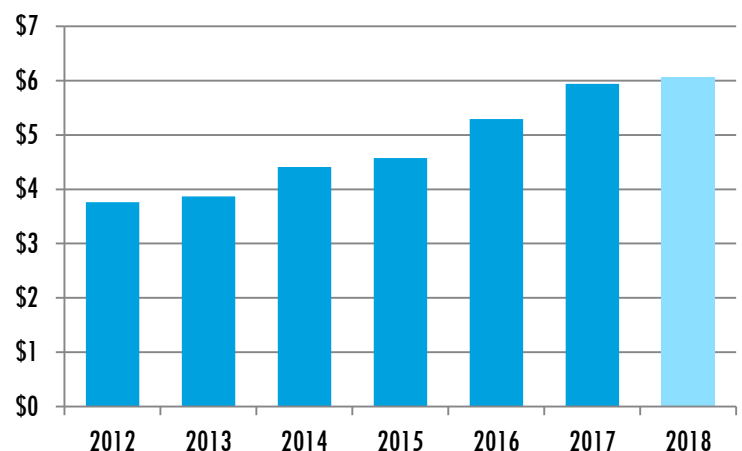
- Court Operations responds to inquiries by phone and at customer service counters, schedules trials, supplies interpreters if needed, produces transcripts as requested, and enforces court-ordered fines. In 2017, it handled close to 170,000 inquiries.
- Prosecution services are provided by paralegals and lawyers, who review briefs from enforcement agencies, correspond with defendants and agents, prosecute at trial and conduct appeals. More than 100,000 matters were addressed in trial courts in 2017.

A major activity of prosecution services is responding to defendants' requests for disclosure, which involves providing a copy of the evidence, including police officer notes and in-car camera videos.

ACCOMPLISHMENTS

- Court Services has implemented a collection strategy to recover more of its costs from those who do not pay their fines. Actions have included adding unpaid amounts to property taxes, with the required agreement of several local municipalities and the City of Toronto, as well as licence suspension, plate denial and civil enforcement. In 2017, the strategy helped to achieve an 11% increase in default fine revenues.
- Working with York Regional Police, Court Services has introduced a new, faster electronic process for providing certain disclosure materials to defendants. This has helped to manage a sharply rising volume of requests.
- Court Services has also installed video links that allow officers to testify remotely in cases being heard in Newmarket, saving them travel time. York Region is the first *Provincial Offences Act* Court to use this technology.

TOTAL COLLECTIONS HAVE BEEN INCREASING (\$ MILLIONS)



WHAT SHAPES THE COURT SERVICES BUDGET



Court Services is a core service in the Strategic Plan. It supports the Community Result Area of Good Government.

The Region operates the *Provincial Offences Act* court system as the result of a provincial policy decision in 1999 that gave this responsibility to municipalities. It is bound by a Memorandum of Understanding with the province to provide a standard of service equal to the province's.

Supporting an efficient Court Services is important to ensure respect for the rights of those accused of infractions, and to meet the Region's obligations under the Memorandum of Understanding and the Canadian Charter of Rights and Freedoms.

Court Services staff, including prosecutors, are Regional employees. The Attorney General of Ontario, however, has overall responsibility for administering the Ontario justice system, and the independence of prosecutors and the judiciary is a central tenet.

OPERATING BUDGET

Expected Court Services operating expense in 2019 is \$14.7 million, accounting for 0.6% of the total for the Region.

Year-over-year operating budget changes

(in \$000s)	2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	13,458	(2,440)	14,724	(1,567)	15,115	(1,079)	15,384	(678)
Status Quo	945	685	395	491	284	284	350	350
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Debt Servicing Net of Development Charges	-	-	-	-	-	-	-	-
Fiscal Strategy	-	-	-	-	7	7	10	10
Maintaining Service Levels for Growth	321	189	(4)	(4)	(23)	109	(7)	(7)
Enhancements and Transformation	-	-	-	-	-	-	-	-
Proposed Budget	14,724	(1,567)	15,115	(1,079)	15,384	(678)	15,737	(326)
Budget Change	\$ 1,266	874	391	487	269	401	353	353
	% 9.40%	(35.81%)	2.66%	(31.11%)	1.78%	(37.14%)	2.29%	(51.98%)

Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

Staffing changes

(Full-Time Equivalents)	2019		2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change	FTE	% Change
Opening	79.0		85.0		85.0		86.0	
New	4.0	5.06%	-	-	1.0	1.18%	-	-
Conversions	2.0	2.53%	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-	-	-
Proposed Budget	85.0		85.0		86.0		86.0	
Budget Change	6.0	7.59%	-	-	1.0	1.18%	-	-

Court Services is intended to pay all of its expenses, including an amount to the Region for shared corporate services, from fine revenues. A number of factors, including improved collection of unpaid fines, additional red light cameras and an increase in the number of people pre-paying their fines, enabled the Court Services to increase its budgeted revenue by almost \$2 million from 2016 to 2018. Court Services continues to make efforts to improve its revenue forecasting ability.

Nonetheless, covering its costs remains challenging because many costs are driven by factors it cannot control.

In 2017, for example, the province enacted Bill 177, which allows it to download responsibility for the prosecution of Part III offences to municipalities. The change will increase the workload of Prosecution and Court Operations by roughly 11,000 charges and more than 30,000 court appearances a year.

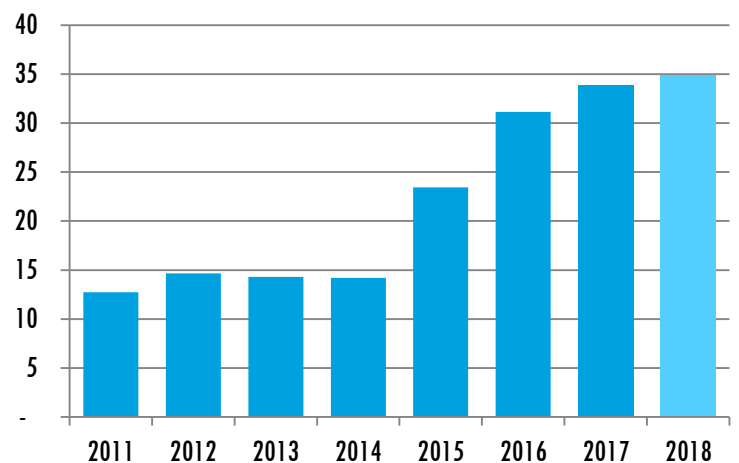
As well, because Part III charges are laid for more serious offences, prosecutions are more complex and lengthy, and defendants can receive jail time. This creates the need for closer supervision, more training and greater oversight. Together, the increased volume and related needs will require the addition of four full-time-equivalent staff in 2019: two clerks, an associate counsel for prosecutions and a prosecutor.

These positions must be funded from the tax levy because the new responsibility will bring no new fine revenues, and Court Services lacks the capacity to handle the increased workload with existing resources

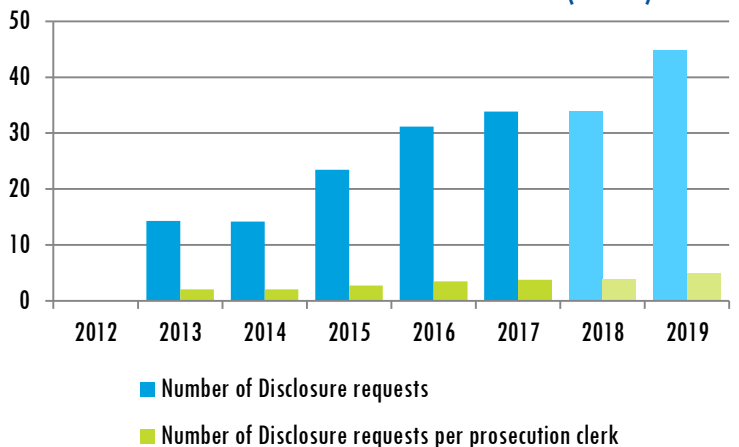
This change is in addition to several ongoing cost drivers:

- **Dispute Rate.** Disputing a charge by going to trial instead of paying the fine puts pressure on court resources. With just over 50% of charges disputed, York Region has one of the highest dispute rates in Ontario, possibly because so many offences are traffic-related and defendants are concerned about insurance costs and demerit points.
- **Disclosure.** Requests for disclosure materials are more frequent and, with new tools like video in police cars, more complex to fulfill. Requests more than doubled between 2014 and 2017, and the upward trend continued in 2018. Several factors are expected to further boost requests in 2019. While the introduction of electronic disclosure has reduced processing time for each request, the system remains hard-pressed to address this growing volume.
- **Collections.** Work is under way to expand the collections strategy by signing property-tax agreements with the remaining local municipalities. Further possibilities would be to offer payment plans or to garnish the wages of

DISCLOSURE REQUESTS HAVE RISEN SHARPLY (000'S)

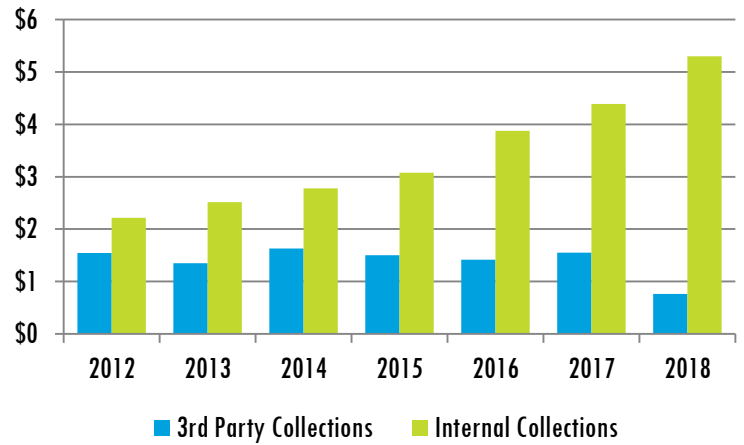


NUMBER OF DISCLOSURE REQUESTS PER PROSECUTION CLERK ARE PROJECTED TO INCREASE IN 2019 (000'S)



offenders who fail to pay. Court Services is analyzing all options. In the meantime, given the greater return on using internal resources to collect outstanding fines, its budget includes converting an existing temporary collection position to permanent and adding a new temporary position. These changes would have no impact on the tax levy.

INTERNAL COLLECTION EFFORTS MORE EFFECTIVE (\$M)

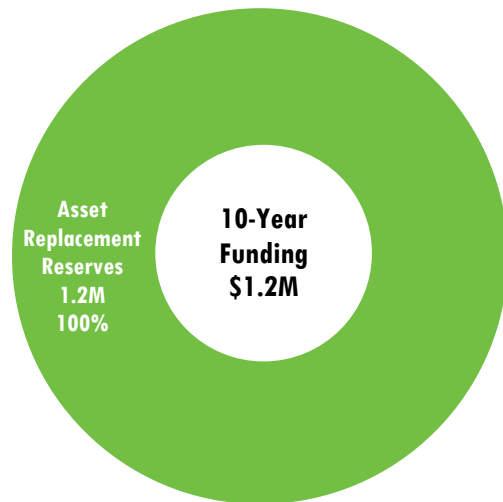
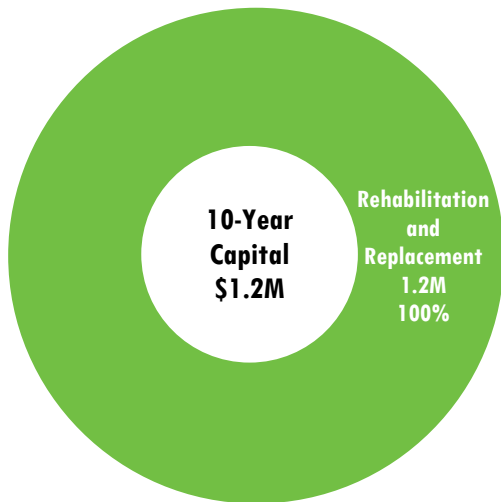


CAPITAL BUDGET

Courts Services has a small capital budget of roughly \$120,000 a year that is used to invest in equipment and technology to improve efficiency and meet new accessibility requirements. Examples of efficiency investments include the video link that allows police officers testify remotely and updates to facilities.

Ten-year capital budget by program

(in \$000s)	2019	2020	2021	2022	2023	2024-2028	10-Year Total	Capital Spending Authority
Court Services:								
Total Project Expenditures	120	120	120	120	120	600	1,200	120



OPERATING IMPACT OF CAPITAL

Court Services has a small capital budget, which as noted is used to improve efficiency by saving the time of staff and others who deal with the courts.

Court Services' operating costs can also be affected by capital investments by its partners. For example, the addition of video cameras to police vehicles has increased staff time and costs to provide disclosure.

LOOKING AHEAD

A number of changes already underway are likely to increase pressures on Court Services.

Cannabis-related offences will result in increased pressure on the courts program.

Municipalities are awaiting provincial regulations that would allow automated speed enforcement (using radar and cameras to deter speeding) in school zones and on certain other sections of municipal roads. The Region is advocating for the use of administrative penalties for these and similar offences, such as red light camera charges. The administrative penalty is a civil measure often used in place of a fine for non-compliance with a regulation or bylaw and does not require court enforcement. Without this option, the court system will face escalating costs and pressures on workload related to these offences.

In 2017, the province introduced legislation to streamline the *Provincial Offences Act* that could include downloading judicial functions in certain, limited circumstances. The regulations that would implement the new act have not yet been issued and there has been no update on timing. The Region nonetheless expects changes in 2019 that would further increase pressure on resources in Court Operations.

Court Services will continue to look for ways to leverage technology to better manage the constantly increasing volume of charges. These might include a secure self-serve portal that would allow defendants to access and download electronic disclosure materials, expansion of the range of disclosure materials available electronically, and a better and more integrated system for managing cases and automating workflow.

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FINANCIAL INITIATIVES

include strategic support for special initiatives, contributions to Regional reserves to manage risk, and organization-wide expenses.



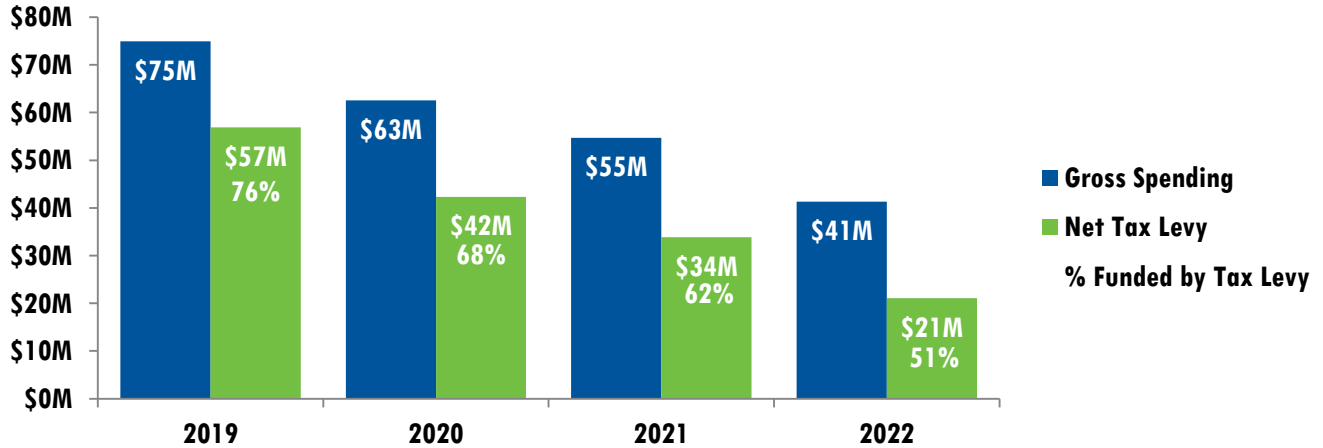

York Region

THE FINANCIAL INITIATIVES OPERATING BUDGET IS...

**3% OF TOTAL
REGIONAL EXPENDITURES**

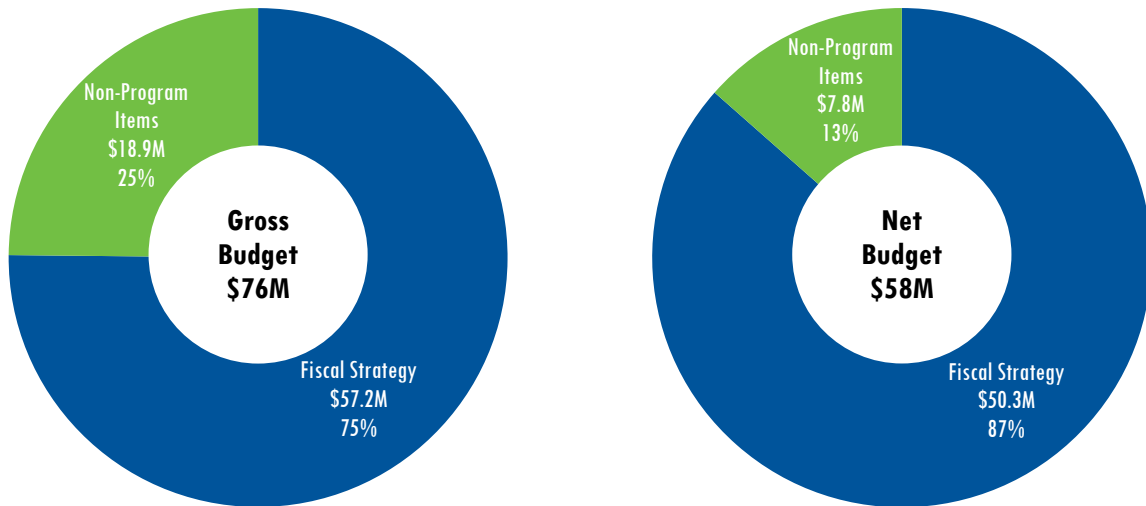
**5¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

2019 GROSS AND NET OPERATING BUDGET BY PROGRAM



SUPPORTING FINANCIAL SUSTAINABILITY

The Financial Initiatives budget is made up of:

- Contributions related to reducing reliance on debt as directed by the Regional Fiscal Strategy, which is discussed in more detail in the Long-Term Financial Planning chapter
- Funds set aside in reserves for fiscal stability in case of unforeseen changes to plans or forecasts
- Spending on such corporate-wide needs as recruiting, memberships and an annual employee survey

WHAT SHAPES THE FINANCIAL INITIATIVES BUDGET



Financial Initiatives support the Community Result Area of Good Government in the Strategic Plan.

Contributions to reserves and support for corporate-wide activities are important aspects of ensuring the organization remains financially sustainable, manages critical risks, and operates professionally.

The budget for Financial Initiatives, at \$75 million, makes up 3% of the total operating budget of the Region in 2019. The budgeted spending for 2019 represents an increase of \$10.7 million, or 16.7%, from a restated \$64.2 million in 2018.

The restatement in 2018 is to allow comparability with the 2019 figure. Contributions to support the Regional Fiscal Strategy include amounts for a debt reduction reserve and an asset management reserve. Now that the

Year-over-year operating budget changes

(in \$000s)	2019		2020		2021		2022		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Opening Budget	64,244	46,918	74,972	56,918	76,997	56,744	80,814	59,970	
Status Quo	255	255	253	253	246	246	243	243	
Efficiencies & Program Reductions	2,508	2	390	(29)	503	(22)	756	(18)	
Debt Servicing Net of Development Charges	-	-	-	-	-	-	-	-	
Fiscal Strategy	7,964	9,743	1,382	(398)	3,068	3,002	(2,206)	(855)	
Maintaining Service Levels for Growth	-	-	-	-	-	-	-	-	
Enhancements and Transformation	-	-	-	-	-	-	-	-	
Proposed Budget	74,972	56,918	76,997	56,744	80,814	59,970	79,608	59,340	
Budget Change	\$	10,728	10,000	2,025	(174)	3,817	3,226	(1,206)	(630)
	%	16.70%	21.31%	2.70%	(0.31%)	4.96%	5.69%	(1.49%)	(1.05%)

Operating budget by initiative

OPERATING BUDGET (\$ in Millions)	2018		2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Fiscal Strategy	53.9	45.1	57.2	50.3	57.8	49.1	59.3	50.4	58.1	50.7
Non-Program Items	10.4	1.8	17.7	6.7	4.7	(6.8)	(4.6)	(16.6)	(16.8)	(29.6)
Total Operating Budget	64.2	46.9	75.0	56.9	62.6	42.3	54.7	33.9	41.3	21.0

Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

Region has completed a Corporate Asset Management Plan, most of the contributions for that purpose have moved to the departments and other parts of Regional government that are carrying out the work.

This has the effect of reducing the fiscal strategy contributions in this chapter by \$117.8 million and increasing operating budgets across departments and Regional corporations by the same amount.

Including asset management reserve contributions in individual operating budgets enhances transparency and accountability for outcomes achieved.

The operating budget would also include a contingency fund of \$3.6 million. The purpose of the contingency fund is to help manage unforeseen pressures that might arise during the year. For prudence in an uncertain fiscal environment, the level has been increased from previous years. Any unspent funds at the end of the year are added to the operating surplus, which is then applied to Council-approved priorities.

LOOKING AHEAD

Contributions made through Financial Initiatives to the debt reduction reserve contribute to financial sustainability by reducing reliance on debt. Future contributions will continue to be determined through the annual budget and debt management plan.

The outlook for other spending, shown as “Non-Program Items” in the bottom table on the previous page, includes planned contributions to the new Roads Capital Acceleration Reserve in 2020, 2021 and 2022, as well as inflationary increases and possible investment in improvements to organization-wide technology.



EXTERNAL PARTNERS

comprise several public-sector entities and organizations to which the Region provides funding, generally with the aim of providing direct benefits to Regional residents

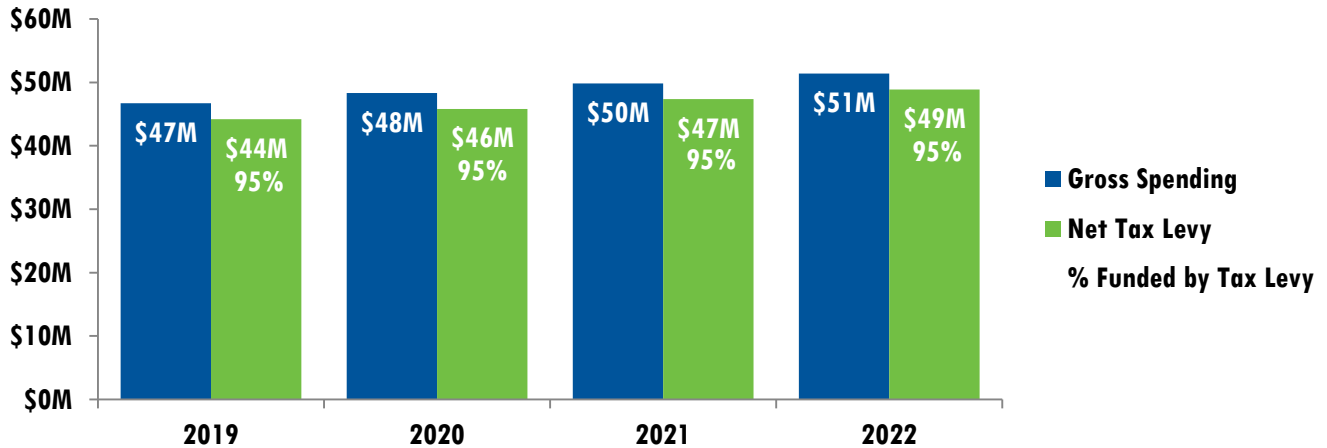


THE EXTERNAL PARTNERS OPERATING BUDGET IS...

**2% OF TOTAL
REGIONAL EXPENDITURES**

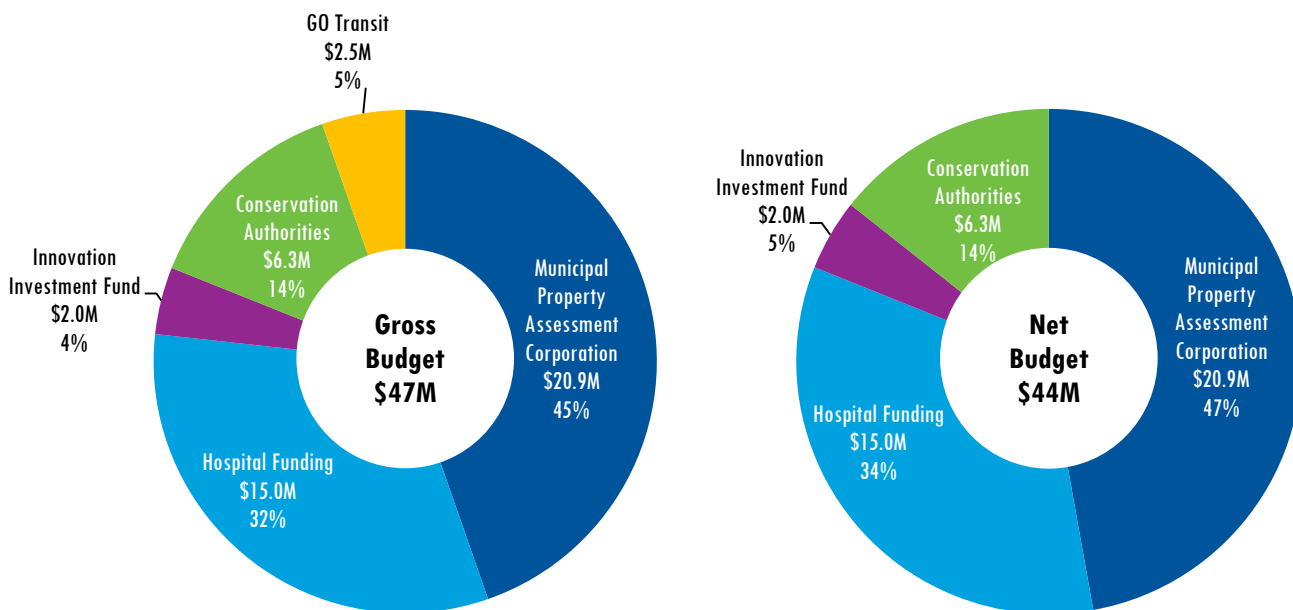
**4¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

2019 GROSS AND NET OPERATING BUDGET BY PROGRAM



FUNDING FOR YORK REGION PARTNERSHIPS

The funding provided by York Region Council to outside partners and initiatives goes toward public services in the Region.

In the 2019 budget, external partner funding will help support:

- Municipal Property Assessment Corporation
- The four hospitals within the Region's borders
- New funding for technology start-ups and transformative investments, including a university campus, within the Region (see box on page 18)
- The Toronto and Region Conservation Authority and Lake Simcoe Region Conservation Authority
- GO Transit

WHAT SHAPES THE EXTERNAL PARTNERS BUDGET



ECONOMIC
VITALITY

Contributions to the Innovation Investment Fund support the Community Result Area of Economic Vitality by fostering an environment that attracts businesses and helps create jobs.

External contributions support York Region's commitments to Sustainable Environment, Healthy Communities and Good Government. Because external organizations use the funds in line with their own priorities, they are not formally aligned with the Strategic Plan.

Operating budget

Funding for external partners, which generally reflects a provincial mandate or a Regional Council agreement, totals \$46.7 million in 2019. This is an increase of \$2.6 million from 2018 after restatement of the 2018 budget to include the university funding, which was previously included in Financial Initiatives.

Year-over-year operating budget changes

(in \$000s)	2019		2020		2021		2022		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Opening Budget	44,096	41,596	46,725	44,225	48,323	45,823	49,846	47,346	
Status Quo	1,313	1,313	1,368	1,368	1,293	1,293	1,329	1,329	
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-	
Debt Servicing Net of Development Charges	-	-	-	-	-	-	-	-	
Maintaining Service Levels for Growth	316	316	231	231	230	230	224	224	
Enhancements and Transformation	1,000	1,000	-	-	-	-	-	-	
Proposed Budget	46,725	44,225	48,323	45,823	49,846	47,346	51,399	48,899	
Budget Change	\$	2,629	2,629	1,599	1,599	1,523	1,523	1,553	1,553
	%	5.96%	6.32%	3.42%	3.61%	3.15%	3.32%	3.12%	3.28%

Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

Operating budget summary by program

OPERATING BUDGET (\$ in Millions)	2018		2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Boards:										
Municipal Property Assessment Corp.	19.7	19.7	20.9	20.9	22.1	22.1	23.2	23.2	24.3	24.3
Hospital Funding	14.7	14.7	15.0	15.0	15.2	15.2	15.5	15.5	15.7	15.7
Innovation Investment Fund	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
GO Transit	2.5	-	2.5	-	2.5	-	2.5	-	2.5	-
	37.9	35.4	40.4	37.9	41.8	39.3	43.1	40.6	44.5	42.0
Conservation Authorities:										
Toronto and Region Conservation Authority	3.3	3.3	3.4	3.4	3.5	3.5	3.6	3.6	3.7	3.7
Lake Simcoe Region Conservation Authority	2.8	2.8	2.9	2.9	3.0	3.0	3.1	3.1	3.2	3.2
	6.2	6.2	6.3	6.3	6.5	6.5	6.7	6.7	6.9	6.9
Total Operating Budget	44.1	41.6	46.7	44.2	48.3	45.8	49.8	47.3	51.4	48.9

Municipal Property Assessment Corporation

Funding to the Municipal Property Assessment Corporation will increase by \$1.1 million, or 5.7%, in 2019 and then rise by an expected 5.7%, 5.1% and 5.0% over the remaining three years of the four-year budget cycle. Like all other Ontario municipalities, York Region is member of this non-profit corporation, which carries out property assessments in Ontario, and is required to provide a share of its funding.

Hospital Funding

Area hospitals would receive an expected \$15.0 million to cover a portion of their capital costs. Under provincial funding arrangements, roughly 35% of total hospital capital costs must be funded from community sources. In 2009, under an agreement that runs to 2031, the Region's maximum annual contribution to hospital capital was set at \$12 million, to be indexed annually based on assessment growth. To help manage the costs of Paramedic Services, the Region tied contribution levels to progress on reducing processing time for emergency patients. Since 2015, as a result of meeting or exceeding processing time targets, hospitals have been eligible for the maximum contribution. The increase from 2018 reflects the indexing in the agreement.

Innovation Investment Fund

This fund would facilitate major innovation infrastructure projects that the Region might be called upon to support. The budget includes a total contribution to the fund of \$2 million a year, comprised of \$1 million a year allocated to the Region's commitment to the proposed York University Campus in Markham and an additional \$1 million for other projects (the sidebar on page 18 provides more details). Any funds not allocated in a given year will remain in the reserve. With Council's approval of the fund, the economic development group within Corporate Services will develop further details around implementation for consideration in spring 2019.

GO Transit

GO Transit provides rail and bus service in York Region, linking to Regional transit services. While the province fully funds the shortfall between its operating costs and fare revenues, it shares capital costs with the

federal government and the municipalities served by GO, including York Region. GO is undertaking several projects in York Region to upgrade and improve its services. The funding provided by York Region to GO Transit reflects the amount collected in development charge revenue on their behalf, which is why there is no net tax levy impact.

Conservation Authorities

Under provincial legislation, conservation authorities are responsible for protection, restoration and related activity that helps safeguard the province's watersheds, and have specific responsibilities under such legislation as the *Lake Simcoe Protection Act* and the *Clean Water Act*. They are largely funded by the municipalities in their watersheds. The Region's tax levy support for the two conservation authorities it helps to fund is \$6.3 in 2019, an increase of \$0.2 million or 2.9% from 2018. The Region regularly partners with the conservation authorities to deliver water-related projects cost-effectively, and draws on their expertise and experience in other areas including forestry and climate change.

Toronto and Region Conservation Authority budget

(\$ in 000s)	2018	2019	2020	2021	2022
Gross Expenditures:					
Operating - General Levy	3,322	3,419	3,515	3,612	3,709
Special Capital Levy	4,834	6,020	5,072	5,039	5,091
Total Operating and Capital	8,156	9,438	8,587	8,651	8,800
Other Expenditures - Reforestation*	40	40	40	40	40
Total Gross Expenditures	8,196	9,478	8,627	8,691	8,840
Funded by:					
Tax Levy	3,362	3,459	3,555	3,652	3,749
User Rate - Water and Wastewater	4,834	6,020	5,072	5,039	5,091
Total Funding	8,196	9,478	8,627	8,691	8,840

Lake Simcoe Region Conservation Authority budget

(\$ in 000s)	2018	2019	2020	2021	2022
Gross Expenditures:					
Operating - General Levy	2,845	2,928	3,011	3,093	3,176
Special Capital Levy	2,836	2,712	2,582	2,649	2,715
Total Operating and Capital	5,681	5,640	5,593	5,742	5,891
Other Expenditures - Reforestation*	40	40	40	40	40
Total Gross Expenditures	5,721	5,680	5,633	5,782	5,931
Funded by:					
Tax Levy	2,885	2,968	3,051	3,133	3,216
User Rate - Water and Wastewater	2,836	2,712	2,582	2,649	2,715
Total Funding	5,721	5,680	5,633	5,782	5,931

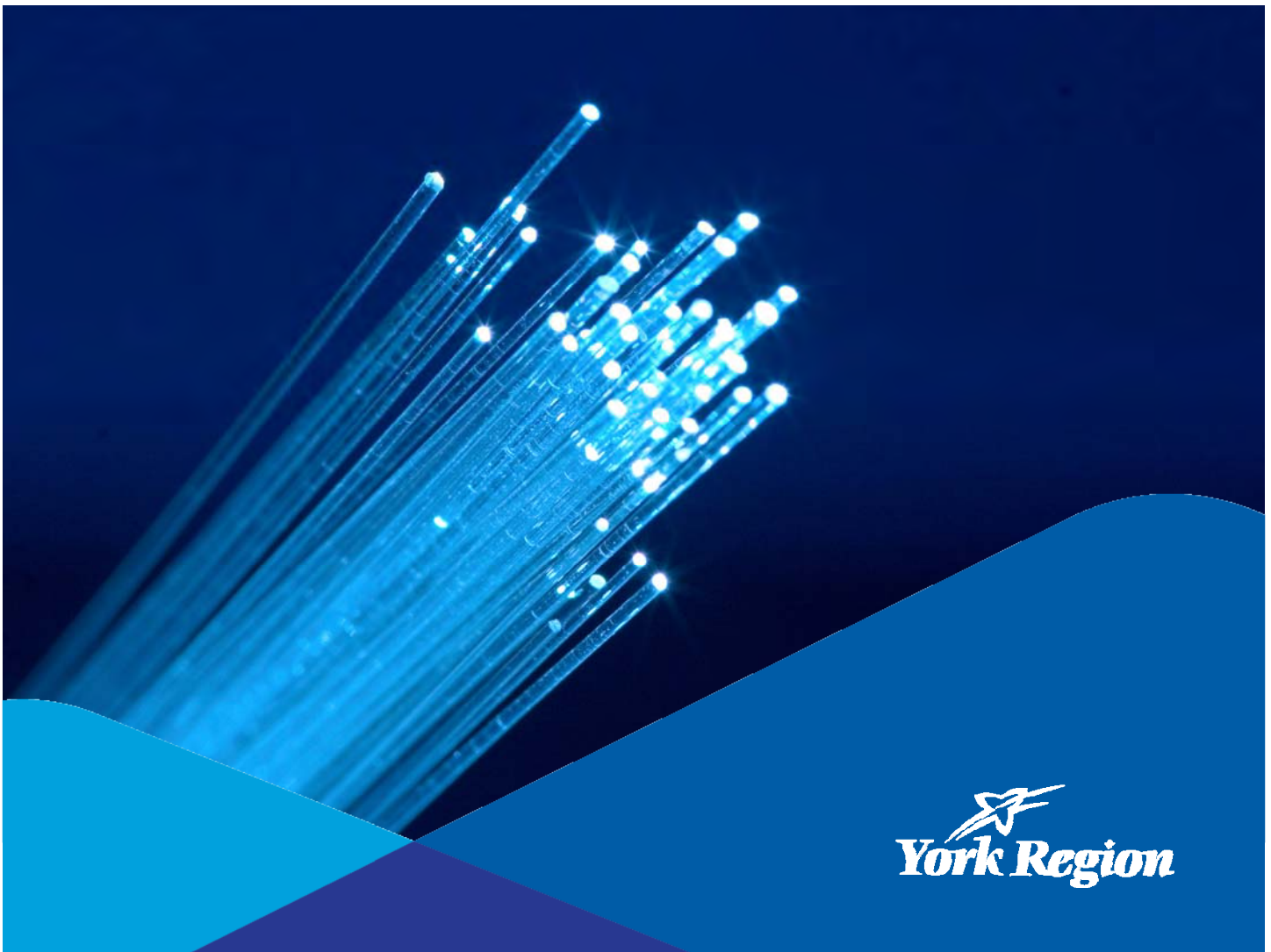
* Reforestation is included in the Forestry budget in Environmental Services

INTENTIONAL BLANK



YORKNET

is the day-to-day business name of the YTN Telecom Network Inc., a wholly-owned Regional corporation that operates and works to expand the Region's fibre optic network.

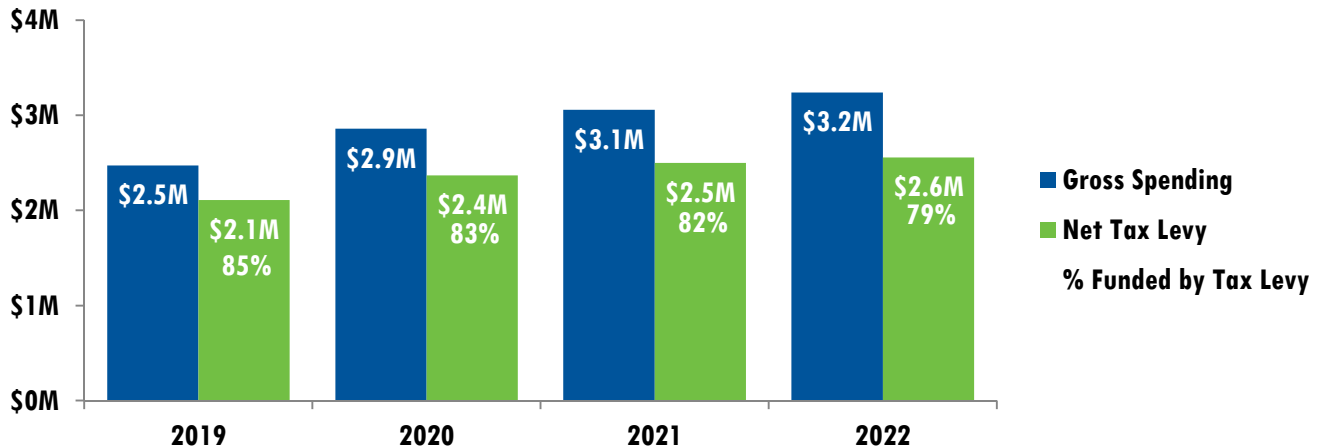


THE YORKNET OPERATING BUDGET IS...

**0.1% OF TOTAL
REGIONAL EXPENDITURES**

**0.2¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



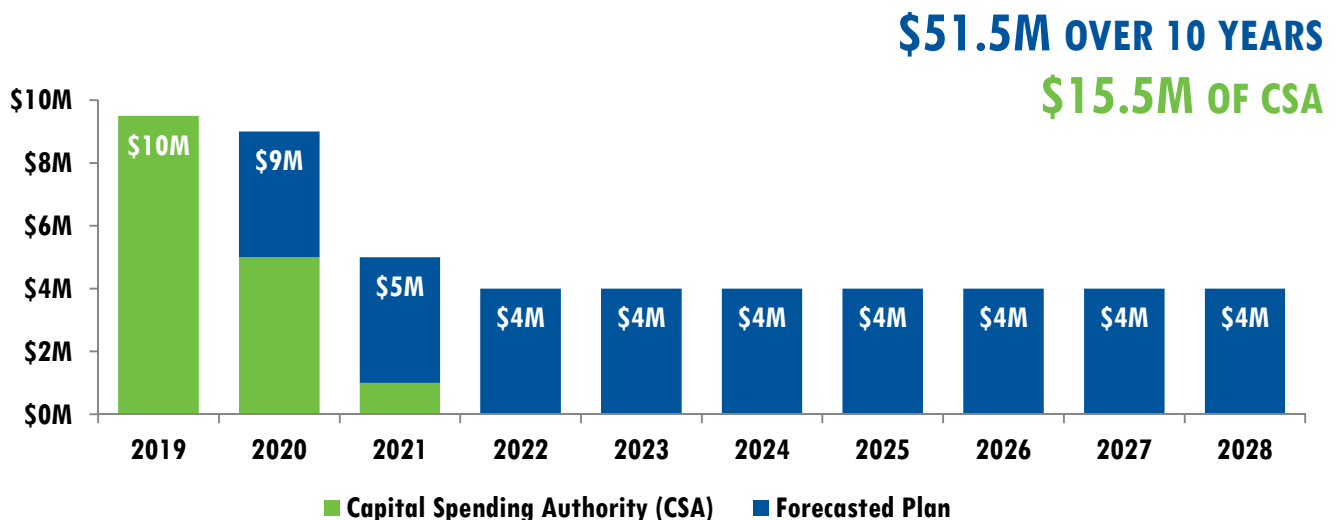
Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

THE YORKNET CAPITAL BUDGET IS...

**0.8% OF THE
REGION'S 10-YEAR PLAN**

**0.7% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)



SERVING RESIDENTS BETTER THROUGH CONNECTIVITY

In 2016, Council endorsed the development of YTN Telecom Network Inc. (“YorkNet”), as a Region owned entity to build and operate a Regional fibre network. In 2017, YorkNet was incorporated as a separate municipal services corporation.

The mandate of the corporation is:

- Continue to grow the Region’s fibre network to improve the delivery of Regional services, such as traffic management, infrastructure monitoring and policing and make on-line services more readily available to residents
- Working with municipalities, schools, hospitals and other public-sector organizations in the Region to leverage the network to improve the services they provide to residents
- Provide private-sector open access to the network to drive economic and social benefits that will give residents, businesses and public-sector customers enhanced service, better pricing, or both, particularly in rural areas of the Region.

The Region began building the fibre network in 2002 to link its facilities and other infrastructure. The corporation was set up in August 2017 to facilitate expansion and began operating in January 2018.

The network consists of about 200 kilometres of fibre along Regional roads. Ownership gives the Region greater control over network location, capacity and availability while avoiding costs that would be paid to third-party service providers.

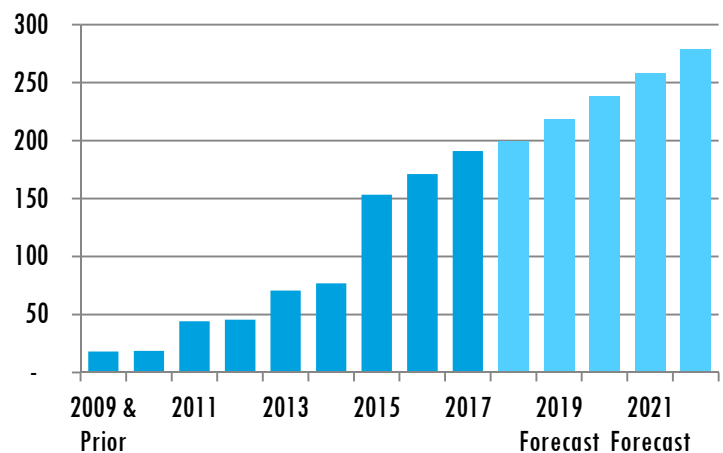
YorkNet is now embarking on full buildout of the network, which will quadruple its size to 800 kilometres of fibre by 2034. It will also provide redundancy within the Regionally-owned network, reducing the expense of relying on third parties for back-up in the event of outages.

The map on page 154 shows, the 2019 planned spending investment over the next 10 years would take the network to 600 kilometres, linking almost all Regional facilities and providing high-speed connectivity to most of the Region.

In the corporation’s first year of operation, it focused on setting up clear governance arrangements with the Region. Regional Council appointed directors to its board, which at present is drawn from current and past members of Council, and approved a shareholder agreement.

Under the agreement, the Region continues to own the network, while YorkNet is responsible for planning, operating and maintaining it. YorkNet also acts as project manager for design and construction.

TOTAL KILOMETRES OF FIBRE PLACED BY YEAR



In addition, during its first year YorkNet assessed its long-term needs, identified resource gaps and worked with Regional departments on improved integration of fibre-related projects as the network is built out.

While YorkNet's main focus at present is on providing service to Regional government, its business plan includes expanding its presence with local municipalities and others to reduce their costs while providing revenues to continue improving service.

WHAT SHAPES THE YORKNET BUDGET



YorkNet aligns with the community result areas of Good Government and Economic Vitality.

It supports better government because improved connectivity allows the Region and its public-sector partners to deliver on-line services to residents more widely, quickly and reliably. The network also supports more efficient operations in several service areas, including roads and traffic, water, wastewater and housing.



The network will also support economic growth. Robust fibre infrastructure will help businesses, especially in currently underserved areas, to expand their customer reach and operate more efficiently. It will also allow new businesses to start up where limited bandwidth would previously have made this difficult or even impossible.

OPERATING BUDGET

The YorkNet 2019 operating budget, at \$2.5 million, represents 0.1% of the total for the Region. This would be an increase of \$789,000 from 2018, its start-up year.

Roughly \$360,000 of the increase would be for additional contributions to reserves for asset replacement and to a reserve to mitigate unforeseen changes in expense and/or revenue. A further \$225,000 would go to improved network maintenance.

The operating budget would also include funds for two full-time staff, a senior financial analyst and a data/asset management specialist. It would add one more permanent staff member, a construction administrator in 2020, taking its staff complement from six to nine people over four years. The corporation identified the need for these positions in its 2018 assessment of resource gaps.

The Region is awaiting a decision on its application for a grant under the federal Connect to Innovate program to contribute to the costs of adding a East Gwillimbury/Georgina loop to the network. The project would require hiring a temporary project manager in 2019 and a construction administrator in 2020, with both positions ending in 2022. The costs would be recovered from the capital budget.

A portion of YorkNet's operations is funded from revenues, which amounted to \$330,000 in 2018, with the balance coming from the tax levy. For 2019 and beyond, revenue estimates in its budget reflect alignment with its mandate, which was finalized in 2018. As a result, the net tax levy support grows to \$2.1 million in 2019 and an outlook of just over \$2.5 million by the end of four years.

Year-over-year operating budget changes

(in \$000s)	2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	1,684	876	2,474	2,110	2,858	2,369	3,058	2,500
Status Quo	466	974	63	63	177	177	43	43
Efficiencies & Program Reductions	(205)	(205)	-	-	-	-	-	-
Debt Servicing Net of Development Charges	-	-	-	-	-	-	-	-
Maintaining Service Levels for Growth	(130)	(130)	44	44	(51)	(51)	450	450
Enhancements and Transformation	658	596	277	151	75	6	(309)	(435)
Proposed Budget	2,474	2,110	2,858	2,369	3,058	2,500	3,241	2,557
Budget Change	\$ 789	1,234	384	258	201	131	183	57
	% 46.87%	140.83%	15.53%	12.24%	7.02%	5.55%	5.98%	2.28%

Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

Staffing changes

(Full-Time Equivalents)	2019		2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change	FTE	% Change
Opening	6.0		8.0		9.0		9.0	
New	2.0	33.33%	1.0	12.50%	-	-	-	-
Conversions	-	-	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-	-	-
Proposed Budget	8.0		9.0		9.0		9.0	
Budget Change	2.0	33.33%	1.0	12.50%	-	-	-	-

CAPITAL BUDGET

YorkNet currently operates \$20 million of assets, which will grow to more than \$80 million when network buildout is complete.

Its capital budget for 2019 is \$9.5 million, about 50% of which is related to the Connect to Innovate Program, or 1.1% of the Region's total for the year. This includes \$1.0 million that was planned, but not spent in 2018.

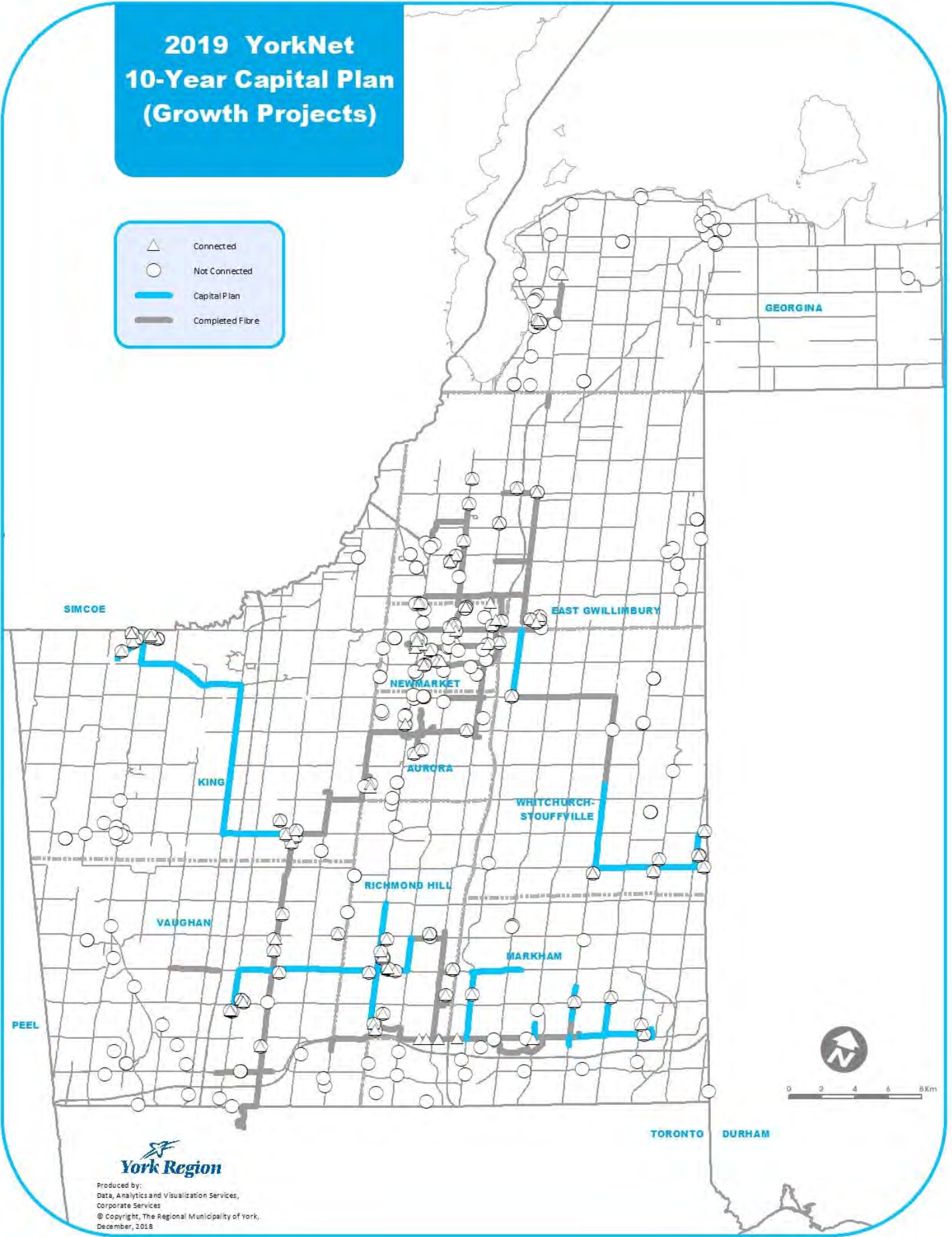
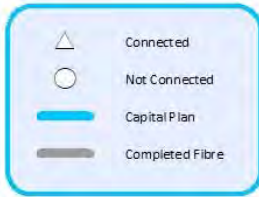
The 10-year capital plan of \$46.25 million, before requested Connect to Innovate funding of \$5.25 million from the federal government, is 0.7% of the Region's total.

The plan reflects the support of YorkNet's board for an additional \$2 million a year in capital spending from what was initially anticipated. These investments would allow YorkNet to connect its existing east and west loops, improving opportunities for revenue generation by creating a contiguous network of some 600 kilometres. They would also give more remote and under-served parts of the Region access to YorkNet's fibre in half the originally expected time and well before the original date of 2048.

In the longer term, YorkNet plans to invest further funds to take the network to its full 800 kilometres and ensure the redundancy needed for back-up in case of outages.

In the first four years of the plan, the \$5.25 million in Connect to Innovate funding, if received from the federal government, would contribute to the investment needed to build the network through parts of East Gwillimbury

2019 YorkNet 10-Year Capital Plan (Growth Projects)



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Data, Analytics and Visualization Services,
Corporate Services
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December, 2018

and Georgina. The plan includes Regional funding of \$4.5 million in 2019, \$0.25 million in 2020 and \$0.5 million in 2021 for this loop.

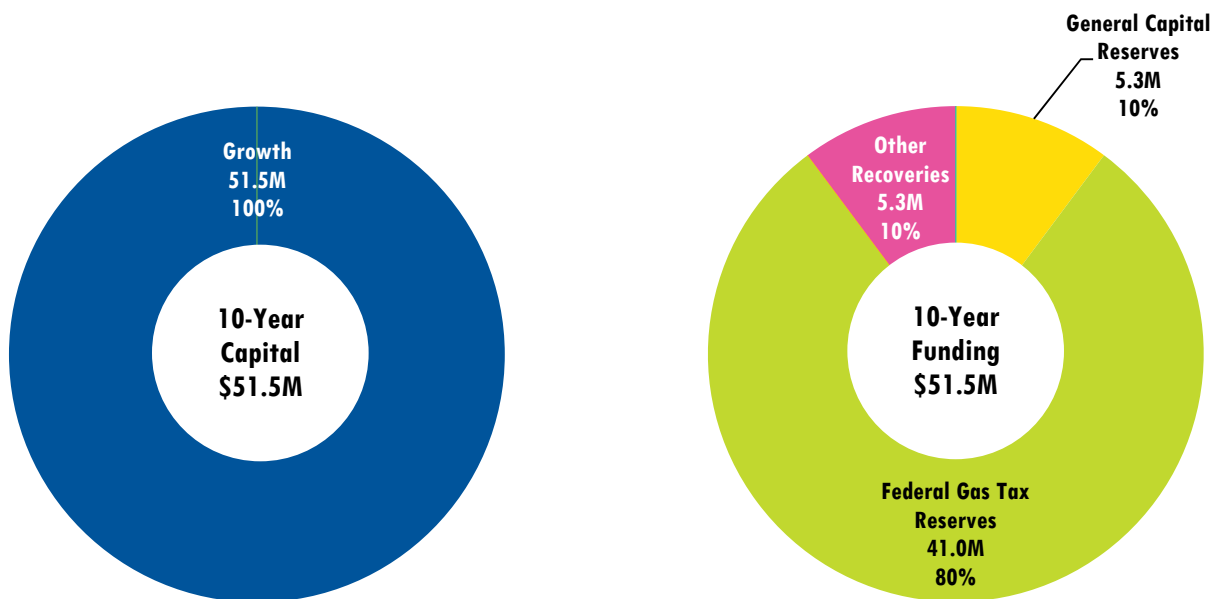
As it oversees the design and construction of a larger fibre network, YorkNet will continue to explore ways of building and providing high-speed connectivity more cost-effectively. Where network expansion takes place along rural roads with less traffic and less nearby infrastructure, it is looking for opportunities to reduce the construction cost per kilometre. Further coordination with Regional departments that place fibre, including Transportation and Environmental Services, could also reduce over-all costs.

OPERATING IMPACT OF CAPITAL

Ten-year capital budget

(in \$000s)	2019	2020	2021	2022	2023	2024-2028	10-Year Total	Capital Spending Authority
YorkNet:								
Total Project Expenditures	9,500	9,000	5,000	4,000	4,000	20,000	51,500	15,500

Note: YorkNet's capital is approved at an individual project level and program groups do not apply.



The goals of investing in the fibre network are to avoid costs and, potentially, to generate revenues. While the network does require operating funding, YorkNet is undertaking cost-benefit analysis to determine opportunities for its network to cost-effectively achieve the same or better network coverage and level of service as a third party.

LOOKING AHEAD

Continuing changes in technology are offering greater network flexibility, which should improve opportunities for revenue generation. For example, “microducting” is a way of running numerous smaller cable bundles through a conduit, which makes it easier and less costly to add or change connectivity for customers.

YorkNet is actively looking into fibre “swaps” as an efficient way of extending coverage. In a swap, one provider allows another provider to use capacity in one part of its network to fill out its coverage, and in return can use capacity on that provider’s network to meet its own needs.

Funding from the provincial or federal government for broadband expansion, especially in areas of low population density, would reduce reliance on the Region’s own resources. YorkNet will work to leverage such opportunities as they become available.



YORK REGIONAL POLICE

has as its mission to ensure the Region's citizens feel safe and secure through excellence in policing.



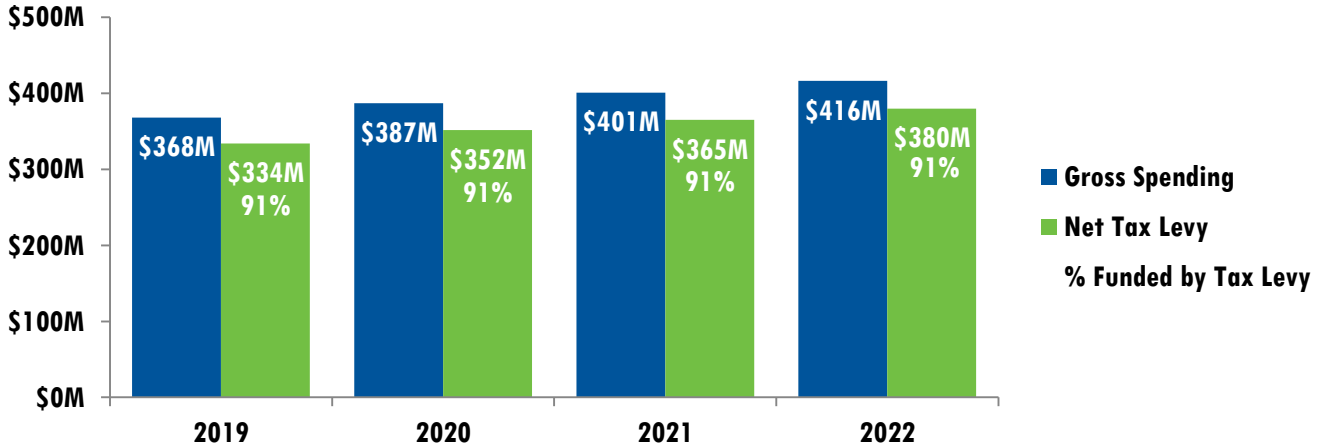

York Region

THE YORK REGIONAL POLICE OPERATING BUDGET IS...

**16% OF TOTAL
REGIONAL EXPENDITURES**

**29¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

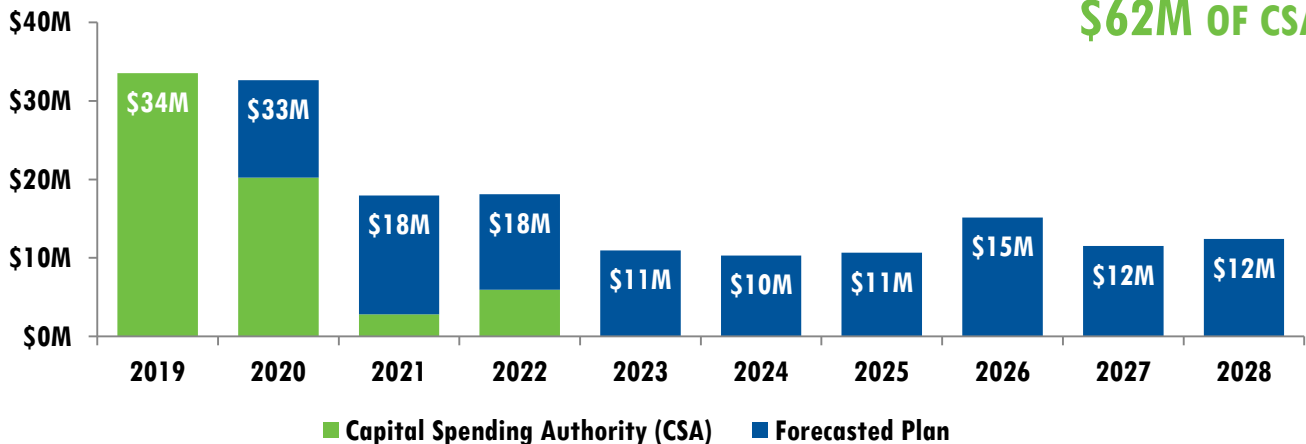
THE YORK REGIONAL POLICE CAPITAL BUDGET IS...

**3% OF THE
REGION'S 10-YEAR PLAN**

**3% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

**\$173M OVER 10 YEARS
\$62M OF CSA**



MAKING A DIFFERENCE TO THE COMMUNITY

The goal of York Regional Police Service is to provide superior quality service to the citizens it serves, while responding to new demands and challenges.

The service is governed by the provincial *Police Services Act*, which sets out principles designed to ensure the safety and security of people and property, safeguard fundamental rights, cooperation with local communities, respect for and understanding of the needs of the victims of crime, and being sensitive to diversity. A seven-member civilian Police Services Board provides oversight, including reviewing and approving the police budget before it is presented to Council for final approval.

Operational services provided through the service's five district headquarters include patrol, criminal investigation, and community-oriented units that deal with crime prevention and first-line response, as well as information and court-related services. The investigations and support branch, managed out of police headquarters in Aurora, includes major incident management, air and canine units, collision investigations, intelligence, traffic enforcement and safety programs, and community services. The executive branch comprises the Office of the Chief of Police and several functions that support service-wide goals and standards. An administrative branch provides financial, infrastructure, staff and corporate development services.

ACCOMPLISHMENTS

- Successfully implementing a sector model of policing in all districts, which has resulted in enhanced police presence, increased patrol supervision, improved response times and balanced workload. By increasing availability of patrol resources during peak demand, response times to high priority calls were maintained despite an increase in calls from the public.
- Launching a campaign to raise awareness of human trafficking and carrying out an undercover operation that resulted in more than 100 arrests.
- Enabling on-line registration with the Vulnerable Person Registry, with close to 1,000 people registered to date. Vulnerable people are individuals who may need emergency help because of a tendency to wander, inability to communicate or another condition that puts them at risk. The registry expedites the process of finding and helping vulnerable residents when necessary.

WHAT SHAPES THE POLICE BUDGET

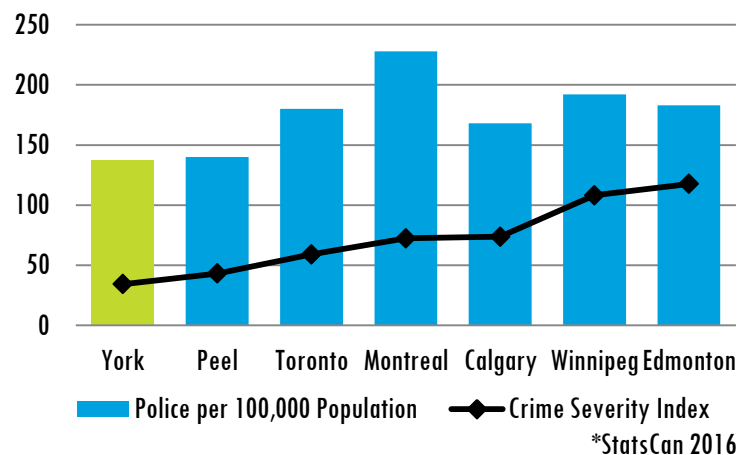
From the Region's perspective, York Regional Police Service supports the Community Result Area of Healthy Communities in the Strategic Plan. It provides the core service of Police Services. The service is also guided by its own business plan, available at <https://www.yrp.ca/en/about/resources/2017-2019-YRPBusinessPlan-Web.pdf>.

The plan's goals and objectives were developed through extensive consultation. Key priorities include building trust in communities, engaging youth, modernizing business processes and ensuring safer schools,

roads and neighbourhoods. The service works to meet these priorities as part of its mission while responding to new demands, challenges and legislative requirements.

The Police Services Board approved the York Regional Police operating and capital budgets in November 2018. The operating budget represents 16% of the Region's 2019 total gross operating budget. Its capital program over the next 10 years, at \$173 million, accounts for 2.6% of the Region's 10-year capital plan.

EFFICIENT AND EFFECTIVE USE OF POLICE RESOURCES



OPERATING BUDGET

The 2019 operating budget would add 29 full-time equivalent staff to respond to the federal legislation to legalize cannabis, which came into effect in October 2018, as well as an amended *Police Services Act* at the provincial level, among other legislative reforms.

Research from other jurisdictions indicates an increase in motor vehicle accidents after cannabis legalization and more fatal crashes involving drivers with cannabis in their system. There is also concern that legalization leads to an increase in cross-border crime involving jurisdictions that have not legalized cannabis.

Year-over-year operating budget changes

(in \$000s)	2019		2020		2021		2022		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Opening Budget	357,516	323,501	367,851	333,877	387,027	351,844	400,749	364,948	
Status Quo	10,882	10,510	18,474	16,142	12,278	10,830	13,498	12,557	
Efficiencies & Program Reductions	(254)	(254)	(20)	(20)	-	-	-	-	
Debt Servicing Net of Development Charges	(412)	-	(1,123)	-	(830)	-	(320)	-	
Fiscal Strategy	(1,174)	(1,174)	-	-	383	383	465	465	
Maintaining Service Levels for Growth	1,294	1,294	1,845	1,845	1,891	1,891	1,932	1,932	
Enhancements and Transformation	-	-	-	-	-	-	-	-	
Proposed Budget	367,851	333,877	387,027	351,844	400,749	364,948	416,324	379,902	
Budget Change	\$	10,335	10,376	19,176	17,967	13,722	13,104	15,575	14,954
	%	2.89%	3.21%	5.21%	5.38%	3.55%	3.72%	3.89%	4.10%

Please note: The 2020 to 2022 outlook was endorsed by Council including a corporate level adjustment. The outlook for all programs will be refined as part of the 2020 Budget process.

Staffing changes

(Full-Time Equivalents)	2019		2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change	FTE	% Change
Opening	2,267.0		2,320.0		2,354.0		2,388.0	
New	53.0	2.34%	34.0	1.47%	34.0	1.44%	34.0	1.42%
Conversions	-	-	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-	-	-
Proposed Budget	2,320.0		2,354.0		2,388.0		2,422.0	
Budget Change	53.0	2.34%	34.0	1.47%	34.0	1.44%	34.0	1.42%

The police budget is therefore preparing for more drug-impaired traffic stops, seizures and violations, motor vehicle collisions, criminal investigations and related road safety initiatives. There will also be ongoing attention to anticipated increases to theft, suicide, break and enter, complaints, robberies and mischief.

York Regional Police are calling for a stable funding commitment from senior governments to help cover these costs, as the box below explains.

A further 24 full-time equivalent staff would be added to manage workload and growth, bringing total additional staff to 53.

The police service is currently facing a wave of retirements. The time between receiving a retirement notice and hiring, training and preparing a new officer is typically 18 months. Over this 18-month period, York Regional Police must prepare for the impacts of population growth, more complex calls for service, cybercrime expansion, radicalization, and changes in legislation and oversight.

The expense related to new staff is budgeted for half a year in the first year of hire, to reflect to average time of hiring. This conservative gapping treatment recognizes a full year expense in subsequent years.

Cannabis Act Financial Outlook

In \$'000s	2018	2019	2020	2021	2022
Incremental Costs	88	1,193	2,870	3,853	4,451
Use of Existing Resources	1,371	4,636	3,137	3,821	2,555
Net Tax-Levy Impact	1,459	5,829	6,007	7,674	7,006
Gross Cost Per Capita (in \$)	1.24	5.23	5.30	6.51	5.90

Cannabis Act Risk Management

In \$'000s	2018	2019	2020	2021	2022
Contribution to Cannabis Contingency Reserve		-	1,581	598	-

Senior government funding needed to cover costs of cannabis legalization

With the legalization of cannabis under federal statute taking effect in October 2018, concerns are growing across Canada as to who will cover additional policing and other costs at the municipal level.

York Regional Police incurred significant costs in 2018 to prepare for legalization and begin to enforce the new legislation, especially around drug-impaired driving. Costs for training, almost all of which were covered out of existing resources, amounted to almost \$1.5 million, or \$1.24 for every Regional resident. To date, the police service has received only a small fraction of these costs from the province.

The imbalance between Regional costs and funding from senior governments is at risk of growing. York Regional Police expect total cannabis-related costs to grow to about \$7.7 million a year, or \$6.51 per resident, by the time the impacts are fully felt in 2021 as shown in the *Cannabis Act* Financial Outlook table above.

The federal and provincial governments are already receiving cannabis-related revenue, and this is likely to grow substantially. The federal government estimates that excise taxes will amount to roughly \$1 billion a year, but the experience of Washington State, where sales have been legal for four years, suggests it could be three times as much. In addition, federal and provincial governments receive Harmonized Sales Tax revenue, and the province will benefit from its on-line retail sales and role as the sole legal distributor.

The provincial government has committed to providing \$40 million over two years to help municipalities with the implementation costs of legalization, with the possibility of additional funding tied to the share of federal excise duty that Ontario receives. The police service is calling for dedicated, predictable support from senior governments in future to reduce the burden of legalized cannabis on local taxpayers.

Taking an innovative vantage point to track down distracted drivers

A cup of coffee or a text message can be deadly. By October of 2018, 37 people had died in Ontario in traffic accidents caused by distracted driving – cases where, busy on a phone call or fumbling with a snack or a hot drink, drivers failed to pay attention to what was happening around them, with fatal results. In fact, police classify distracted driving as one of the big four causes of road fatalities, along with aggressive driving, driving while drunk and/or under the influence of drugs and not wearing a seatbelt.

In the past few years, York Regional Police have been getting tough on distracted driving. Beginning in April 2016, officers began using public transit to spot distracted drivers.

Working in partnership with York Regional Transit, officers riding on buses can look down into passing cars to see if the drivers are on the phone, texting or otherwise failing to pay attention. When they spot a distracted driver, they contact a nearby cruiser that pulls the offender over.

On average, the police issue four tickets during every hour spent observing from a bus. To boost the campaign's effectiveness, in April 2017, numerous York Region buses began sporting high-visibility ads on their sides announcing "We Are on Board. Are You?" a reminder to drivers that there was a good chance they were being watched.

Combining humour with a very Canadian theme — hockey — the police also launched a campaign featuring a lumbering hockey player. Known as the "distracted destroyer," he slams into hapless individuals too focused on their cell phones to see him coming. Following up on the hockey approach, in November of 2017, police officers began handing out hockey pucks to people stopped for distracted driving. The pucks are embellished with the words, "Keep Your Head Up. Don't Text and Drive."

Additional planned expense of \$2.4 million is mainly for new software for modernization initiatives, digital evidence management and video testimony. The new cannabis legislation has also increased training and roadside testing equipment costs. Facility operating costs have risen with the opening of a new training facility and the increasing age of district headquarter buildings.

The total budget for 2019 of \$367.9 million represents a 2.9% increase from 2018. The increases for the following three years are 5.2, 3.5 and 3.9%.

The police service has achieved efficiencies of \$253,900, including finding savings from rent and court document delivery.

Although both the federal and provincial governments have indicated that police services would receive a share of their cannabis-related revenues, to date there is no certainty as to the timing or amounts. To mitigate risks related to cannabis legislation, the Region created a new reserve and is planning to contribute a total of \$2.2 million in 2020 and 2021.

More than 90% of the police operating budget is funded from the tax levy, which funds \$334 million. Provincial grants and subsidies are expected to total \$14.5 million, or 3.9% of operating funding, but this could change. As discussed on page 16, the province is currently carrying out a review of all its programs, which represents a risk to provincial grants and subsidies in 2019 and beyond.

Other non-tax revenues include fees from completing accident reports for insurance purposes, responding to alarms, and providing police escorts and similar services, as well as rental revenue. Together these account for 5.3% of total funding.

CAPITAL BUDGET

The police capital budget for 2019 is \$33.5 million, of which \$14.5 million is for building and renewing facilities. The balance is for information technology and vehicles (\$5.9 million and \$8.6 million respectively), and \$4.5 million in specialized and communications equipment.

Development charges will fund \$15.2 million of capital needs in 2019, with most of the balance coming from reserves.

The \$173 million 10-year capital plan includes investments of \$47 million on facilities, including a new substation in West Vaughan and renovation of existing facilities, \$40 million on information technology to refresh and modernize service delivery including enhancements to a business intelligence solution. The service will also spend \$59 million on fleet, including air and water-based vehicles, and a further \$27 million on specialized and communications equipment.

The 10-year capital plan is backed up by a 100-year outlook to ensure assets are purchased, constructed and maintained in a responsible way that meets future demand and gives taxpayers the best value for money.

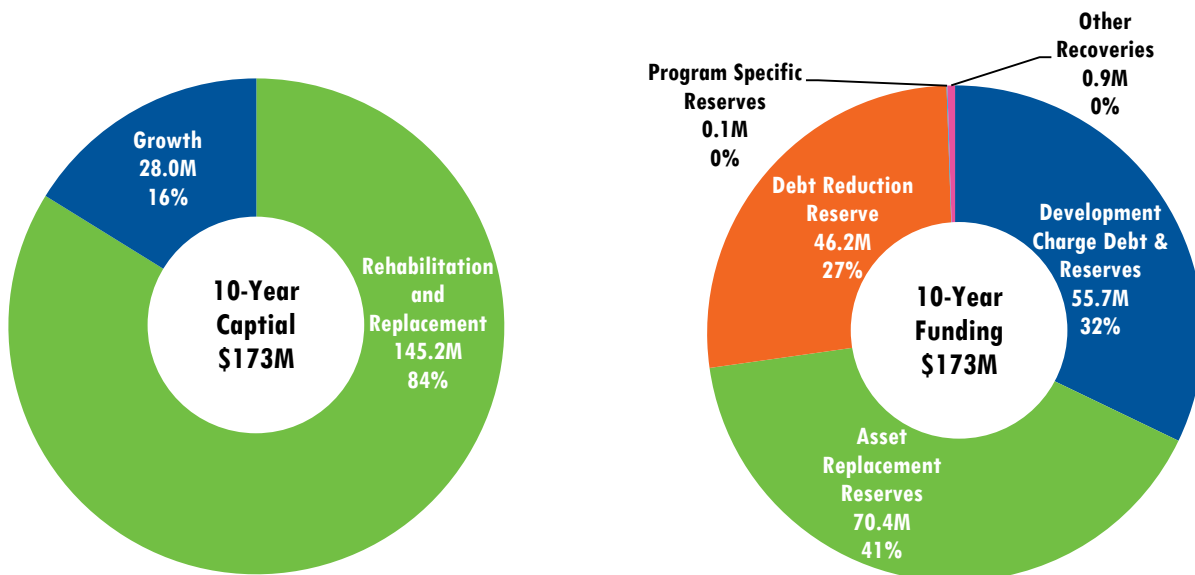
York Regional Police completed a 2017 State of Infrastructure Report to help plan asset management. In preparation for this report, the service reviewed its capital assets to inform the capital business plan, including assessing building condition for all districts and headquarters. Looking at the condition, life cycle and replacement cost of existing assets resulted in initiatives to renovate facilities and modernize software.

Over the ten years of the capital plan, 84% of capital spending will go to renewal and replacement. This proportion is high compared to most other service areas because of the relatively short service life of police vehicles and the need to update equipment.

Ten-year capital budget

(in \$000s)	2019	2020	2021	2022	2023	2024-2028	10-Year Total	Capital Spending Authority
York Regional Police:								
Total Project Expenditures	33,517	32,638	17,939	18,117	10,946	60,029	173,186	62,480

Note: York Regional Police’s capital is approved at an individual project level and program groups do not apply.



OPERATING IMPACT OF CAPITAL

As the population grows, York Regional Police must add more front-line positions and ensure they have the assets needed to do their job, such as vehicles and facilities. The way that these investments are made can result in more efficient operations, which helps to manage operating costs as the size of the asset base grows. The service also makes capital investments like new communications tools and other front-line equipment to improve service quality and ensure greater safety for officers and the public.

LOOKING AHEAD

The 2017-2019 Business Plan for York Regional Police sets out four cornerstones: Community Focus, Operational Excellence, Preferred Place of Employment and Superior Quality Service. Each cornerstone has three objectives and each objective has three actions. In total, this commits York Regional Police to achieve 12 objectives and 36 actions by 2019. A total of 93 activities have been identified as being necessary to accomplish these 36 actions. The Business Plan provides more details.



LONG-TERM FINANCIAL PLANNING

is the process by which York Region ensures it remains financially sustainable so it can continue delivering needed services to residents.



GETTING THE BALANCE RIGHT OVER THE LONG TERM

To this point, the budget book has focused mainly on how the budget will be spent, whether on day-to-day programs and services or on major assets that might last for decades.

How the Region intends to pay for these things is equally important. As the Planning and Budgeting chapter noted, the Region has essentially four sources of revenue: the tax levy; development charges; grants and subsidies from senior levels of government; and other non-tax revenues, including user rates, fees and other charges. (The proceeds of debt and drawdowns from reserves are also sources of cash for budgeting, but they are not in themselves revenues.)

The budget balance involves meeting residents' needs with the appropriate revenue source. For the operating budget, this is generally straightforward, because operating costs are driven largely by inflation and population growth, and therefore change fairly predictably from year to year. Property taxes and non-tax revenues grow in a similar pattern, making for a relatively good match. It is also a match in terms of fairness, because today's residents benefit from today's operating spending.

Where the balance becomes more challenging is capital spending. Development charges pay most of the costs of capital projects to serve new growth, but as the Planning and Budgeting chapter notes, the projects usually need to be built before the related development charges are collected. This creates a timing mismatch. It also involves uncertainty, because development charge collections have been below forecast for the past several years.

Once growth-related assets are built, funds must be available to care for and, in many cases, eventually replace them. These asset renewal costs are typically large and take place at irregular intervals well into the

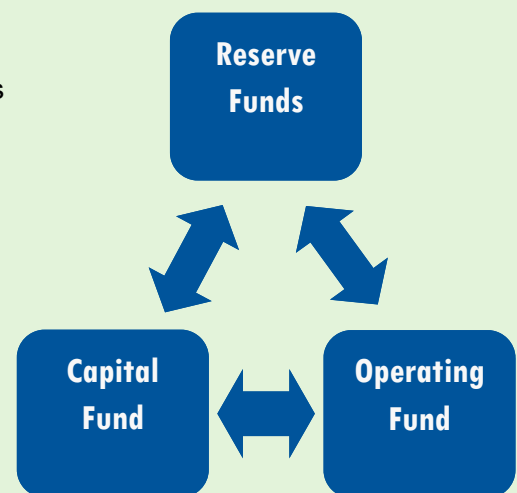
Budgeting by funds emphasizes accountability

York Region plans its spending based on the concept of “funds,” a system that focuses on responsibility for spending. A “fund” groups together money for specific activities or purposes. York Region uses three types of fund:

The **operating fund** underpins the operating budget. All operating revenues go into it and all operating spending is paid from it. The main sources of revenue for the operating fund are the tax levy, water and wastewater user rates, contribution from reserves, and fees and charges.

The **capital fund** is used for capital expenditures. Its main funding sources are debentures, development charge reserve contributions, contributions from other reserves, and federal and provincial grants and subsidies.

The Region also has **reserve funds** for future operating and capital purposes. Reserve funds are designated for a particular purpose and are funded from development charges, supplementary taxes, operating surpluses and allocations as directed by Regional Council. Interest earned on reserves is held within the reserve fund.



future. Funding them annually as needed would require property taxes and other revenue sources to fluctuate constantly, which is impractical. It also raises the question of fairness to the residents who would pay in a given year, because the benefits last for decades.

These factors give rise to the following questions:

- What tools are available to address timing and uncertainty issues around capital spending?
- How can they help ensure fairness to residents?
- What are the other impacts of using these tools?

The Region, like other municipalities in Ontario, has two main ways of smoothing out funding for capital spending needs:

- Under provincial legislation, it may borrow up to a specified limit to pay for capital projects. Borrowings and interest must be repaid from revenues, so this tool has ongoing impacts: some spending in future budgets will go to cover past costs. If this share becomes too great, it cuts into the resources available for important services and puts financial sustainability at risk.

Operating and capital budgets by fund use and source

(\$ in 000s)	2019 Approved		2020 Outlook		2021 Outlook		2022 Outlook	
	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital
Use of Funding:								
Transportation Services	462,172	339,417	492,453	291,302	530,396	321,875	573,300	357,111
York Region Rapid Transit Corporation	31,368	116,205	32,788	16,377	31,763	9,838	30,495	-
Environmental Services	611,760	161,702	649,932	236,160	672,510	234,788	699,087	227,115
Community and Health Services	621,375	95,419	632,483	50,734	640,025	53,027	656,742	40,065
Corporate Management and Governance	110,791	110,812	118,428	48,695	119,756	44,580	124,630	35,935
Court Services	14,724	120	15,115	120	15,384	120	15,737	120
Financial Initiatives	74,972	-	76,997	-	80,814	-	79,608	-
Boards and Authorities	46,725	-	48,323	-	49,846	-	51,399	-
YorkNet	2,474	9,500	2,858	9,000	3,058	5,000	3,241	4,000
York Regional Police	367,851	33,517	387,027	32,638	400,749	17,939	416,324	18,117
Outlook Adjustment	-	-	(14,434)	-	(26,118)	-	(38,294)	-
Total	2,344,210	866,692	2,441,971	685,026	2,518,183	687,166	2,612,269	682,463
Source of Funding:								
General Tax Levy	1,138,011	-	1,189,302	-	1,242,553	-	1,297,382	-
User Rates	431,426	-	466,769	-	490,447	-	510,077	-
Fees and Charges	54,256	-	57,056	-	59,321	-	60,921	-
Reserves	43,285	449,417	41,989	345,196	41,495	371,874	40,961	344,680
Development Charge Reserve Draws	247,558	168,149	255,594	206,959	258,708	175,717	273,471	135,054
Grants and Subsidies	398,972	52,084	400,973	20,073	396,500	10,889	400,237	9,299
Debenture Proceeds	-	172,806	-	86,655	-	107,090	-	172,162
Other Revenues/Recoveries	30,702	24,235	30,288	26,143	29,159	21,596	29,220	21,268
Total	2,344,210	866,692	2,441,971	685,026	2,518,183	687,166	2,612,269	682,463

- The Region may also build up reserves over time by making contributions from ongoing annual revenues. This does not involve future borrowing repayment or interest costs. It does mean, however, that a share of current revenues is being set aside for future needs.

The Regional Fiscal Strategy, first adopted by Council in 2014 and updated annually since, sets out the balanced use of these financing tools with the goals of ensuring both financial sustainability and fairness over time (fairness over time is often referred to as “intergenerational equity”).

FOUR PILLARS OF THE REGIONAL FISCAL STRATEGY

The fiscal strategy is made up of four elements, as shown in the diagram on the right.

The principle of intergenerational equity is its core element: no generation benefits at the expense of another. This works in both directions over time — today’s residents should not be unduly burdened to pay for projects that will largely benefit later residents, and future residents should not be unduly burdened with the costs of projects that largely benefited past residents.

The strategy is also shaped by the principle of financial sustainability, which is not an end in itself but the means by which the Region can continue to provide needed services to residents. Financial sustainability generally favours the building up of reserves over the use of debt because this avoids diverting too much of the budget into debt servicing costs.

In the case of asset management, building reserves supports intergenerational equity because current residents contribute each year to a fund that will eventually pay for the renewal of Regional assets like roads and the water and wastewater system.

The principle of financial sustainability does recognize, however, that debt can be used judiciously to close a gap between the need to spend money on a capital project sooner than the funding arrives. This is typically the case with growth-related capital. Use of debt, however, must be carefully managed.

These principles affect how the fiscal strategy works in practice:

- Reserves are the tool used to pay for asset management. To ensure each generation pays its fair share, a time horizon of 100 years is used, and annual contributions are designed to spread costs per capita evenly across that timespan after taking inflation into account.
- Debt is appropriate only as a tool to bridge the timing difference between when a growth-related asset is built and when it is paid for by development charges.

The second point has further implications for the fiscal strategy. To keep debt at an appropriate level, growth-related capital projects need to be built at a pace that is appropriate to the rate of population growth. The fiscal strategy deals with this through managing the capital plan.



The following sections discuss how the capital plan, reserves and debt management work together to achieve a fair balance over time without excessive financial risk.

MANAGING THE CAPITAL PLAN

The capital plan in this budget includes \$2.8 billion for asset management and \$3.8 billion on growth-related projects over the next ten years.

Starting in 2015, the Region undertook a major initiative to forecast long-term asset management needs. With this work now complete, the capital plan now reflects detailed asset management plans for all departments and other Regional entities. Ten-year asset management spending is expected to be \$576 million higher than in the 2018 budget, driven by rehabilitation and replacement needs identified through the comprehensive asset management planning process.

The forecast \$2.8 billion in asset management spending would be funded from the asset replacement reserves and other tax levy reserves.

On the growth side, nearly three-quarters of spending is expected to be funded from development charge debt and reserves, with the rest coming from tax levy reserves and Federal Gas Tax funding.

Pacing growth-related projects in line with a realistic population forecast is critical. The provincial Growth Plan for the Greater Golden Horseshoe sets out 2041 population and employment targets for municipalities in the GTA and surrounding areas. The Region's own planning process, including the Official Plan, the master plans of the Transportation Services and Environmental Services departments, and the Region's capital plan, incorporate these targets.

For several years, however, the Region has not been growing as fast as predicted by the Growth Plan and this has, in turn, been a major reason for lower-than-expected development charge collections. The possible reasons for underperformance are discussed in more detail in the Planning and Budgeting chapter.

Initially, the Region used more debt financing so that projects could go ahead while waiting for development to catch up. As the gap persisted, however, the Region reduced planned spending in its 10-year capital plans in 2013, 2014 and 2015. It also adopted other prudent capital planning processes. These measures helped to ensure projects aligned more closely with expected growth, which limited the amount and duration of borrowing.

To respond to concerns about transportation needs while avoiding additional debt, the 2019 budget includes a contribution of \$10.7 million to the newly created Roads Capital Acceleration Reserve. The purpose of this reserve is to accelerate growth-related priority roads projects. Additional contributions are anticipated in each of the next four years.

To further manage debt, the Region is also looking at ways of growing that require relatively less new infrastructure. This was a theme in updating the Regional Official Plan, Water and Wastewater Master Plan and Transportation Master Plan.

Between 2019 and 2028, development charge collections are forecast to be \$3.8 billion, which is about \$470 million below the forecast in the 2018 budget. This more conservative outlook reflects the latest forecast from the provincial Ministry of Finance, which is for a lower level of overall population growth than in the Growth Plan out to 2031.

RESERVE MANAGEMENT

Reserves are central to the fiscal strategy. They fund most capital spending and provide flexibility to prevent large fluctuations in the tax levy in the event of unforeseen changes to revenues and/or spending. In addition, because the Region's reserves consist of cash and cash equivalents, they promote investor confidence and help to preserve its credit ratings.

The Region's 55 reserves held a combined total of roughly \$2.5 billion at December 31, 2018. Just over half that amount, \$1.3 billion, was in asset replacement reserves. Development charge reserves, held separately as required by law, totalled just over \$323 million. These reserves are drawn down to pay for growth-related projects as needed. Further capital reserves, for such programs as social housing development, solid waste management and hospital financing, amounted to about \$382 million. In total, these reserves for various capital purposes accounted for just over 80% of all reserves.

The largest remaining component was corporate reserves, including the Debt Reduction Reserve discussed below, as well as stabilization reserves.

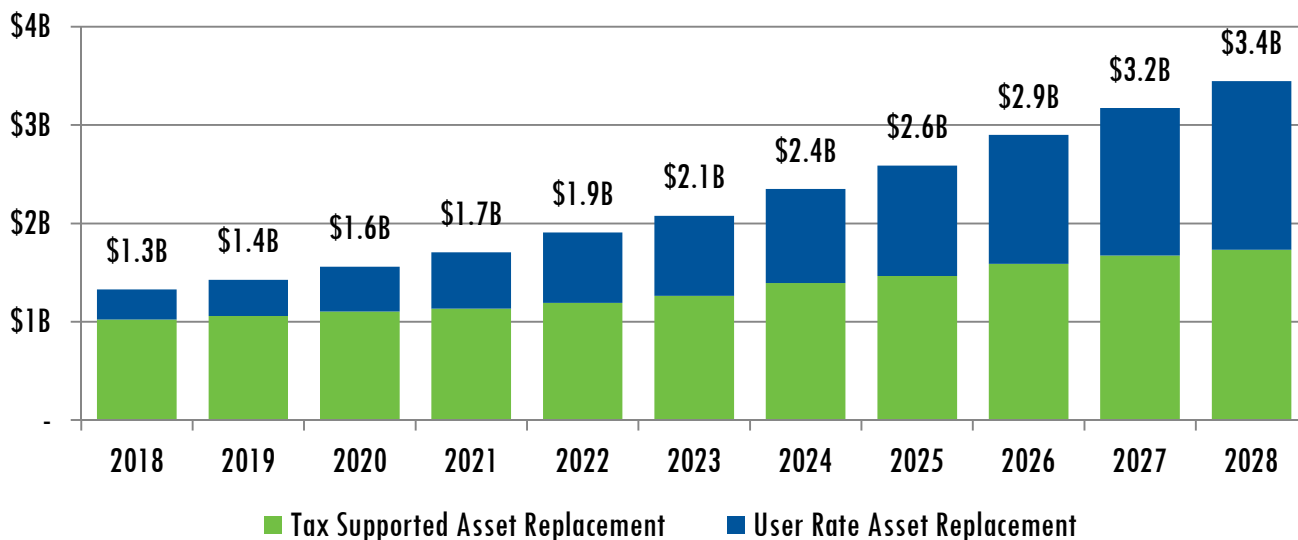
The Region contributes to asset replacement reserves and the Debt Reduction Reserve through the annual budget. In 2007, Council linked annual increases to the asset replacement reserves to the tax levy. These increases grew each year until the level reached 2% of the tax levy, or \$112 million, in 2017.

For 2019, the contribution to asset management reserves was calculated using data from the Region's asset management planning process, which included detailed assessments of need by service area and provided a much better picture of the rehabilitation and replacement needs over the next 100 years. As a result, a contribution of \$163 million from the tax levy is proposed for 2019.

In addition, the 2015 user rate study identified required levels of water and wastewater contributions, and these have been reflected in water and wastewater rates for the past several years. The 2019 contribution to the reserves from this source would be \$177 million.

As a result of ongoing contributions from these sources, the overall balance in the asset replacement reserves is expected to grow from \$1.3 billion in 2018 to nearly \$3.4 billion by 2028. Nonetheless, further

Asset replacement reserves are growing, but must keep pace with needs



saving for the future will be needed. The current replacement value of the Region's assets is about \$13 billion, and the 10-year capital plan includes some \$3.7 billion in additional growth-related projects that will increase that total.

All assets begin to age and deteriorate as soon as they go into service. Starting in the 2030s, spending on asset replacement is forecast to accelerate as some major assets in use today face the need for renewal.

The Debt Reduction Reserve is important to the fiscal strategy because it is designed to eliminate the need for tax-levy debt. Funded by contributions from the tax levy, it pays for asset enhancements and growth-related projects not fully funded by development charges. Since its creation in 2014, it has funded over \$300 million in capital investments that would have otherwise be funded by debt. Over the next ten years, it is expected to fund a further \$367 million in investments.

The amounts and discussion above do not include the Region's sinking fund reserve, which is a segregated fund that can only be used to repay existing debt. As of December 31, 2018 the balance in the sinking fund was approximately \$702 million.

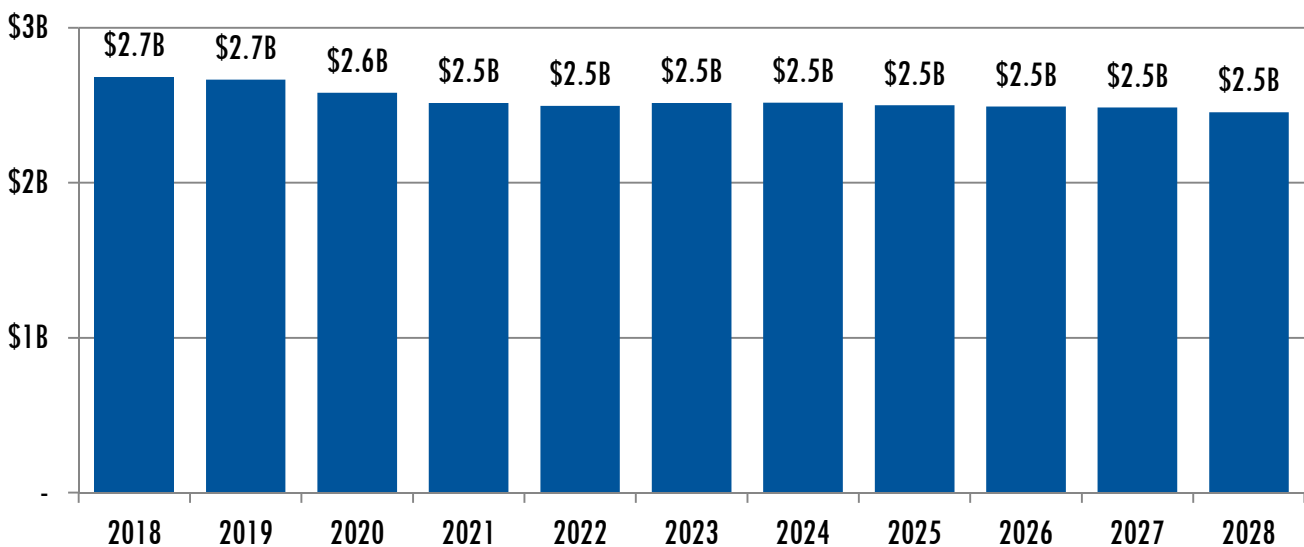
DEBT MANAGEMENT

The Region's borrowing limits are set by the provincial government. The province's annual repayment limit restricts the annual cost of debt servicing to 25% of a municipality's own source revenue. Recognizing York Region's unique borrowing needs related to growth, the province also provided a regulation specific to the Region that allows it to borrow a higher amount based on development charge collections. This growth cost supplement is equal to 80% of the average of the last three years of development charge collections. The Region plans to remain well within this limit. In 2019 the annual repayment limit is \$722 million while debt repayments and financial obligations are planned at \$329 million.

To qualify for the supplement, the Region must meet two conditions:

- Maintain at least an AA low (or equivalent) credit rating
- As part of the preparation of the annual budget, have Council adopt or affirm a plan for the management of long-term debt and financial obligations

Outlook for debt, net of sinking fund, reflects development charge forecast



The debt management plan in this budget shows the Region needing to issue about \$1.9 billion in new debt over the next ten years, an increase of roughly \$700 million from the 2018 forecast. This is largely because of continuing underperformance in development charge collections. As the section on capital plan management noted, the forecast for collections has been revised downward by \$470 million for this budget. The balance of the change reflects the timing of some infrastructure investments.

Despite this change, the Region continues to improve its over-all fiscal situation. Before the fiscal strategy was introduced in 2014, the Region's peak outstanding debt was forecast to reach more than \$5.0 billion by 2020. As a result of measures taken since then, the total outstanding debt, net of the sinking fund, peaked at \$2.9 billion in 2017. No new debt was issued in 2018.

The Region is also on track to become a net investor — that is, have more reserves than debt. In the 2018 fiscal strategy, it was expected to achieve this position by 2021; the current forecast indicates that the target would be achieved one year earlier, in 2020.

In 2018, both Moody's Investors Service and S&P Global Ratings reaffirmed their credit ratings for York Region. The Moody's rating is Aaa/Stable, the highest possible, and S&P's is slightly lower at AA+/Stable. The ratings reflect the Region's:

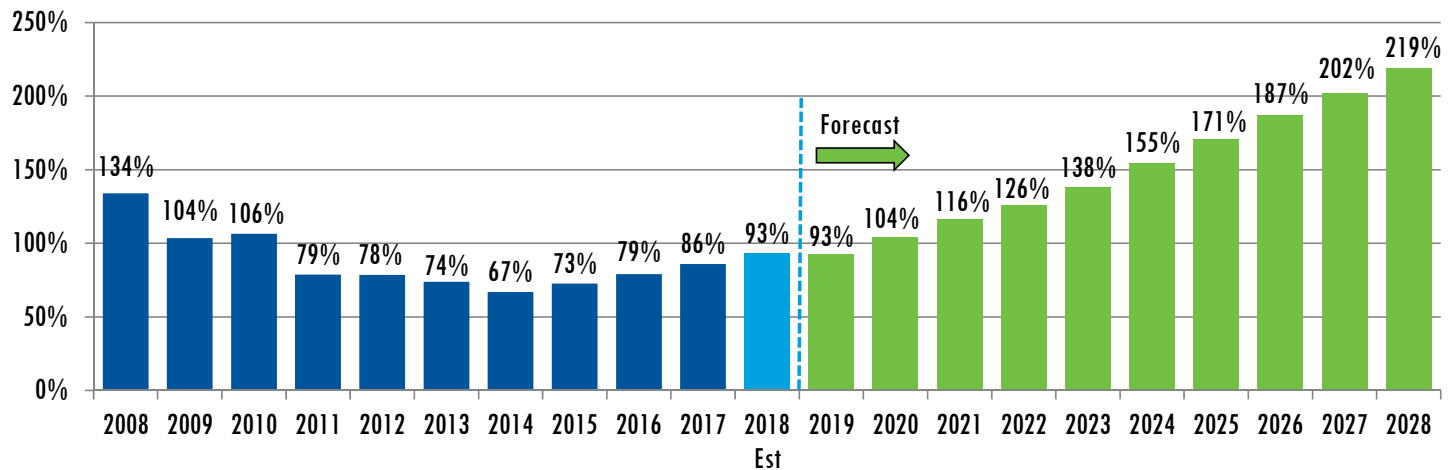
- High level of cash and investments
- Prudent and far-sighted fiscal management
- Track record of positive operating outcomes
- Diversified and expanding economy
- Considerable budgetary flexibility

While both agencies highlighted the Region's considerable level of cash and other liquid assets, they continued to be concerned with its high level of debt, especially relative to other Canadian municipalities.

To regain a triple A rating with S&P and maintain its current Moody's rating, the Region must continue to closely monitor the capital plan and keep to its current debt management plan. These are key parts of the fiscal strategy.

DEBT PRINCIPAL AND INTEREST REPAYMENTS				
(\$ in 000s)	2019	2020	2021	2022
Development Charge Reserves:				
Principal	129,077	139,473	143,894	155,365
Interest	110,447	110,692	108,908	110,587
	239,524	250,165	252,802	265,953
Waster and Wastewater User Rate:				
Principal	8,665	7,212	6,918	7,213
Interest	7,169	5,918	5,653	5,494
	15,834	13,130	12,571	12,706
Tax Levy:				
Principal	6,357	5,482	4,738	3,946
Interest	3,677	3,087	2,765	2,621
	10,034	8,569	7,504	6,568
Housing York Rental Fees:				
Principal	599	787	1,290	1,557
Interest	838	1,152	1,573	1,760
	1,437	1,939	2,863	3,317
Provincial Funding:				
Principal	226	231	236	305
Interest	212	207	173	138
	438	438	409	443
York Region Total				
Principal	144,924	153,185	157,076	168,386
Interest	122,343	121,056	119,073	120,601
Total	267,266	274,241	276,149	288,986

Ratio of reserves to debt expected to surpass 100% in 2020



RESERVE FUNDS

The Region has three major categories of reserve funds to support its policies and provincial requirements:

- Capital asset rehabilitation and replacement
- Capital acquisition
- Operating and Human Resources

The remainder of this section outlines what each category of reserve includes.

Capital asset rehabilitation and replacement reserves

A key part of the Regional fiscal strategy is to ensure that adequate reserves are in place for capital assets as they need to be renewed or replaced. Capital Asset Rehabilitation and Replacement Reserves are in place for Regional roads and regionally-owned facilities, housing, equipment and vehicles.

Capital acquisition reserves

These reserves are used for capital expenditures. Key capital acquisition reserves are:

- The Development Charge Reserves are for funds collected from residential and non-residential development and cover part of the growth-related portion of certain capital costs, which include roads, water, wastewater, and health, among others.
- The Social Housing Reserve is used to develop affordable housing projects in the Region.
- The General Capital Reserve is typically used to fund unplanned, non-recurring capital items.
- The Solid Waste Management Reserve was established to fund future infrastructure requirement for solid waste processing and waste transfer facilities.

- The Debt Reduction Reserve was established to reduce or eliminate the need to issue previously approved tax-levy funded debenture and to avoid the need to issue future tax-levy funded debt.
- The Non-Profit Housing Capital Repairs and Maintenance reserves was created to offset the Region's potential exposure to under-funded capital expenditures of non-profit housing providers.
- The Roads Capital Acceleration Reserve will be used to advance growth-related priority road projects and will be repaid from development charges in the years the projects were originally planned.

Operating reserves

Operating reserves are used to manage risk, manage the timing of cash flows and set aside money for future liabilities.

2018 to 2022 Reserve Schedule

Risks are managed through the use of the insurance reserves and stabilization reserves for potential revenues shortfalls and expenditures for temporary unforeseeable one-time expenditures. The Region has stabilization reserves for both tax levy and user rate funded programs.

The Region uses a working capital reserve to help offset borrowing costs which arise during the year due to timing differences between receiving tax revenue and spending needs.

Future liabilities, such as post-employment benefits, are addressed through the Human Resources reserve.

(\$ in 000s)	2018	2019 Proposed		2020 Outlook		2021 Outlook		2022 Outlook	
	Ending	Change	Ending	Change	Ending	Change	Ending	Change	Ending
Development Charge Reserves	322,934	(62,647)	260,287	2,847	263,135	13,299	276,433	(54,707)	221,726
Asset Management/Replacement Reserves:									
Tax Levy Funded Assets	1,023,938	35,093	1,059,031	44,285	1,103,316	29,220	1,132,536	58,735	1,191,271
User Rate Funded Assets	304,730	64,388	369,118	88,031	457,149	116,862	574,011	143,121	717,132
	1,328,668	99,481	1,428,149	132,316	1,560,465	146,082	1,706,546	201,856	1,908,402
Capital Reserves:									
Program Specific	288,142	(16,187)	271,955	22,511	294,465	29,029	323,494	110,664	434,159
Federal Gas Tax	36,107	(14,907)	21,200	10,433	31,633	(13,394)	18,238	(14,535)	3,703
Other Reserves	57,597	575	58,173	2,136	60,308	2,404	62,712	(14,169)	48,544
	381,846	(30,519)	351,327	35,079	386,406	18,039	404,445	81,960	486,405
Corporate Reserves:									
Debt Reduction Reserve	141,599	(41,900)	99,699	35,098	134,797	47,085	181,882	(29,702)	152,180
Fiscal Stabilization	47,023	1,337	48,361	1,779	50,140	1,970	52,109	2,177	54,287
Tax Stabilization	57,328	(2,210)	55,118	12	55,131	646	55,777	1,339	57,116
Water Rate Stabilization	12,245	1,136	13,381	1,396	14,776	1,468	16,244	1,533	17,777
Wastewater Rate Stabilization	11,633	1,122	12,755	1,377	14,132	1,447	15,578	1,510	17,087
Working Capital	44,552	-	44,552	-	44,552	-	44,552	-	44,552
Other Reserves	65,382	30	65,412	4,542	69,954	2,826	72,780	3,691	76,471
	379,763	(40,484)	339,278	44,204	383,482	55,442	438,922	(19,452)	419,470
Human Resources Reserves	88,214	3,736	91,950	4,588	96,538	4,970	101,508	5,270	106,778
Total	2,501,426	(30,433)	2,470,992	219,035	2,690,024	237,832	2,927,855	214,927	3,142,781

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INTENTIONAL BLANK

OPERATING BUDGET APPENDIX

The figures reflected in the operating budget appendix are prepared on the modified accrual basis of accounting used for the budget. The intent of these schedules is to show the operating results compared to the budget. For the full accrual budget, which incorporates both operating and capital budgets, please see the Accrual Budget Presentation chapter.

Operating financial summary—Detailed

(in \$000s)	2017 Actual	2018 Restated	2019 Approved	2020 Outlook	2021 Outlook	2022 Outlook
Operating Expenditures:						
Salaries and Benefits	735,924	765,166	802,984	842,941	873,492	904,495
Program Specific Costs	482,944	579,585	582,696	594,717	605,207	622,574
Professional/Contracted Services	101,530	106,790	121,714	120,212	119,453	123,157
General Expenses	77,721	87,883	99,810	107,183	110,326	112,300
Financial Charges and Insurance	5,731	4,696	7,342	(11,943)	(23,785)	(35,241)
Occupancy Costs	57,173	63,089	65,728	75,530	75,287	76,938
Contribution to Reserves	414,971	443,969	474,840	511,421	550,015	586,320
Internal Charges/Recoveries	3,205	(0)	(0)	-	-	-
Minor Capital	2,278	3,689	3,825	3,830	3,969	4,019
Debt Principal and Interest	307,343	271,873	269,667	279,568	281,416	294,531
Direct Charges & Intradepartmental Costs	(60,619)	(68,057)	(84,397)	(81,487)	(77,198)	(76,823)
Total Expenditures	2,128,199	2,258,684	2,344,210	2,441,971	2,518,183	2,612,269
Revenues:						
Grants and Subsidies	(340,413)	(410,201)	(398,972)	(400,973)	(396,500)	(400,237)
User Fees	(352,018)	(407,639)	(431,426)	(466,769)	(490,447)	(510,077)
Fees and Charges	(86,763)	(50,706)	(54,256)	(57,056)	(59,321)	(60,921)
Development Charges	(238,377)	(246,715)	(247,558)	(255,594)	(258,708)	(273,471)
Contribution from Reserves	(55,103)	(41,503)	(43,285)	(41,989)	(41,495)	(40,961)
Third Party Recoveries	(15,312)	(14,588)	(15,378)	(14,964)	(13,835)	(13,896)
Court Fine Revenues	(16,201)	(14,814)	(15,324)	(15,324)	(15,324)	(15,324)
Total Revenues	(1,104,186)	(1,186,166)	(1,206,199)	(1,252,670)	(1,275,631)	(1,314,887)
Net Tax Levy Requirements	1,024,013	1,072,519	1,138,011	1,189,302	1,242,553	1,297,382

Incremental staff complement summary (base year 2017)

Full Time Equivalents	2017 Total	2017 Approved	2019 Approved	2020 Outlook	2021 Outlook	2022 Outlook	Total FTEs
Transportation Services	477.7	18.0	14.0	24.0	14.0	6.0	553.7
Environmental Services	394.0	18.0	16.0	16.0	15.0	15.0	474.0
Community and Health Services	1,819.9	47.6	43.5	43.0	37.0	29.0	2,020.0
Corporate Management and Governance	643.0	21.0	21.0	17.0	14.0	15.0	731.0
Court Services	79.0	-	6.0	-	1.0	-	86.0
York Region Rapid Transit Corporation	48.0	-	-	-	-	-	48.0
YorkNet	-	6.0	2.0	1.0	-	-	9.0
York Regional Police	2,245.0	22.0	53.0	34.0	34.0	34.0	2,422.0
Total York Region	5,706.6	132.6	155.5	135.0	115.0	99.0	6,343.7

Net operating impact of capital

(in \$000s)	2019		2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Net Debenture Financing of Capital Projects								
Transportation Services	(383)	(1,191)	1,611	(613)	3,501	-	7,186	-
York Region Rapid Transit Corporation	436	(237)	1,198	(217)	(1,149)	(948)	(1,342)	(3)
Environmental Services	(2,101)	(448)	4,668	377	(1,361)	(559)	6,869	135
Community and Health Services	343	(29)	770	(90)	664	-	499	-
Corporate Management and Governance	-	-	-	-	-	-	-	-
York Regional Police	(412)	412	961	3,208	398	2,058	553	1,194
	(2,117)	(1,492)	9,208	2,664	2,052	552	13,766	1,326
Operating Impact of New Capital								
Transportation Services	1,849	1,849	4,876	4,876	2,438	2,438	725	725
York Region Rapid Transit Corporation	200	200	-	-	150	150	-	-
Community and Health Services	597	462	-	-	(632)	(497)	850	850
Corporate Management and Governance	822	822	3,263	3,263	145	145	-	-
	3,467	3,332	8,139	8,139	2,101	2,236	1,575	1,575
Resources Required to Implement the Capital Plan								
Community and Health Services	507	60	443	-	418	-	247	150
Corporate Management and Governance	55	55	-	-	(271)	(271)	(6)	(6)
YorkNet	(490)	(490)	(199)	(199)	-	-	324	324
	73	(375)	244	(199)	147	(271)	566	469
Total Net Operating Impact of Capital	1,422	1,465	17,590	10,604	4,300	2,517	15,906	3,370

York Region Transit 10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures																
TS86107 : Intelligent Transportation System	9,279	2,250	1,085	3,545	3,420	820	720	670	670	570	3,070	3,070	17,640	13,950	43,119	1,085
TS86116 : Presto Next Phase Upgrade	3,708	626	225	425	225	225	225	225	225	225	275	225	2,500	2,000	8,834	225
TT81582 : Transit Vehicle Garage - North	18,444	9,550	8,280	-	-	-	-	-	-	-	-	-	8,280	48,000	84,274	8,280
TT81583 : Transit Garage Southeast	149	25	27,460	-	-	-	-	-	-	-	-	2,500	29,960	94,000	124,134	27,460
TT81584 : Transit Garage South	-	-	-	-	-	1,500	1,500	10,000	10,000	-	-	-	23,000	101,000	124,000	-
TT81585 : 55 Orlando Garage Expansion	1,937	-	3,250	3,250	29,250	29,250	-	-	-	-	-	-	65,000	-	66,937	65,000
TT82150 : Bus Terminals, Loops & Stops - Expansion	21,932	1,110	970	975	1,057	1,084	806	806	806	806	758	758	8,826	6,500	38,368	1,945
TT82155 : Mackenzie-Vaughan Hospital Terminal	36	700	7,800	-	-	-	-	-	-	-	-	-	7,800	-	8,536	7,800
TT82157 : Major Mackenzie East Parking Facility	301	1,000	-	-	-	-	-	-	-	-	-	-	-	-	1,301	-
TT82770 : Support Vehicles	2,082	150	100	-	50	50	50	50	50	50	50	50	500	500	3,232	100
TT84399 : Mobility Plus Bus Expansion	-	260	520	780	780	780	520	520	1,040	520	780	520	6,760	6,500	13,520	2,080
TT84599 : Conventional Bus Expansion	24,821	3,000	-	-	-	6,000	3,600	11,400	13,800	9,000	12,000	9,600	65,400	72,600	165,821	-
TT84799 : Viva Bus Expansion	5,773	-	3,600	7,200	-	3,600	14,400	6,000	-	-	2,400	3,600	40,800	16,800	63,373	10,800
Total Growth Gross Expenditures	88,462	18,671	53,290	16,175	34,782	43,309	21,821	29,671	26,591	11,171	19,333	20,323	276,466	361,850	745,449	124,775
Funding Sources																
Reserves:																
Development Charge Reserves	9,877	2,466	23,236	6,446	1,456	6,081	13,706	14,289	9,506	855	3,047	4,975	83,597	153,231	249,171	31,912
Debt Reduction Reserve	9,257	14	13,343	-	-	-	3,370	10,670	12,917	4,017	-	-	44,317	4,590	58,178	13,343
Program Specific Reserves	4,238	-	-	-	-	-	-	-	-	-	-	-	-	-	4,238	-
Federal Gas Tax Reserves	59,029	16,191	16,711	9,729	33,326	37,228	4,745	4,712	4,168	6,299	16,286	15,348	148,552	204,029	427,801	79,520
Grants & Subsidies	1,524	-	-	-	-	-	-	-	-	-	-	-	-	-	1,524	-
Other Recoveries	362	-	-	-	-	-	-	-	-	-	-	-	-	-	362	-
Planned Debenture Proceeds:																
Debenture Proceeds	2,671	-	-	-	-	-	-	-	-	-	-	-	-	-	2,671	-

York Region Transit

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Debtenture Proceeds DC	1,505	-	-	-	-	-	-	-	-	-	-	-	-	-	1,505	-
Total Growth Funding Sources	88,462	18,671	53,290	16,175	34,782	43,309	21,821	29,671	26,591	11,171	19,333	20,323	276,466	361,850	745,449	124,775
Program Group: Rehabilitation and Replacement																
Gross Expenditures																
TS86114 : Transit Management System Upgrade & Replacement	1,515	400	940	5,590	5,590	590	670	6,120	5,620	5,620	720	620	32,080	-	33,995	940
TS86115 : Automated Fare Collection System Replacement	2,497	350	150	1,050	1,000	50	50	50	50	50	50	2,000	4,500	-	7,347	150
TS86117 : Transportation Services Office Expansion	2,765	600	400	500	500	500	500	500	500	500	1,000	600	5,500	-	8,865	400
TT181589 : YRT Garage Rehabilitation and Replacement	321	253	1,246	1,521	3,272	1,983	1,164	3,243	6,500	1,627	8,068	910	29,534	-	30,108	1,246
TT82190 : Bus Terminals, Loops & Stops - Replacement	12,380	1,210	1,662	1,466	1,121	1,248	1,070	1,320	1,170	1,020	1,290	990	12,357	-	25,947	3,128
TT83970 : Bike Racks - Bus	487	114	55	-	-	-	-	-	-	-	-	-	55	-	656	55
TT84499 : Mobility Plus Bus Replacement	-	2,800	-	-	-	-	1,820	-	3,380	520	780	2,600	9,100	-	11,900	-
TT84698 : Electric Bus Pilot Project	-	-	7,742	-	-	-	-	-	-	-	-	-	7,742	-	7,742	7,742
TT84699 : Conventional Bus Replacement	6,986	12,500	4,258	30,150	34,350	13,650	29,550	5,400	18,000	11,400	27,000	22,800	196,558	-	216,044	68,758
TT84899 : Viva Bus Replacement	-	-	8,400	-	13,200	32,000	14,000	-	32,400	-	-	-	100,000	-	100,000	21,600
TT86100 : Facility Security	602	-	-	150	75	75	75	75	75	75	150	75	825	-	1,427	-
TT86102 : 60 Foot Bus Refresh	7,381	-	1,445	850	-	-	425	-	850	2,040	1,870	2,040	9,520	-	16,901	2,295
TT86103 : Bike Racks & Lockers - Transit Facilities	167	10	50	-	-	-	-	-	-	-	-	-	50	-	227	50
TT86110 : Vehicle Diagnostic System	-	50	500	-	-	-	-	-	-	-	-	-	500	-	550	500
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	22,642	6,090	9,250	9,890	6,445	6,540	4,605	7,210	4,845	6,000	4,865	7,435	67,085	-	95,817	25,585
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	7,241	425	-	-	-	-	-	-	-	-	-	-	-	-	7,666	-
Total Rehabilitation and Replacement Gross Expenditures	64,983	24,802	36,098	51,167	65,553	56,636	53,929	23,918	73,390	28,852	45,793	40,070	475,406	-	565,191	132,449
Funding Sources																
Reserves:																
Development Charge Reserves	5	-	-	-	-	-	-	-	-	-	-	-	-	-	5	-

York Region Transit 10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Asset Replacement Reserves	18,398	15,478	35,993	51,167	65,553	56,636	53,929	23,918	73,390	28,852	45,793	40,070	475,301	-	509,177	132,344
Program Specific Reserves	43,484	9,200	-	-	-	-	-	-	-	-	-	-	-	-	52,684	-
Grants & Subsidies	2,840	124	105	-	-	-	-	-	-	-	-	-	105	-	3,069	105
Other Recoveries	86	-	-	-	-	-	-	-	-	-	-	-	-	-	86	-
Planned Debenture Proceeds:																
Debenture Proceeds	170	-	-	-	-	-	-	-	-	-	-	-	-	-	170	-
Total Rehabilitation and Replacement Funding Sources	64,983	24,802	36,098	51,167	65,553	56,636	53,929	23,918	73,390	28,852	45,793	40,070	475,406	-	565,191	132,449
Total York Region Transit Gross Expenditures	153,445	43,473	89,388	67,342	100,335	99,945	75,750	53,589	99,981	40,023	65,126	60,393	751,872	361,850	1,310,640	257,224
Funding Sources																
Reserves:																
Development Charge Reserves	9,882	2,466	23,236	6,446	1,456	6,081	13,706	14,289	9,506	855	3,047	4,975	83,597	153,231	249,176	31,912
Asset Replacement Reserves	18,398	15,478	35,993	51,167	65,553	56,636	53,929	23,918	73,390	28,852	45,793	40,070	475,301	-	509,177	132,344
Debt Reduction Reserve	9,257	14	13,343	-	-	-	3,370	10,670	12,917	4,017	-	-	44,317	4,590	58,178	13,343
Program Specific Reserves	47,721	9,200	-	-	-	-	-	-	-	-	-	-	-	-	56,921	-
Federal Gas Tax Reserves	59,029	16,191	16,711	9,729	33,326	37,228	4,745	4,712	4,168	6,299	16,286	15,348	148,552	204,029	427,801	79,520
Grants & Subsidies	4,364	124	105	-	-	-	-	-	-	-	-	-	105	-	4,593	105
Other Recoveries	448	-	-	-	-	-	-	-	-	-	-	-	-	-	448	-
Planned Debenture Proceeds:																
Debenture Proceeds	2,841	-	-	-	-	-	-	-	-	-	-	-	-	-	2,841	-
Debenture Proceeds DC	1,505	-	-	-	-	-	-	-	-	-	-	-	-	-	1,505	-
Total York Region Transit Funding Sources	153,445	43,473	89,388	67,342	100,335	99,945	75,750	53,589	99,981	40,023	65,126	60,393	751,872	361,850	1,310,640	257,224

York Region Transit 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Program Group: Growth										
DC_Funding_Adj : Development Charge Debt Avoidance	-	11,071	-	-	-	-	-	-	-	(11,071)
TS86107 : Intelligent Transportation System	17,640	-	-	-	-	-	17,640	-	-	-
TS86116 : Presto Next Phase Upgrade	2,500	-	-	-	-	-	2,500	-	-	-
TT81582 : Transit Vehicle Garage - North	8,280	1,159	-	-	-	-	7,121	-	-	-
TT81583 : Transit Garage Southeast	29,960	2,205	-	13,343	-	-	3,341	-	-	11,071
TT81584 : Transit Garage South	23,000	19,090	-	-	-	-	3,910	-	-	-
TT81585 : 55 Orlando Garage Expansion	65,000	2,404	-	-	-	-	62,596	-	-	-
TT82150 : Bus Terminals, Loops & Stops - Expansion	8,826	2,573	-	-	-	-	6,253	-	-	-
TT82155 : Mackenzie-Vau Hospital Terminal	7,800	6,474	-	-	-	-	1,326	-	-	-
TT82770 : Support Vehicles	500	-	-	-	-	-	500	-	-	-
TT84399 : Mobility Plus Bus Expansion	6,760	572	-	-	-	-	6,188	-	-	-
TT84599 : Conventional Bus Expansion	65,400	4,185	-	30,974	-	-	30,241	-	-	-
TT84799 : Viva Bus Expansion	40,800	33,864	-	-	-	-	6,936	-	-	-
Growth Total	276,466	83,597	-	44,317	-	-	148,552	-	-	-
Program Group: Rehabilitation and Replacement										
TS86114 : Transit Management System Upgrade & Replacement	32,080	-	32,080	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	4,500	-	4,500	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	5,500	-	5,500	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	29,534	-	29,534	-	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	12,357	-	12,357	-	-	-	-	-	-	-
TT83970 : Bike Racks - Bus	55	-	-	-	-	-	-	55	-	-
TT84499 : Mobility Plus Bus Replacement	9,100	-	9,100	-	-	-	-	-	-	-
TT84698 : Electric Bus Pilot Project	7,742	-	7,742	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	196,558	-	196,558	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	100,000	-	100,000	-	-	-	-	-	-	-
TT86100 : Facility Security	825	-	825	-	-	-	-	-	-	-

York Region Transit 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TT86102 : 60 Foot Bus Refresh	9,520	-	9,520	-	-	-	-	-	-	-
TT86103 : Bike Racks & Lockers - Transit Facilities	50	-	-	-	-	-	-	50	-	-
TT86110 : Vehicle Diagnostic System	500	-	500	-	-	-	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	67,085	-	67,085	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	475,406	-	475,301	-	-	-	-	105	-	-
York Region Transit Total	751,872	83,597	475,301	44,317	-	-	148,552	105	-	-

York Region Transit Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Program Group: Growth										
DC_Funding_Adj : Development Charge Debt Avoidance	-	11,071	-	-	-	-	-	-	-	(11,071)
TS86107 : Intelligent Transportation System	1,085	-	-	-	-	-	1,085	-	-	-
TS86116 : Presto Next Phase Upgrade	225	-	-	-	-	-	225	-	-	-
TT81582 : Transit Vehicle Garage - North	8,280	1,159	-	-	-	-	7,121	-	-	-
TT81583 : Transit Garage Southeast	27,460	1,097	-	13,343	-	-	1,949	-	-	11,071
TT81585 : 55 Orlando Garage Expansion	65,000	2,404	-	-	-	-	62,596	-	-	-
TT82150 : Bus Terminals, Loops & Stops - Expansion	1,945	567	-	-	-	-	1,378	-	-	-
TT82155 : Mackenzie-Vau Hospital Terminal	7,800	6,474	-	-	-	-	1,326	-	-	-
TT82770 : Support Vehicles	100	-	-	-	-	-	100	-	-	-
TT84399 : Mobility Plus Bus Expansion	2,080	176	-	-	-	-	1,904	-	-	-
TT84799 : Viva Bus Expansion	10,800	8,964	-	-	-	-	1,836	-	-	-
Growth Total	124,775	31,912	-	13,343	-	-	79,520	-	-	-
Program Group: Rehabilitation and Replacement										
TS86114 : Transit Management System Upgrade & Replacement	940	-	940	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	150	-	150	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	400	-	400	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	1,246	-	1,246	-	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	3,128	-	3,128	-	-	-	-	-	-	-
TT83970 : Bike Racks - Bus	55	-	-	-	-	-	-	55	-	-
TT84698 : Electric Bus Pilot Project	7,742	-	7,742	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	68,758	-	68,758	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	21,600	-	21,600	-	-	-	-	-	-	-
TT86102 : 60 Foot Bus Refresh	2,295	-	2,295	-	-	-	-	-	-	-
TT86103 : Bike Racks & Lockers - Transit Facilities	50	-	-	-	-	-	-	50	-	-
TT86110 : Vehicle Diagnostic System	500	-	500	-	-	-	-	-	-	-

York Region Transit Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	25,585	-	25,585	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	132,449	-	132,344	-	-	-	-	105	-	-
York Region Transit Total	257,224	31,912	132,344	13,343	-	-	79,520	105	-	-

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures																
TR39910 : Miscellaneous Design & Survey for Future Projects	17,804	1,140	1,140	1,271	994	743	743	743	743	743	743	743	8,606	97,430	124,980	1,140
TR39920 : Property Acquisition for Future Capital Projects	4,675	500	496	496	496	496	496	496	496	496	496	496	4,960	4,960	15,095	496
TR39950 : Intersection Improvement Program	33,957	4,760	3,870	3,870	3,919	3,968	3,968	3,968	4,833	4,833	4,833	4,833	42,895	48,330	129,942	3,870
TR39970 : Miscellaneous Payments to Developers	33,163	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	40,000	117,163	4,000
TR39990 : Traffic Control Signal Electronic Improvements	28,136	2,044	2,044	2,044	2,044	654	654	654	654	654	654	654	12,100	6,540	48,820	2,044
TR80101 : King Road - Yonge Street to Bond Crescent	711	109	136	49	-	5,257	174	-	-	-	-	-	5,616	-	6,436	185
TR80105 : Signal Modernization Program	-	1,090	1,090	1,090	1,090	-	-	-	-	-	-	-	3,270	-	4,360	1,090
TR80116 : Teston Road - Pine Valley Drive to Weston Road	834	1,960	5,133	1,426	14,231	14,231	-	-	-	-	-	-	35,021	-	37,815	6,559
TR80118 : Southwest Main Yard	7,134	54	-	-	-	-	1,799	1,117	-	-	-	-	2,916	-	10,104	-
TR80121 : Development Transportation Demand Management	652	263	382	382	382	382	382	382	382	382	382	1,199	4,637	11,990	17,542	382
TR80221 : LED Streetlight Conversion	-	109	109	109	109	109	109	109	109	109	109	109	1,090	1,090	2,289	109
TR80230 : Portable Snow Melting Facilities	353	724	120	218	-	50	-	-	-	-	-	-	388	-	1,465	388
TR80430 : Regional Streetscaping	12,286	1,869	4,654	1,308	1,308	1,308	1,308	1,308	1,308	1,308	1,308	1,308	16,426	13,080	43,661	4,654
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	24,971	3,070	22	-	-	-	-	-	-	-	-	-	22	-	28,063	22
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	15,448	91	273	11	11	11	-	-	-	-	-	-	306	-	15,845	306
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	25,274	4,600	289	27	11	11	-	-	-	-	-	-	338	-	30,212	338
TR80750 : Teston Road - Dufferin Street to Bathurst Street	7,664	-	-	-	-	-	-	-	-	-	-	163	163	12,810	20,637	-
TR81010 : King Road and Weston Road	831	-	4,583	465	-	-	-	-	-	-	-	-	5,048	-	5,879	5,048
TR81020 : King Road and Highway 27	1,524	4,403	523	-	-	-	-	-	-	-	-	-	523	-	6,450	523

Roads

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
TR81030 : Leslie Street and 19th Avenue	1,210	3,000	1,989	-	-	-	-	-	-	-	-	-	1,989	-	6,199	1,989
TR81045 : Central Snow Management Facility	752	1,300	3,095	-	-	-	-	-	-	-	-	-	3,095	-	5,147	3,095
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	10,969	6,441	16,305	5,559	20,165	16,908	1,744	-	-	-	-	-	60,681	-	78,091	60,681
TR81362 : Intersection Improvements Dufferin and Rutherford	-	-	259	168	292	5,255	-	-	-	-	-	-	5,974	-	5,974	719
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	11,241	44	458	365	318	-	4,217	11,352	11,129	-	-	-	27,839	-	39,124	1,141
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	18	-	-	-	-	-	-	-	-	-	109	117	226	19,301	19,545	-
TR81420 : Bayview Avenue - John Street to Highway 7	322	-	-	-	-	-	-	-	-	-	-	763	763	39,171	40,256	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	6	-	331	310	162	2,279	673	-	-	-	-	-	3,755	-	3,761	803
TR81810 : Highway 50 - Highway 7 to Rutherford Road, including intersection at Gore Road	21,299	1,118	-	-	-	-	-	-	-	-	-	-	-	-	22,417	-
TR81911 : Dufferin Street Teston Road to King Road	-	-	-	-	-	-	-	-	-	-	-	252	252	252	504	-
TR81915 : Leslie Street - Elgin Mills to 19th Avenue	1,548	700	7,360	7,277	218	-	-	-	-	-	-	-	14,855	-	17,103	14,855
TR81932 : Major Capital Intersection Improvements Program	3,737	3,500	6,973	-	-	3,277	-	-	-	-	-	-	10,250	-	17,487	6,973
TR81944 : Major Mackenzie Drive - Weston Road to Highway 400	7,646	210	27	16	-	-	-	-	-	-	-	-	43	-	7,899	43
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	48	392	82	-	-	218	545	327	109	-	-	203	1,484	26,953	28,877	82
TR81952 : Dufferin Street Langstaff Road to Major Mackenzie Drive	310	277	-	-	-	-	-	-	-	-	-	843	843	28,255	29,685	-
TR81953 : Woodbine Avenue Highway 7 to Major Mackenzie Drive	-	-	-	-	-	-	-	-	-	-	-	170	170	22,518	22,688	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	69	382	164	-	-	-	-	-	-	-	436	1,902	2,502	37,720	40,673	164
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	689	500	1,254	9,548	9,579	1,473	-	-	-	-	-	-	21,854	-	23,043	21,854

Roads

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	1,230	13,642	7,294	2,144	-	-	-	-	-	-	-	9,435	18,873	28,704	62,449	9,438
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	766	654	-	-	-	-	-	-	-	-	-	-	-	-	1,420	-
TR81971 : Bathurst Street - Elgin Mills Road to 19th Avenue	40	-	-	-	-	-	-	-	-	-	-	165	165	17,034	17,239	-
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	897	-	273	915	915	4,192	4,522	605	10,929	10,927	-	-	33,278	-	34,175	11,422
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	-	-	-	-	-	-	-	-	-	-	-	654	654	21,078	21,732	-
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	47	125	82	-	-	-	-	-	-	-	-	-	82	8,319	8,573	82
TR81985 : Donald Cousens Parkway - Highway 48 to Highway 404	2	-	-	-	-	-	-	-	-	-	-	1,090	1,090	654	1,746	-
TR81990 : Keele Street Highway 407 to Highway 7	-	-	-	-	-	-	-	-	-	-	-	545	545	12,339	12,884	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	24,199	6,633	327	-	-	-	-	-	-	-	-	-	327	-	31,159	327
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	22,088	5,036	218	-	-	-	-	-	-	-	-	-	218	-	27,342	218
TR82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	1,478	-	11,576	11,576	-	-	-	-	-	-	-	-	23,152	-	24,630	23,152
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	366	160	-	-	-	-	-	-	-	-	-	-	-	-	526	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	188	156	-	-	-	-	-	640	385	257	804	-	2,086	14,487	16,917	-
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	204	-	327	436	489	-	-	-	-	-	-	2,715	3,967	21,617	25,788	1,252
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	2,312	140	458	792	545	-	-	3,887	13,539	13,369	-	-	32,590	-	35,042	1,795
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	749	159	71	-	-	-	-	-	-	-	288	288	647	30,581	32,136	71
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	1,165	2,400	1,228	4,113	1,115	-	-	-	-	-	-	-	6,456	-	10,021	1,228
TR83480 : Transportation Master Plan Update	1,918	-	-	-	218	436	436	-	-	-	-	218	1,308	1,962	5,188	-

Roads

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
TR83490 : Smart Commute Initiative	2,909	603	600	600	600	600	600	600	600	600	600	600	6,000	6,000	15,512	600
TR83830 : Accessibility for Ontarians with Disabilities Act Compliance	2,209	273	273	273	273	273	273	273	927	927	927	927	5,346	9,270	17,098	273
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	170	-	-	-	203	-	4,694	-	-	-	-	-	4,897	-	5,067	-
TR83880 : 9th Line and Major Mackenzie Drive	12,097	3	-	-	-	-	-	-	-	-	-	-	-	-	12,100	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	982	50	1,836	-	9,608	4,118	-	-	-	-	-	-	15,562	-	16,594	1,836
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	269	-	2,884	-	9,608	4,118	-	-	-	-	-	-	16,610	-	16,879	2,884
TR83920 : Traffic Safety Program Improvements	-	-	338	229	109	109	109	109	109	109	109	109	1,439	1,090	2,529	338
TR83993 : Warden Avenue - Major Mackenzie to Bloomington Road	-	-	-	-	-	-	-	-	-	-	-	325	325	20,865	21,190	-
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	213	-	-	-	-	-	-	-	-	-	-	560	560	19,761	20,534	-
TR84006 : Weston Road - Rutherford Road to Major Mackenzie Drive	11	-	-	-	-	-	-	-	-	-	-	169	169	18,408	18,588	-
TR84008 : 16th Avenue - McCowan Road to Ninth Line	425	159	71	-	-	-	-	-	-	-	-	-	71	-	655	71
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	-	-	1,038	1,402	5,750	5,750	1,420	-	-	-	-	-	15,360	-	15,360	2,440
TR84027 : 19th Avenue - Yonge Street to Bayview Avenue	-	-	-	-	-	-	-	-	-	-	-	60	60	9,126	9,186	-
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	-	-	-	-	-	-	-	-	-	-	-	167	167	17,625	17,792	-
TR84043 : Kennedy Road - Major Mackenzie Drive to Donald Cousens Parkway	-	-	-	-	-	-	-	-	-	-	436	283	719	31,025	31,744	-
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	14,779	1,900	3,083	7,014	4,640	-	-	-	-	-	-	-	14,737	-	31,416	14,737
TR84045 : Lake to Lake Cycling Facilities	572	4,000	87	20	20	-	-	-	-	-	-	-	127	-	4,699	127
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	1,571	82	540	894	449	-	-	-	-	-	-	-	1,883	33,070	36,606	1,883

Roads

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	612	160	109	-	-	-	-	-	-	168	168	427	872	30,057	31,701	109
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	255	159	71	-	-	-	-	-	-	-	-	-	71	-	485	71
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	7,145	12,000	12,128	113	14	14	-	-	-	-	-	-	12,269	-	31,414	12,269
TR84190 : Leslie Street - John's Side Road to Mullock Drive	11,957	250	20	7	-	-	-	-	-	-	-	-	27	-	12,234	27
TR84200 : Doane Road - Highway 404 to Yonge Street	3,921	550	436	-	-	-	-	-	545	545	860	12,208	14,594	55,876	74,941	436
TR84860 : Bathurst Street and Davis Drive	1,285	5,400	72	10	10	-	-	-	-	-	-	-	92	-	6,777	92
TR84890 : Kennedy Road - 14th Avenue to Highway 407	176	98	55	338	2,017	1,199	6,657	10,578	6,649	159	16	16	27,684	16	27,974	55
TR84940 : Pedestrian Cycling Program	2,776	467	2,498	2,335	545	545	545	545	545	545	545	545	9,193	5,450	17,886	2,498
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	1,339	1,417	-	-	-	17,658	-	-	-	-	-	-	17,658	-	20,414	-
TR85570 : Rutherford Road - Jane Street to Westburne Drive	1,944	728	3,534	11,331	10,993	9,057	436	-	-	-	-	-	35,351	-	38,023	3,872
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	1,629	959	414	4,682	545	10,993	10,976	4,578	709	-	-	-	32,897	-	35,485	5,641
TR85590 : Carrville Road - Bathurst Street to Yonge Street	565	-	-	-	-	-	-	-	-	665	654	-	1,319	-	1,884	-
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	492	159	71	-	-	-	-	-	-	288	288	55	702	40,329	41,682	71
TR85610 : 16th Avenue - Leslie Street to Highway 404	212	214	1,995	1,924	4,071	8,123	55	55	55	-	-	-	16,278	-	16,704	3,919
TR85620 : 2nd Concession - Green Lane to Doane Road	75,222	810	263	38	-	-	-	-	-	-	-	-	301	-	76,333	301
TR85630 : Keele Street - Langstaff Road to Rutherford Road	3	-	-	-	-	-	-	-	-	-	-	109	109	131	243	-
TR85650 : Major Mackenzie Drive -Canadian Pacific Railway to Highway 27	25,169	13,140	19,644	18,446	7,464	-	-	-	-	-	-	-	45,554	-	83,863	45,554
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	25,446	1,190	60	49	-	-	-	-	-	-	-	-	109	-	26,745	109

Roads

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	615	700	1,090	10,731	1,275	9,581	3,652	11	11	-	-	-	26,351	-	27,666	3,715
TR85710 : Yonge Street - Davis Drive to Green Lane	5,482	898	7,263	7,662	1,594	14,362	11,567	2,252	45	44	-	-	44,789	-	51,169	16,519
TR85780 : 9th Line and Stouffville Road - Jog Elimination	17,225	22	-	-	-	-	-	-	-	-	-	-	-	-	17,247	-
TR85790 : Southeast Main Yard	26,318	1,830	-	-	-	-	-	-	-	-	-	-	-	-	28,148	-
TR85810 : Arterial Corridor Transportation Studies	1,512	145	267	267	267	267	267	267	267	267	267	267	2,670	2,670	6,997	267
TR85830 : Retrofit Noise Mitigation	132	55	27	27	27	27	27	27	27	27	27	27	270	270	727	27
TR86730 : Highway 404 Interchange at Doane Road	13,611	-	-	-	-	-	-	-	-	-	-	109	109	5,180	18,900	-
TR86880 : Pedestrian Cycling Municipal Partnership Program	3,516	900	927	545	545	545	545	545	545	545	545	545	5,832	5,450	15,698	927
TR86910 : Dufferin Street and King Vaughan Road	323	-	-	-	-	-	-	-	-	-	218	273	491	5,266	6,080	-
TR86920 : Keele Street and King Vaughan Road	500	-	-	-	-	-	-	-	-	-	-	402	402	5,945	6,847	-
TR86930 : Jane Street and King Vaughan Road	530	-	-	-	-	-	-	-	-	-	-	1,293	1,293	5,324	7,147	-
TR88162 : Roads Crossing at Highway 427 North of Langstaff Road	-	-	100	326	169	2,313	6,730	2,244	2,355	-	-	-	14,237	-	14,237	162
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	-	371	316	-	-	-	-	-	-	-	-	-	316	-	687	316
TR88165 : Lake to Lake - Bayview - Bloomington to Vandorf	5	-	1,263	-	-	-	-	-	-	-	-	-	1,263	-	1,268	1,263
TR88166 : Southeast Satellite Yard	-	-	-	-	-	981	2,191	4,851	7,140	2,474	-	-	17,637	-	17,637	-
TR88167 : Structure Major Mackenzie Drive at McNaughton Road	-	380	-	-	-	-	-	-	-	-	-	-	-	-	380	-
TR88170 : Warden Avenue - Highway 7 to 16th Avenue	-	-	-	-	-	-	-	-	-	-	-	170	170	18,169	18,339	-
TR88172 : RER - Grade Separation Wellington Street East of Yonge	-	-	545	-	-	-	-	-	6,955	-	-	-	7,500	-	7,500	545
TR88174 : Major Mackenzie Depressurization System	-	229	-	-	-	-	-	-	-	-	-	-	-	-	229	-
TR88175 : Ravenshoe Road and Woodbine Avenue	-	-	-	-	-	-	-	-	-	-	-	273	273	5,986	6,259	-

Roads

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
TR88179 : North Existing Yard	-	100	-	180	-	-	-	3,161	1,799	-	-	-	5,140	-	5,240	-
TR88180 : Minor Capital - Bottlenecks & Pinch Points	-	-	545	1,635	1,635	3,477	3,477	3,477	3,532	3,532	3,532	3,532	28,374	35,320	63,694	545
TR88181 : Southwest Satellite Yard	-	-	14,716	10,137	4,905	4,687	1,635	-	-	-	12,263	12,263	60,606	-	60,606	36,080
TR88182 : Central Main Yard	-	3,164	218	180	-	1,799	1,771	-	-	-	-	-	3,968	-	7,132	398
TR88183 : Central Satellite Yard	-	-	-	-	-	-	-	-	-	-	-	9,156	9,156	32,047	41,203	-
TR88184 : Steeles GS Kennedy to Midland	-	-	-	-	-	-	5,000	6,000	-	-	-	-	11,000	-	11,000	-
TR88185 : Bathurst Gamble to Shaftsbury	-	-	-	700	-	-	-	-	-	-	-	-	700	-	700	-
TR88186 : Steeles Tapscott to Ninth Line	-	-	289	2,000	1,500	8,000	7,500	2,500	-	-	-	-	21,789	-	21,789	21,789
TR88187 : Ninth Line Steeles to Box Grove	-	-	300	500	700	3,000	3,200	-	-	-	-	-	7,700	-	7,700	7,700
TR88192 : Markham Whistling Cessation	-	-	2,725	-	-	-	-	-	-	-	-	-	2,725	-	2,725	2,725
TR88193 : Elgin Mills Road Grade Separation	-	-	218	-	-	-	-	654	654	327	17,087	22,291	41,231	11,199	52,430	218
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	4,360	-	-	-	-	-	-	-	218	218	70	-	506	-	4,866	-
TR96020 : Bathurst Street - Green Lane West to Yonge Street	30,165	300	190	12	-	-	-	-	-	-	-	-	202	-	30,667	202
TR96770 : Keele Street - Steeles Avenue to Highway 7	9,046	2,100	10,716	11,619	6,515	16	16	16	-	-	-	-	28,898	-	40,044	28,898
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	1,788	-	327	436	459	-	-	-	-	-	-	1,061	2,283	20,690	24,761	1,222
TR97010 : Bloomington Road - Yonge Street to Bayview Avenue	11,936	27	-	-	-	-	-	-	-	-	-	-	-	-	11,963	-
TR97080 : Bloomington Road - Bayview Avenue to Highway 404	5,699	10	-	-	-	-	-	-	-	-	-	-	-	-	5,709	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	35,269	6,224	1,679	32	32	-	-	-	-	-	-	-	1,743	-	43,236	1,743
TR97150 : Leslie Street - Bethesda Side Road to Bloomington Road	4,049	-	-	-	-	-	-	-	-	-	-	104	104	14,350	18,503	-
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	40,614	1,775	617	113	-	-	-	-	-	-	-	-	730	-	43,119	730
TR98320 : Leslie Street - Green Lane to Mount Albert Road	233	-	-	-	-	-	-	-	-	-	-	109	109	8,022	8,364	-

Roads

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
TR98340 : 19th Avenue - Yonge Street to Bayview Avenue	12,690	-	109	-	-	-	-	-	-	-	-	-	109	-	12,799	109
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	16,076	-	218	283	-	-	-	-	-	-	-	872	1,373	50,424	67,873	501
TR98650 : Major Mackenzie Drive - Donald Cousens Parkway to Ninth Line	224	872	-	-	-	-	-	-	-	-	-	-	-	-	1,096	-
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	1,445	55	327	-	-	-	-	-	-	-	-	-	327	13,478	15,305	327
TR98960 : Kennedy Road - Highway 407 to Highway 7	134	98	33	109	273	82	4,924	671	128	17	17	17	6,271	-	6,503	33
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	217	159	71	-	-	-	-	-	-	-	288	288	647	21,634	22,657	71
TR99240 : Kennedy Road - Steeles Avenue to 14th Avenue	1,151	185	109	-	-	-	-	-	-	-	-	-	109	15,761	17,206	109
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	1,166	214	1,899	1,828	16,842	17,057	450	55	55	-	-	-	38,186	-	39,566	3,727
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	21,935	18	-	-	-	-	-	-	-	-	-	-	-	-	21,953	-
TR99540 : Langstaff Road - Keele Street to Highway 7	504	290	145	-	-	-	-	-	-	-	-	-	145	34,957	35,896	145
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	1,114	120	82	-	-	-	-	-	-	-	-	-	82	18,781	20,097	82
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	72	125	82	-	-	-	436	545	436	11,952	11,674	-	25,125	1,873	27,195	82
TR99804 : Leslie Street - 19th Avenue to South of CN Crossing	2	-	-	-	-	-	-	-	-	-	-	240	240	249	491	-
TR99805 : Langstaff Road - Weston Road to Jane Street	268	290	145	-	-	-	-	-	-	-	-	-	145	33,315	34,018	145
TR99806 : Langstaff Road - Jane Street to Keele Street	294	290	145	-	-	-	-	-	-	-	-	-	145	-	729	145
TR99816 : Teston Road - Keele Street to Dufferin Street	254	50	545	545	545	185	-	-	-	-	-	-	1,820	-	2,124	1,820
TR99818 : Jane Street - Highway 7 to Rutherford Road	-	-	-	-	-	-	-	-	218	436	353	2,769	3,776	44,321	48,097	-
TR99890 : Intelligent Transportation System	8,344	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	16,350	16,350	42,679	1,635
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	1,304	-	801	2,349	-	-	-	-	-	-	-	-	3,150	-	4,454	3,150
TR99900 : Fleet New Additions	7,558	255	999	436	436	436	436	436	436	436	436	436	4,923	4,360	17,096	999

Roads

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
TS36110 : Technology Data	680	570	971	838	825	780	899	763	876	935	903	871	8,661	10,308	20,219	971
TS36120 : Department Project Support	1,780	672	1,009	1,245	1,131	1,248	1,223	1,081	1,081	1,284	1,386	1,321	12,009	10,699	25,160	1,009
Total Growth Gross Expenditures	819,427	147,654	194,798	166,060	160,840	199,683	109,116	77,517	87,168	65,213	69,466	109,749	1,239,610	1,317,672	3,524,363	433,802
Funding Sources																
Reserves:																
Development Charge Reserves	302,552	117,907	72,698	110,573	63,943	46,368	29,176	8,229	39,137	17,008	12,252	13,975	413,359	869,165	1,702,982	265,911
Asset Replacement Reserves	-	-	34	23	11	11	11	11	11	11	11	11	145	110	255	34
Debt Reduction Reserve	14,354	-	-	-	-	-	-	-	-	-	-	-	-	-	14,354	-
Program Specific Reserves	111,276	14,694	17,588	15,746	15,389	18,782	10,401	7,451	7,911	6,197	6,180	8,767	114,412	119,702	360,084	38,534
General Capital Reserves	1,353	-	-	-	-	-	-	-	-	-	-	-	-	-	1,353	-
Federal Gas Tax Reserves	2,228	1,242	1,308	1,130	913	909	913	913	913	2,014	1,982	1,950	12,945	18,205	34,620	1,308
Grants & Subsidies	661	-	-	-	-	-	-	-	-	-	-	-	-	-	661	-
Other Recoveries	53,888	13,811	14,037	9,609	12,877	12,689	5,704	4,458	3,560	2,571	3,031	10,271	78,807	67,516	214,022	30,291
Planned Debiture Proceeds:																
Housing York Inc.	56	-	-	-	-	-	-	-	-	-	-	-	-	-	56	-
Debiture Proceeds	55,727	-	-	-	-	-	-	-	-	-	-	-	-	-	55,727	-
Debiture Proceeds DC	275,730	-	89,133	28,979	67,707	120,924	62,911	56,455	35,636	37,412	46,010	74,775	619,942	242,974	1,138,646	97,724
Debiture Proceeds Tax Levy	1,603	-	-	-	-	-	-	-	-	-	-	-	-	-	1,603	-
Total Growth Funding Sources	819,427	147,654	194,798	166,060	160,840	199,683	109,116	77,517	87,168	65,213	69,466	109,749	1,239,610	1,317,672	3,524,363	433,802
Program Group: Rehabilitation and Replacement																
Gross Expenditures																
TR39930 : Bridge & Culvert Rehabilitation	20,031	4,259	4,055	4,251	4,545	4,840	5,232	5,428	5,624	5,821	6,017	6,507	52,320	-	76,610	4,055
TR39960 : Road Asset Renewal and Replacement	176,250	14,699	15,267	14,175	14,121	14,088	14,143	14,252	14,252	14,175	14,088	26,324	154,885	-	345,834	15,267
TR39980 : Various Road Improvements	51,878	3,177	2,976	3,075	3,282	3,571	3,670	3,769	3,868	3,968	4,067	4,216	36,462	-	91,517	2,976
TR80220 : LED Replacement Traffic Signals	2,013	-	273	273	273	273	273	273	273	273	273	273	2,730	-	4,743	273
TR83910 : Roads Asset Management	5,181	1,200	1,363	1,799	1,472	1,472	1,472	1,472	1,908	1,581	1,581	1,581	15,701	-	22,082	1,363
TR83920 : Traffic Safety Program Improvements	1,040	218	-	-	-	-	-	-	-	-	-	-	-	-	1,258	-
TR84950 : Drainage System Program	2,225	514	425	450	470	491	510	560	580	601	620	640	5,347	-	8,086	425

Roads

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
TR87300 : East Humber River Bridge - Jane Street North of King Road	62	16	-	1,523	-	-	-	-	-	-	-	-	1,523	-	1,601	-
TR87310 : King Horne Bridge - King Road East of Highway 400	2	17	-	2,084	1,418	-	-	-	-	-	-	-	3,502	-	3,521	-
TR88167 : Structure Major Mackenzie Drive at McNaughton Road	-	-	5,083	-	-	-	-	-	-	-	-	-	5,083	-	5,083	5,083
TR88168 : Clean Water Protection	-	500	-	-	-	-	-	-	-	-	-	-	-	-	500	-
TR88169 : Railway Crossing Safety Improvements	-	370	-	-	-	-	-	-	-	-	-	-	-	-	370	-
TR88171 : Retaining Wall Mount Albert Rd at Warden Ave	-	1,050	-	-	-	-	-	-	-	-	-	-	-	-	1,050	-
TR88173 : Yonge Street North of Industrial Parkway	-	883	3,918	-	-	-	-	-	-	-	-	-	3,918	-	4,801	3,918
TR88174 : Major Mackenzie Depressurization System	-	-	361	-	-	-	-	-	-	-	-	-	361	-	361	361
TR88176 : Emergency Projects	-	2,185	-	-	-	-	-	-	-	-	-	-	-	-	2,185	-
TR88188 : Asset Renewal and Replacement	-	-	17,846	25,746	29,364	29,064	38,518	41,797	48,397	60,394	70,421	93,202	454,749	-	454,749	17,846
TR99801 : Rapidways Asset Management	486	100	218	218	109	109	109	109	109	109	109	109	1,308	-	1,894	218
TR99870 : Various Railway Crossing Improvements	4,614	445	654	1,090	1,090	1,090	1,090	1,090	1,090	1,090	1,090	1,090	10,464	-	15,523	654
TR99910 : Fleet Replacement	21,563	2,528	2,792	3,216	4,556	2,485	3,957	3,019	4,480	3,891	4,480	2,311	35,187	-	59,278	2,792
Total Rehabilitation and Replacement Gross Expenditures	285,345	32,161	55,231	57,900	60,700	57,483	68,974	71,769	80,581	91,903	102,746	136,253	783,540	-	1,101,046	55,231
Funding Sources																
Reserves:																
Development Charge Reserves	8,931	3,741	-	-	-	-	-	-	-	-	14	14	28	-	12,700	-
Asset Replacement Reserves	19,777	2,528	50,066	54,969	60,646	55,929	66,841	67,969	75,397	85,741	93,982	119,024	730,564	-	752,869	50,066
Debt Reduction Reserve	6,368	14,619	2,838	2,822	-	1,500	-	134	-	-	-	-	7,294	-	28,281	2,838
Program Specific Reserves	235,988	10,403	-	-	-	-	-	-	-	-	-	-	-	-	246,391	-
General Capital Reserves	2,363	-	-	-	-	-	-	-	-	-	-	-	-	-	2,363	-
Grants & Subsidies	2,441	-	-	-	-	-	-	-	-	-	-	-	-	-	2,441	-
Other Recoveries	3,527	870	2,327	109	54	54	54	54	54	54	54	54	2,868	-	7,265	2,327
Planned Debenture Proceeds:																
Debenture Proceeds	1,560	-	-	-	-	-	-	-	-	-	-	-	-	-	1,560	-

Roads

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Debtenture Proceeds DC	4,388	-	-	-	-	-	2,079	3,612	5,130	6,108	8,696	17,161	42,786	-	47,174	-
Total Rehabilitation and Replacement Funding Sources	285,345	32,161	55,231	57,900	60,700	57,483	68,974	71,769	80,581	91,903	102,746	136,253	783,540	-	1,101,046	55,231
Total Roads Gross Expenditures	1,104,772	179,815	250,029	223,960	221,540	257,166	178,090	149,286	167,749	157,116	172,212	246,002	2,023,150	1,317,672	4,625,409	489,033
Funding Sources																
Reserves:																
Development Charge Reserves	311,484	121,648	72,698	110,573	63,943	46,368	29,176	8,229	39,137	17,008	12,266	13,989	413,387	869,165	1,715,683	265,911
Asset Replacement Reserves	19,777	2,528	50,100	54,992	60,657	55,940	66,852	67,980	75,408	85,752	93,993	119,035	730,709	110	753,124	50,100
Debt Reduction Reserve	20,722	14,619	2,838	2,822	-	1,500	-	134	-	-	-	-	7,294	-	42,635	2,838
Program Specific Reserves	347,264	25,097	17,588	15,746	15,389	18,782	10,401	7,451	7,911	6,197	6,180	8,767	114,412	119,702	606,475	38,534
General Capital Reserves	3,716	-	-	-	-	-	-	-	-	-	-	-	-	-	3,716	-
Federal Gas Tax Reserves	2,228	1,242	1,308	1,130	913	909	913	913	913	2,014	1,982	1,950	12,945	18,205	34,620	1,308
Grants & Subsidies	3,102	-	-	-	-	-	-	-	-	-	-	-	-	-	3,102	-
Other Recoveries	57,415	14,681	16,364	9,718	12,931	12,743	5,758	4,512	3,614	2,625	3,085	10,325	81,675	67,516	221,287	32,618
Planned Debtenture Proceeds:																
Housing York Inc.	56	-	-	-	-	-	-	-	-	-	-	-	-	-	56	-
Debtenture Proceeds	57,287	-	-	-	-	-	-	-	-	-	-	-	-	-	57,287	-
Debtenture Proceeds DC	280,118	-	89,133	28,979	67,707	120,924	64,990	60,067	40,766	43,520	54,706	91,936	662,728	242,974	1,185,820	97,724
Debtenture Proceeds Tax Levy	1,603	-	-	-	-	-	-	-	-	-	-	-	-	-	1,603	-
Total Roads Funding Sources	1,104,772	179,815	250,029	223,960	221,540	257,166	178,090	149,286	167,749	157,116	172,212	246,002	2,023,150	1,317,672	4,625,409	489,033

Roads 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Program Group: Growth										
DC_Funding_Adj : Development Charge Debt Avoidance	-	399,823	-	-	-	-	-	-	-	(399,823)
TR39910 : Miscellaneous Design & Survey for Future Projects	8,606	-	-	-	858	-	-	-	-	7,748
TR39920 : Property Acquisition for Future Capital Projects	4,960	-	-	-	500	-	-	-	-	4,460
TR39950 : Intersection Improvement Program	42,895	-	-	-	4,289	-	-	-	-	38,606
TR39970 : Miscellaneous Payments to Developers	40,000	-	-	-	4,000	-	-	-	-	36,000
TR39990 : Traffic Control Signal Electronic Improvements	12,100	-	-	-	1,206	-	-	-	-	10,894
TR80101 : King Road - Yonge Street to Bond Crescent	5,616	144	-	-	2,187	-	-	-	1,970	1,315
TR80105 : Signal Modernization Program	3,270	-	-	-	327	-	-	-	-	2,943
TR80116 : Teston Road - Pine Valley Drive to Weston Road	35,021	-	-	-	3,350	-	-	-	1,518	30,153
TR80118 : Southwest Main Yard	2,916	-	-	-	146	-	-	-	-	2,770
TR80121 : Development Transportation Demand Management	4,637	-	-	-	456	-	-	-	60	4,121
TR80221 : LED Streetlight Conversion	1,090	980	-	-	110	-	-	-	-	-
TR80230 : Portable Snow Melting Facilities	388	170	-	-	-	-	-	-	-	218
TR80430 : Regional Streetscaping	16,426	-	-	-	3,289	-	-	-	-	13,137
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	22	20	-	-	2	-	-	-	-	-
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	306	30	-	-	30	-	-	-	-	246
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	338	44	-	-	34	-	-	-	-	260
TR80750 : Teston Road - Dufferin Street to Bathurst Street	163	147	-	-	16	-	-	-	-	-
TR81010 : King Road and Weston Road	5,048	-	-	-	505	-	-	-	-	4,543
TR81020 : King Road and Highway 27	523	-	-	-	52	-	-	-	-	471
TR81030 : Leslie Street and 19th Avenue	1,989	-	-	-	182	-	-	-	164	1,643
TR81045 : Central Snow Management Facility	3,095	-	-	-	155	-	-	-	-	2,940
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	60,681	-	-	-	5,965	-	-	-	1,038	53,678

Roads

10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debuture Proceeds
TR81362 : Intersection Improvements Dufferin and Rutherford	5,974	151	-	-	574	-	-	-	237	5,012
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	27,839	-	-	-	2,653	-	-	-	1,310	23,876
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	226	203	-	-	23	-	-	-	-	-
TR81420 : Bayview Avenue - John Street to Highway 7	763	-	-	-	76	-	-	-	-	687
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	3,755	162	-	-	-	-	-	-	219	3,374
TR81911 : Dufferin Street Teston Road to King Road	252	-	-	-	252	-	-	-	-	-
TR81915 : Leslie Street - Elgin Mills to 19th Avenue	14,855	-	-	-	1,486	-	-	-	-	13,369
TR81932 : Major Capital Intersection Improvements Program	10,250	-	-	-	1,025	-	-	-	-	9,225
TR81944 : Major Mackenzie Drive - Weston Road to Highway 400	43	38	-	-	5	-	-	-	-	-
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	1,484	172	-	-	149	-	-	-	-	1,163
TR81952 : Dufferin Street Langstaff Road to Major Mackenzie Drive	843	-	-	-	84	-	-	-	-	759
TR81953 : Woodbine Avenue Highway 7 to Major Mackenzie Drive	170	153	-	-	17	-	-	-	-	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	2,502	148	-	-	250	-	-	-	-	2,104
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	21,854	-	-	-	1,955	-	-	-	2,300	17,599
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	18,873	-	-	-	-	-	-	-	12,582	6,291
TR81971 : Bathurst Street - Elgin Mills Road to 19th Avenue	165	148	-	-	17	-	-	-	-	-
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	33,278	-	-	-	2,716	-	-	-	6,138	24,424
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	654	-	-	-	65	-	-	-	-	589
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	82	74	-	-	8	-	-	-	-	-
TR81985 : Donald Cousens Parkway - Highway 48 to Highway 404	1,090	-	-	-	-	-	-	-	-	1,090
TR81990 : Keele Street Highway 407 to Highway 7	545	-	-	-	55	-	-	-	-	490

Roads 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	327	-	-	-	-	-	-	-	200	127
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	218	-	-	-	-	-	-	-	100	118
TR82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	23,152	-	-	-	2,316	-	-	-	-	20,836
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	2,086	-	-	-	209	-	-	-	-	1,877
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	3,967	-	-	-	398	-	-	-	-	3,569
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	32,590	-	-	-	2,910	-	-	-	3,495	26,185
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	647	64	-	-	65	-	-	-	-	518
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	6,456	-	-	-	623	-	-	-	222	5,611
TR83480 : Transportation Master Plan Update	1,308	-	-	-	132	-	-	-	-	1,176
TR83490 : Smart Commute Initiative	6,000	-	-	-	250	-	-	-	3,520	2,230
TR83830 : Accessibility for Ontarians with Disabilities Act Compliance	5,346	-	-	-	534	-	-	-	-	4,812
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	4,897	-	-	-	489	-	-	-	-	4,408
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	15,562	-	-	-	1,557	-	-	-	-	14,005
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	16,610	-	-	-	1,661	-	-	-	-	14,949
TR83920 : Traffic Safety Program Improvements	1,439	784	145	-	-	-	-	-	-	510
TR83993 : Warden Avenue - Major Mackenzie to Bloomington Road	325	-	-	-	32	-	-	-	-	293
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	560	-	-	-	56	-	-	-	-	504
TR84006 : Weston Road - Rutherford Road to Major Mackenzie Drive	169	152	-	-	17	-	-	-	-	-
TR84008 : 16th Avenue - McCowan Road to Ninth Line	71	64	-	-	7	-	-	-	-	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	15,360	-	-	-	-	-	-	-	15,360	-
TR84027 : 19th Avenue - Yonge Street to Bayview Avenue	60	54	-	-	6	-	-	-	-	-

Roads

10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	167	150	-	-	17	-	-	-	-	-
TR84043 : Kennedy Road - Major Mackenzie Drive to Donald Cousens Parkway	719	-	-	-	72	-	-	-	-	647
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	14,737	-	-	-	1,473	-	-	-	-	13,264
TR84045 : Lake to Lake Cycling Facilities	127	62	-	-	7	-	-	-	58	-
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	1,883	-	-	-	188	-	-	-	-	1,695
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	872	112	-	-	-	-	-	-	618	142
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	71	64	-	-	7	-	-	-	-	-
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	12,269	128	-	-	1,175	-	-	-	510	10,456
TR84190 : Leslie Street - John's Side Road to Mullock Drive	27	24	-	-	3	-	-	-	-	-
TR84200 : Doane Road - Highway 404 to Yonge Street	14,594	-	-	-	1,461	-	-	-	-	13,133
TR84860 : Bathurst Street and Davis Drive	92	83	-	-	9	-	-	-	-	-
TR84890 : Kennedy Road - 14th Avenue to Highway 407	27,684	220	-	-	2,771	-	-	-	-	24,693
TR84940 : Pedestrian Cycling Program	9,193	-	-	-	574	-	-	-	3,500	5,119
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	17,658	-	-	-	-	-	-	-	500	17,158
TR85570 : Rutherford Road - Jane Street to Westburne Drive	35,351	-	-	-	3,514	-	-	-	204	31,633
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	32,897	-	-	-	3,197	-	-	-	930	28,770
TR85590 : Carrville Road - Bathurst Street to Yonge Street	1,319	-	-	-	132	-	-	-	-	1,187
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	702	113	-	-	69	-	-	-	8	512
TR85610 : 16th Avenue - Leslie Street to Highway 404	16,278	141	-	-	1,611	-	-	-	139	14,387
TR85620 : 2nd Concession - Green Lane to Doane Road	301	34	-	-	30	-	-	-	-	237
TR85630 : Keele Street - Langstaff Road to Rutherford Road	109	98	-	-	11	-	-	-	-	-
TR85650 : Major Mackenzie Drive -Canadian Pacific Railway to Highway 27	45,554	-	-	-	4,467	-	-	-	880	40,207

Roads 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	109	98	-	-	11	-	-	-	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	26,351	20	-	-	2,635	-	-	-	-	23,696
TR85710 : Yonge Street - Davis Drive to Green Lane	44,789	80	-	-	4,078	-	-	-	4,000	36,631
TR85810 : Arterial Corridor Transportation Studies	2,670	-	-	-	270	-	-	-	-	2,400
TR85830 : Retrofit Noise Mitigation	270	250	-	-	20	-	-	-	-	-
TR86730 : Highway 404 Interchange at Doane Road	109	98	-	-	11	-	-	-	-	-
TR86880 : Pedestrian Cycling Municipal Partnership Program	5,832	-	-	-	588	-	-	-	-	5,244
TR86910 : Dufferin Street and King Vaughan Road	491	-	-	-	49	-	-	-	-	442
TR86920 : Keele Street and King Vaughan Road	402	-	-	-	40	-	-	-	-	362
TR86930 : Jane Street and King Vaughan Road	1,293	-	-	-	129	-	-	-	-	1,164
TR88162 : Roads Crossing at Highway 427 North of Langstaff Road	14,237	331	-	-	-	-	-	-	-	13,906
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	316	-	-	-	32	-	-	-	-	284
TR88165 : Lake to Lake - Bayview - Bloomington to Vandorf	1,263	-	-	-	-	-	-	-	1,263	-
TR88166 : Southeast Satellite Yard	17,637	-	-	-	883	-	-	-	-	16,754
TR88170 : Warden Avenue - Highway 7 to 16th Avenue	170	153	-	-	17	-	-	-	-	-
TR88172 : RER - Grade Separation Wellington Street East of Yonge	7,500	-	-	-	-	-	-	-	-	7,500
TR88175 : Ravenshoe Road and Woodbine Avenue	273	-	-	-	27	-	-	-	-	246
TR88179 : North Existing Yard	5,140	171	-	-	257	-	-	-	-	4,712
TR88180 : Minor Capital - Bottlenecks & Pinch Points	28,374	-	-	-	2,839	-	-	-	-	25,535
TR88181 : Southwest Satellite Yard	60,606	-	-	-	3,029	-	-	-	-	57,577
TR88182 : Central Main Yard	3,968	171	-	-	199	-	-	-	-	3,598
TR88183 : Central Satellite Yard	9,156	-	-	-	458	-	-	-	-	8,698
TR88184 : Steeles GS Kennedy to Midland	11,000	-	-	-	1,100	-	-	-	-	9,900

Roads

10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
TR88185 : Bathurst Gamble to Shaftsbury	700	-	-	-	-	-	-	-	700	-
TR88186 : Steeles Tapscott to Ninth Line	21,789	-	-	-	2,179	-	-	-	-	19,610
TR88187 : Ninth Line Steeles to Box Grove	7,700	-	-	-	770	-	-	-	-	6,930
TR88192 : Markham Whistling Cessation	2,725	-	-	-	55	-	-	-	2,180	490
TR88193 : Elgin Mills Road Grade Separation	41,231	-	-	-	3,506	-	-	-	6,185	31,540
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	506	63	-	-	51	-	-	-	-	392
TR96020 : Bathurst Street - Green Lane West to Yonge Street	202	182	-	-	20	-	-	-	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 7	28,898	42	-	-	2,229	-	-	-	6,621	20,006
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	2,283	-	-	-	229	-	-	-	-	2,054
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	1,743	58	-	-	174	-	-	-	-	1,511
TR97150 : Leslie Street - Bethesda Side Road to Bloomington Road	104	94	-	-	10	-	-	-	-	-
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	730	102	-	-	73	-	-	-	-	555
TR98320 : Leslie Street - Green Lane to Mount Albert Road	109	98	-	-	11	-	-	-	-	-
TR98340 : 19th Avenue - Yonge Street to Bayview Avenue	109	98	-	-	11	-	-	-	-	-
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	1,373	-	-	-	137	-	-	-	-	1,236
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	327	-	-	-	33	-	-	-	-	294
TR98960 : Kennedy Road - Highway 407 to Highway 7	6,271	362	-	-	628	-	-	-	-	5,281
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	647	64	-	-	65	-	-	-	-	518
TR99240 : Kennedy Road - Steeles Avenue to 14th Avenue	109	98	-	-	11	-	-	-	-	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	38,186	96	-	-	3,811	-	-	-	78	34,201
TR99540 : Langstaff Road - Keele Street to Highway 7	145	145	-	-	-	-	-	-	-	-
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	82	74	-	-	8	-	-	-	-	-

Roads 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	25,125	74	-	-	2,513	-	-	-	-	22,538
TR99804 : Leslie Street - 19th Avenue to South of CN Crossing	240	-	-	-	24	-	-	-	-	216
TR99805 : Langstaff Road - Weston Road to Jane Street	145	130	-	-	15	-	-	-	-	-
TR99806 : Langstaff Road - Jane Street to Keele Street	145	145	-	-	-	-	-	-	-	-
TR99816 : Teston Road - Keele Street to Dufferin Street	1,820	185	-	-	-	-	-	-	-	1,635
TR99818 : Jane Street - Highway 7 to Rutherford Road	3,776	-	-	-	378	-	-	-	-	3,398
TR99890 : Intelligent Transportation System	16,350	-	-	-	1,640	-	-	-	-	14,710
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	3,150	-	-	-	315	-	-	-	-	2,835
TR99900 : Fleet New Additions	4,923	4,923	-	-	-	-	-	-	-	-
TS36110 : Technology Data	8,661	-	-	-	2,561	-	6,100	-	-	-
TS36120 : Department Project Support	12,009	-	-	-	5,164	-	6,845	-	-	-
Growth Total	1,239,610	413,359	145	-	114,412	-	12,945	-	78,807	619,942

Program Group: Rehabilitation and Replacement

TR39930 : Bridge & Culvert Rehabilitation	52,320	-	41,895	7,294	-	-	-	-	-	3,131
TR39960 : Road Asset Renewal and Replacement	154,885	-	118,370	-	-	-	-	-	-	36,515
TR39980 : Various Road Improvements	36,462	-	35,408	-	-	-	-	-	-	1,054
TR80220 : LED Replacement Traffic Signals	2,730	-	2,730	-	-	-	-	-	-	-
TR83910 : Roads Asset Management	15,701	-	14,911	-	-	-	-	-	-	790
TR84950 : Drainage System Program	5,347	-	5,032	-	-	-	-	-	-	315
TR87300 : East Humber River Bridge - Jane Street North of King Road	1,523	-	1,523	-	-	-	-	-	-	-
TR87310 : King Home Bridge - King Road East of Highway 400	3,502	-	3,502	-	-	-	-	-	-	-
TR88167 : Structure Major Mackenzie Drive at McNaughton Road	5,083	-	4,083	-	-	-	-	-	1,000	-
TR88173 : Yonge Street North of Industrial Parkway	3,918	-	3,432	-	-	-	-	-	486	-
TR88174 : Major Mackenzie Depressurization System	361	-	361	-	-	-	-	-	-	-
TR88188 : Asset Renewal and Replacement	454,749	-	454,749	-	-	-	-	-	-	-

Roads
10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TR99801 : Rapidways Asset Management	1,308	28	630	-	-	-	-	-	650	-
TR99870 : Various Railway Crossing Improvements	10,464	-	9,483	-	-	-	-	-	-	981
TR99910 : Fleet Replacement	35,187	-	34,455	-	-	-	-	-	732	-
Rehabilitation and Replacement Total	783,540	28	730,564	7,294	-	-	-	-	2,868	42,786
Roads Total	2,023,150	413,387	730,709	7,294	114,412	-	12,945	-	81,675	662,728

Roads Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
Program Group: Growth										
DC_Funding_Adj : Development Charge Debt Avoidance	-	261,310	-	-	-	-	-	-	-	(261,310)
TR39910 : Miscellaneous Design & Survey for Future Projects	1,140	-	-	-	114	-	-	-	-	1,026
TR39920 : Property Acquisition for Future Capital Projects	496	-	-	-	50	-	-	-	-	446
TR39950 : Intersection Improvement Program	3,870	-	-	-	387	-	-	-	-	3,483
TR39970 : Miscellaneous Payments to Developers	4,000	-	-	-	400	-	-	-	-	3,600
TR39990 : Traffic Control Signal Electronic Improvements	2,044	-	-	-	204	-	-	-	-	1,840
TR80101 : King Road - Yonge Street to Bond Crescent	185	74	-	-	111	-	-	-	-	-
TR80105 : Signal Modernization Program	1,090	-	-	-	109	-	-	-	-	981
TR80116 : Teston Road - Pine Valley Drive to Weston Road	6,559	-	-	-	656	-	-	-	-	5,903
TR80121 : Development Transportation Demand Management	382	-	-	-	32	-	-	-	60	290
TR80221 : LED Streetlight Conversion	109	98	-	-	11	-	-	-	-	-
TR80230 : Portable Snow Melting Facilities	388	170	-	-	-	-	-	-	-	218
TR80430 : Regional Streetscaping	4,654	-	-	-	931	-	-	-	-	3,723
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	22	20	-	-	2	-	-	-	-	-
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	306	30	-	-	30	-	-	-	-	246
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	338	44	-	-	34	-	-	-	-	260
TR81010 : King Road and Weston Road	5,048	-	-	-	505	-	-	-	-	4,543
TR81020 : King Road and Highway 27	523	-	-	-	52	-	-	-	-	471
TR81030 : Leslie Street and 19th Avenue	1,989	-	-	-	182	-	-	-	164	1,643
TR81045 : Central Snow Management Facility	3,095	-	-	-	155	-	-	-	-	2,940
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	60,681	-	-	-	5,965	-	-	-	1,038	53,678
TR81362 : Intersection Improvements Dufferin and Rutherford	719	151	-	-	72	-	-	-	-	496
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	1,141	-	-	-	115	-	-	-	-	1,026

Roads

Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	803	162	-	-	-	-	-	-	-	641
TR81915 : Leslie Street - Elgin Mills to 19th Avenue	14,855	-	-	-	1,486	-	-	-	-	13,369
TR81932 : Major Capital Intersection Improvements Program	6,973	-	-	-	697	-	-	-	-	6,276
TR81944 : Major Mackenzie Drive - Weston Road to Highway 404	43	38	-	-	5	-	-	-	-	-
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	82	74	-	-	8	-	-	-	-	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	164	148	-	-	16	-	-	-	-	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	21,854	-	-	-	1,955	-	-	-	2,300	17,599
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	9,438	-	-	-	-	-	-	-	6,292	3,146
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	11,422	-	-	-	806	-	-	-	3,379	7,237
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	82	74	-	-	8	-	-	-	-	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	327	-	-	-	-	-	-	-	200	127
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	218	-	-	-	-	-	-	-	100	118
TR82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	23,152	-	-	-	2,316	-	-	-	-	20,836
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	1,252	-	-	-	126	-	-	-	-	1,126
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	1,795	-	-	-	180	-	-	-	-	1,615
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	71	64	-	-	7	-	-	-	-	-
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	1,228	-	-	-	123	-	-	-	-	1,105
TR83490 : Smart Commute Initiative	600	-	-	-	25	-	-	-	352	223
TR83830 : Accessibility for Ontarians with Disabilities Act Compliance	273	-	-	-	27	-	-	-	-	246
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	1,836	-	-	-	184	-	-	-	-	1,652
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	2,884	-	-	-	288	-	-	-	-	2,596

Roads Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TR83920 : Traffic Safety Program Improvements	338	-	34	-	-	-	-	-	-	304
TR84008 : 16th Avenue - McCowan Road to Ninth Line	71	64	-	-	7	-	-	-	-	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	2,440	-	-	-	-	-	-	-	2,440	-
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	14,737	-	-	-	1,473	-	-	-	-	13,264
TR84045 : Lake to Lake Cycling Facilities	127	62	-	-	7	-	-	-	58	-
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	1,883	-	-	-	188	-	-	-	-	1,695
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	109	-	-	-	-	-	-	-	109	-
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	71	64	-	-	7	-	-	-	-	-
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	12,269	128	-	-	1,175	-	-	-	510	10,456
TR84190 : Leslie Street - John's Side Road to Mulock Drive	27	24	-	-	3	-	-	-	-	-
TR84200 : Doane Road - Highway 404 to Yonge Street	436	-	-	-	44	-	-	-	-	392
TR84860 : Bathurst Street and Davis Drive	92	83	-	-	9	-	-	-	-	-
TR84890 : Kennedy Road - 14th Avenue to Highway 407	55	49	-	-	6	-	-	-	-	-
TR84940 : Pedestrian Cycling Program	2,498	-	-	-	70	-	-	-	1,800	628
TR85570 : Rutherford Road - Jane Street to Westburne Drive	3,872	-	-	-	387	-	-	-	-	3,485
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	5,641	-	-	-	564	-	-	-	-	5,077
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	71	64	-	-	7	-	-	-	-	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	3,919	-	-	-	389	-	-	-	8	3,522
TR85620 : 2nd Concession - Green Lane to Doane Road	301	34	-	-	30	-	-	-	-	237
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	45,554	-	-	-	4,467	-	-	-	880	40,207
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	109	98	-	-	11	-	-	-	-	-
TR85670 : Major Mackenzie Drive - Highway 404 to Jane Street	3,715	-	-	-	371	-	-	-	-	3,344

Roads

Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TR85710 : Yonge Street - Davis Drive to Green Lane	16,519	-	-	-	1,601	-	-	-	500	14,418
TR85810 : Arterial Corridor Transportation Studies	267	-	-	-	27	-	-	-	-	240
TR85830 : Retrofit Noise Mitigation	27	25	-	-	2	-	-	-	-	-
TR86880 : Pedestrian Cycling Municipal Partnership Program	927	-	-	-	93	-	-	-	-	834
TR88162 : Roads Crossing at Highway 427 North of Langstaff Road	162	162	-	-	-	-	-	-	-	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	316	-	-	-	32	-	-	-	-	284
TR88165 : Lake to Lake - Bayview - Bloomington to Vandorf	1,263	-	-	-	-	-	-	-	1,263	-
TR88172 : RER - Grade Separation Wellington Street East of Yonge	545	-	-	-	-	-	-	-	-	545
TR88180 : Minor Capital - Bottlenecks & Pinch Points	545	-	-	-	55	-	-	-	-	490
TR88181 : Southwest Satellite Yard	36,080	-	-	-	1,803	-	-	-	-	34,277
TR88182 : Central Main Yard	398	171	-	-	20	-	-	-	-	207
TR88186 : Steeles Tapscott to Ninth Line	21,789	-	-	-	2,179	-	-	-	-	19,610
TR88187 : Ninth Line Steeles to Box Grove	7,700	-	-	-	770	-	-	-	-	6,930
TR88192 : Markham Whistling Cessation	2,725	-	-	-	55	-	-	-	2,180	490
TR88193 : Elgin Mills Road Grade Separation	218	-	-	-	19	-	-	-	33	166
TR96020 : Bathurst Street - Green Lane West to Yonge Street	202	182	-	-	20	-	-	-	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 7	28,898	42	-	-	2,229	-	-	-	6,621	20,006
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	1,222	-	-	-	123	-	-	-	-	1,099
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	1,743	58	-	-	174	-	-	-	-	1,511
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	730	102	-	-	73	-	-	-	-	555
TR98340 : 19th Avenue - Yonge Street to Bayview Avenue	109	98	-	-	11	-	-	-	-	-
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	501	-	-	-	50	-	-	-	-	451
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	327	-	-	-	33	-	-	-	-	294

Roads Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TR98960 : Kennedy Road - Highway 407 to Highway 7	33	30	-	-	3	-	-	-	-	-
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	71	64	-	-	7	-	-	-	-	-
TR99240 : Kennedy Road - Steeles Avenue to 14th Avenue	109	98	-	-	11	-	-	-	-	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	3,727	-	-	-	373	-	-	-	4	3,350
TR99540 : Langstaff Road - Keele Street to Highway 7	145	145	-	-	-	-	-	-	-	-
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	82	74	-	-	8	-	-	-	-	-
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	82	74	-	-	8	-	-	-	-	-
TR99805 : Langstaff Road - Weston Road to Jane Street	145	130	-	-	15	-	-	-	-	-
TR99806 : Langstaff Road - Jane Street to Keele Street	145	145	-	-	-	-	-	-	-	-
TR99816 : Teston Road - Keele Street to Dufferin Street	1,820	185	-	-	-	-	-	-	-	1,635
TR99890 : Intelligent Transportation System	1,635	-	-	-	164	-	-	-	-	1,471
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	3,150	-	-	-	315	-	-	-	-	2,835
TR99900 : Fleet New Additions	999	999	-	-	-	-	-	-	-	-
TS36110 : Technology Data	971	-	-	-	426	-	545	-	-	-
TS36120 : Department Project Support	1,009	-	-	-	246	-	763	-	-	-
Growth Total	433,802	265,911	34	-	38,534	-	1,308	-	30,291	97,724

Program Group: Rehabilitation and Replacement

TR39930 : Bridge & Culvert Rehabilitation	4,055	-	1,217	2,838	-	-	-	-	-	-
TR39960 : Road Asset Renewal and Replacement	15,267	-	15,267	-	-	-	-	-	-	-
TR39980 : Various Road Improvements	2,976	-	2,976	-	-	-	-	-	-	-
TR80220 : LED Replacement Traffic Signals	273	-	273	-	-	-	-	-	-	-
TR83910 : Roads Asset Management	1,363	-	1,363	-	-	-	-	-	-	-
TR84950 : Drainage System Program	425	-	425	-	-	-	-	-	-	-
TR88167 : Structure Major Mackenzie Drive at McNaughton Road	5,083	-	4,083	-	-	-	-	-	1,000	-

Roads Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
TR88173 : Yonge Street North of Industrial Parkway	3,918	-	3,432	-	-	-	-	-	486	-
TR88174 : Major Mackenzie Depressurization System	361	-	361	-	-	-	-	-	-	-
TR88188 : Asset Renewal and Replacement	17,846	-	17,846	-	-	-	-	-	-	-
TR99801 : Rapidways Asset Management	218	-	109	-	-	-	-	-	109	-
TR99870 : Various Railway Crossing Improvements	654	-	654	-	-	-	-	-	-	-
TR99910 : Fleet Replacement	2,792	-	2,060	-	-	-	-	-	732	-
Rehabilitation and Replacement Total	55,231	-	50,066	2,838	-	-	-	-	2,327	-
Roads Total	489,033	265,911	50,100	2,838	38,534	-	1,308	-	32,618	97,724

York Region Rapid Transit Corporation 10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Gross Expenditures																
90917 : Yonge Subway Extension PTIF	-	-	32,307	4,037	-	-	-	-	-	-	-	-	36,344	-	36,344	36,344
90992 : Bus Rapid Transit Facilities and Terminals	171,150	13,877	22,395	504	1,146	-	-	-	-	-	-	-	24,045	-	209,072	24,045
90996 : Toronto-York Spadina Subway Extension	1,203,090	47,719	58,182	11,681	8,574	-	-	-	-	-	-	-	78,437	-	1,329,246	78,437
90997 : Yonge Subway Extension CD & Preliminary Engineering	4,096	72	141	-	-	-	-	-	-	-	-	-	141	-	4,309	141
90999 : Rapid Transit Initiatives	2,390	143	3,180	155	118	-	-	-	-	-	-	-	3,453	-	5,986	3,453
Total York Region Rapid Transit Corporation Gross Expenditures	1,380,726	61,811	116,205	16,377	9,838	-	-	-	-	-	-	-	142,420	-	1,584,957	142,420
Funding Sources																
Reserves:																
Development Charge Reserves	122,812	27,456	10,744	8,971	7,105	-	-	-	-	-	-	-	26,820	-	177,088	26,820
Debt Reduction Reserve	8,192	-	-	-	-	-	-	-	-	-	-	-	-	-	8,192	-
Program Specific Reserves	35,919	-	-	-	-	-	-	-	-	-	-	-	-	-	35,919	-
General Capital Reserves	40,723	1,661	1,017	-	-	-	-	-	-	-	-	-	1,017	-	43,401	1,017
Federal Gas Tax Reserves	47,463	26,775	20,146	3,174	2,614	-	-	-	-	-	-	-	25,934	-	100,172	25,934
Grants & Subsidies	776,175	5,094	40,068	4,037	-	-	-	-	-	-	-	-	44,105	-	825,374	44,105
Other Recoveries	3,189	825	1,744	195	119	-	-	-	-	-	-	-	2,058	-	6,072	2,058
Planned Debenture Proceeds:																
Debenture Proceeds DC	297,938	-	42,486	-	-	-	-	-	-	-	-	-	42,486	-	340,424	42,486
Debenture Proceeds Tax Levy	48,315	-	-	-	-	-	-	-	-	-	-	-	-	-	48,315	-
Total York Region Rapid Transit Corporation Funding Sources	1,380,726	61,811	116,205	16,377	9,838	-	-	-	-	-	-	-	142,420	-	1,584,957	142,420

York Region Rapid Transit Corporation 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
90917 : Yonge Subway Extension PTIF	36,344	-	-	-	-	-	-	36,344	-	-
90992 : Bus Rapid Transit Facilities and Terminals	24,045	8,966	-	-	-	-	5,260	7,761	2,058	-
90996 : Toronto-York Spadina Subway Extension	78,437	-	-	-	-	768	20,194	-	-	57,475
90997 : Yonge Subway Extension CD & Preliminary Engineering	141	-	-	-	-	141	-	-	-	-
90999 : Rapid Transit Initiatives	3,453	2,865	-	-	-	108	480	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	14,989	-	-	-	-	-	-	-	(14,989)
York Region Rapid Transit Corporation Total	142,420	26,820	-	-	-	1,017	25,934	44,105	2,058	42,486

York Region Rapid Transit Corporation Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
90917 : Yonge Subway Extension PTIF	36,344	-	-	-	-	-	-	36,344	-	-
90992 : Bus Rapid Transit Facilities and Terminals	24,045	8,966	-	-	-	-	5,260	7,761	2,058	-
90996 : Toronto-York Spadina Subway Extension	78,437	-	-	-	-	768	20,194	-	-	57,475
90997 : Yonge Subway Extension CD & Preliminary Engineering	141	-	-	-	-	141	-	-	-	-
90999 : Rapid Transit Initiatives	3,453	2,865	-	-	-	108	480	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	14,989	-	-	-	-	-	-	-	(14,989)
York Region Rapid Transit Corporation Total	142,420	26,820	-	-	-	1,017	25,934	44,105	2,058	42,486

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Water

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures																
70050 : Leslie St. Watermain	14,236	100	20	-	-	-	-	-	-	-	-	-	20	-	14,356	20
70120 : Orchard Heights Pumping Station Upgrade	6,470	10	200	-	-	-	-	-	-	-	-	-	200	-	6,680	200
71250 : Queensville Tank No. 2	-	-	-	-	-	-	-	-	120	359	598	-	1,077	10,884	11,961	-
72200 : Georgina Water Supply - Sutton Water Servicing	14,634	1,390	162	109	-	-	-	-	-	-	-	-	271	3,397	19,692	271
72390 : Water for Tomorrow Program	1,109	930	1,227	1,319	1,372	1,421	1,347	1,372	1,197	1,447	1,472	1,497	13,671	18,090	33,800	2,157
72450 : Aurora Elevated Tank	12,614	500	264	1,455	1,204	-	-	-	-	-	-	-	2,923	-	16,037	2,923
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	13,465	18	10	5	-	-	-	-	-	-	-	-	15	-	13,498	15
73170 : King City - Additional Water Supply Watermain	22,806	1,594	6	6	-	-	-	-	-	-	-	-	12	-	24,412	12
73300 : Water Master Plan Update	16	160	250	300	500	150	25	250	300	500	150	25	2,450	2,700	5,326	850
73580 : Toronto Water Supply - Cost Shared Works	229,806	4,700	6,860	5,080	5,485	4,580	4,080	4,080	4,080	4,080	3,080	3,080	44,485	37,670	316,661	44,485
73790 : Peel Water Supply - Cost - Shared Works	549,911	6,087	4,785	6,634	570	25	25	25	25	25	25	25	12,164	9,514	577,676	12,164
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	73,667	12	-	-	-	-	-	-	-	-	-	-	-	-	73,679	-
75390 : West Vaughan Water Servicing	670	-	160	1,800	20	20	-	-	-	-	-	-	2,000	-	2,670	2,000
75400 : East Vaughan Pumping Station	54,795	400	20	-	-	-	-	-	-	-	-	-	20	-	55,215	20
75440 : Eagle to Kirby Pumping Station Watermain	-	-	-	-	-	-	-	-	213	213	426	2,130	2,982	7,669	10,651	-
75510 : Second Concession Watermain	14,611	-	22	-	-	-	-	-	-	-	-	-	22	-	14,633	22
75520 : Stouffville Zone 2 Elevated Tank and Watermain	442	324	259	834	-	-	-	-	-	-	254	509	1,856	7,709	10,331	1,093
75530 : North-East Vaughan Water Servicing	1,401	347	299	1,250	2,175	2,275	1,250	5,700	21,200	18,200	18,200	20,200	90,749	-	92,497	19,199
75600 : Green Lane Leslie Street Newmarket Central Watermain	2	-	-	-	-	-	-	-	-	393	300	499	1,192	34,368	35,561	-

Water

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
75680 : North Markham Water Servicing	-	-	-	-	-	-	-	-	-	-	-	400	400	52,200	52,600	-
75690 : South Maple Pumping Station Upgrades	505	1,368	302	200	-	-	-	-	-	-	-	-	502	-	2,375	502
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	400	4	5	5	5	5	68	3,729	817	7	-	-	4,641	-	5,045	20
75710 : York Peel Feedermain Upgrade	-	-	-	50	50	250	750	2,000	1,750	200	-	-	5,000	-	5,000	-
75740 : East Gwillimbury Water Servicing	-	-	-	-	-	-	-	-	-	344	1,722	1,765	3,831	30,600	34,431	-
75790 : ENV General Facility Upgrades	989	500	1,400	-	-	-	-	-	-	-	-	-	1,400	-	2,889	1,400
75800 : Water & Wastewater Vehicle Purchases	396	200	215	250	90	135	-	-	-	-	-	-	690	-	1,286	215
75850 : Aurora East BPS Upgrade	-	-	-	-	-	-	-	-	-	-	203	406	609	19,687	20,296	-
78270 : Ballantrae Well Expansion	799	62	5	-	-	-	-	-	-	-	-	-	5	-	866	5
78310 : Nobleton Waster Wastewater Servicing	132	38	38	-	-	-	-	-	-	-	-	503	541	3,549	4,260	38
78360 : Orchard Heights Reservoir Inlet Upgrade	-	-	20	200	1,110	10	10	-	-	-	-	-	1,350	-	1,350	1,350
78380 : Kirby Pumping Station Expansion And Watermain	-	-	-	-	-	-	-	-	-	-	294	490	784	9,007	9,791	-
79670 : Water System Capacity Assessment	181	425	370	250	150	150	150	150	150	150	150	150	1,820	1,650	4,076	620
Total Growth Gross Expenditures	1,014,059	19,169	16,898	19,697	12,732	9,021	7,705	17,306	29,732	25,679	26,635	32,277	197,682	248,694	1,479,604	89,581
Funding Sources																
Reserves:																
Development Charge Reserves	35,130	18,469	8,424	19,447	12,642	8,886	1,625	1,772	9,865	9,679	3,633	3,492	79,464	99,299	232,362	59,861
Asset Replacement Reserves	1,017	700	1,615	250	90	135	-	-	-	-	-	-	2,090	-	3,807	1,615
User Rates	1,842	-	-	-	-	-	-	-	-	-	-	-	-	-	1,842	-
Grants & Subsidies	4,800	-	-	-	-	-	-	-	-	-	-	-	-	-	4,800	-
Other Recoveries	6,639	-	-	-	-	-	-	-	-	-	-	-	-	-	6,639	-
Planned Debenture Proceeds:																
Debenture Proceeds	701,170	-	-	-	-	-	-	-	-	-	-	-	-	-	701,170	-
Debenture Proceeds DC	263,461	-	6,860	-	-	-	6,080	15,534	19,867	16,000	23,002	28,785	116,128	149,394	528,983	28,305
Total Growth Funding Sources	1,014,059	19,169	16,898	19,697	12,732	9,021	7,705	17,306	29,732	25,679	26,635	32,277	197,682	248,694	1,479,604	89,581

Water

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Program Group: Rehabilitation and Replacement																
Gross Expenditures																
70470 : Elevated Water Tank Condition Assessment	1,165	1,925	1,925	2,387	2,079	2,342	1,724	1,737	2,101	1,664	1,778	2,192	19,929	-	23,019	8,733
70480 : Watermain Condition Assessment	1,000	550	200	350	350	350	350	350	350	350	350	350	3,350	-	4,900	550
70500 : Valve Chamber Inspection	846	1,185	700	660	670	681	691	702	713	724	736	747	7,024	-	9,055	2,711
70520 : Energy Management Efficiency	332	281	320	380	400	410	385	390	445	450	455	510	4,145	-	4,758	320
70550 : Facility Security Upgrade	733	300	600	600	600	-	-	-	-	-	-	-	1,800	-	2,833	600
72150 : Water Conservation Authority Joint Initiatives	38,315	5,803	6,503	5,535	5,538	5,624	5,718	5,820	5,809	5,863	5,931	5,994	58,335	-	102,453	6,503
75540 : Water Modeling Update	171	830	885	535	50	50	21	31	50	50	50	21	1,743	-	2,744	1,420
75860 : South Maple Reservoir Upgrade	-	-	250	1,250	630	-	-	-	-	-	-	-	2,130	-	2,130	2,130
78350 : Emergencies Rehabilitation	9,557	2,600	2,210	260	-	-	-	-	-	-	-	-	2,470	-	14,627	2,470
78390 : Well System Treatment Upgrades	-	-	-	-	350	2,750	7,300	7,850	5,520	3,920	-	-	27,690	-	27,690	-
78510 : Surface Water Treatment	6,952	65	355	2,330	3,650	1,660	1,760	250	-	500	500	500	11,505	-	18,522	6,655
78511 : Ground Water Treatment	10,319	1,243	3,386	10,604	8,375	4,525	1,500	500	500	500	500	500	30,890	-	42,452	20,890
78513 : Storage at Grade	-	-	-	-	-	250	-	-	-	-	250	-	500	-	500	-
78514 : Storage Elevated Tank	13,917	4,668	3,869	4,362	2,656	4,840	2,510	2,500	2,500	2,500	2,500	2,500	30,737	-	49,322	10,437
78515 : Pumping Rehabilitation	15,808	1,650	5,657	3,045	1,255	500	500	500	500	500	600	500	13,557	-	31,015	9,557
78516 : Storage Reservoir	4,938	189	30	1,780	3,200	1,510	1,510	1,500	1,500	1,500	1,500	1,500	15,530	-	20,657	2,030
78518 : Control Valve Chamber - Water	629	206	205	200	-	-	-	-	-	-	-	-	405	-	1,240	405
78519 : Transmission Main	35,528	12,412	6,532	2,271	3,021	190	1,160	1,150	1,150	1,150	1,450	2,236	20,310	-	68,250	11,574
78555 : SCADA Communication Network Rehabilitation	6,683	1,376	676	35	57	-	-	-	-	-	-	-	768	-	8,827	768
78565 : Tech Integration Rehabilitation	1,861	700	650	650	650	650	638	638	638	625	625	625	6,388	-	8,949	650
78575 : Tech Development Implementation Rehabilitation	4,764	700	650	650	650	650	638	638	638	625	625	625	6,388	-	11,852	650
78585 : Asset Management Rehabilitation	1,025	1,213	1,228	1,029	927	1,005	1,077	1,054	1,066	1,078	1,091	1,103	10,658	-	12,896	1,228
Total Rehabilitation and Replacement Gross Expenditures	154,542	37,896	36,831	38,913	35,108	27,987	27,481	25,609	23,479	21,999	18,941	19,903	276,251	-	468,689	90,281

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Funding Sources																
Reserves:																
Asset Replacement Reserves	89,440	34,262	35,791	38,823	35,098	27,987	27,481	25,609	23,479	21,999	18,941	19,903	275,111	-	398,813	89,221
User Rates	36,840	-	-	-	-	-	-	-	-	-	-	-	-	-	36,840	-
Other Recoveries	2,239	3,634	1,040	90	10	-	-	-	-	-	-	-	1,140	-	7,013	1,060
Planned Debenture Proceeds:																
Debenture Proceeds	13,505	-	-	-	-	-	-	-	-	-	-	-	-	-	13,505	-
Debenture Proceeds DC	3,343	-	-	-	-	-	-	-	-	-	-	-	-	-	3,343	-
Debenture Proceeds User Rate	9,176	-	-	-	-	-	-	-	-	-	-	-	-	-	9,176	-
Total Rehabilitation and Replacement Funding Sources	154,542	37,896	36,831	38,913	35,108	27,987	27,481	25,609	23,479	21,999	18,941	19,903	276,251	-	468,689	90,281
Total Water Gross Expenditures	1,168,602	57,065	53,729	58,610	47,840	37,008	35,186	42,915	53,211	47,678	45,576	52,180	473,933	248,694	1,948,293	179,862
Funding Sources																
Reserves:																
Development Charge Reserves	35,130	18,469	8,424	19,447	12,642	8,886	1,625	1,772	9,865	9,679	3,633	3,492	79,464	99,299	232,362	59,661
Asset Replacement Reserves	90,457	34,962	37,406	39,073	35,188	28,122	27,481	25,609	23,479	21,999	18,941	19,903	277,201	-	402,620	90,836
User Rates	38,681	-	-	-	-	-	-	-	-	-	-	-	-	-	38,681	-
Grants & Subsidies	4,800	-	-	-	-	-	-	-	-	-	-	-	-	-	4,800	-
Other Recoveries	8,879	3,634	1,040	90	10	-	-	-	-	-	-	-	1,140	-	13,653	1,060
Planned Debenture Proceeds:																
Debenture Proceeds	714,675	-	-	-	-	-	-	-	-	-	-	-	-	-	714,675	-
Debenture Proceeds DC	266,803	-	6,860	-	-	6,080	15,534	19,867	16,000	23,002	23,002	28,785	116,128	149,394	532,326	28,305
Debenture Proceeds User Rate	9,176	-	-	-	-	-	-	-	-	-	-	-	-	-	9,176	-
Total Water Funding Sources	1,168,602	57,065	53,729	58,610	47,840	37,008	35,186	42,915	53,211	47,678	45,576	52,180	473,933	248,694	1,948,293	179,862

Water

10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Program Group: Growth										
70050 : Leslie St. Watermain	20	-	-	-	-	-	-	-	-	20
70120 : Orchard Heights Pumping Station Upgrade	200	-	-	-	-	-	-	-	-	200
71250 : Queensville Tank No. 2	1,077	-	-	-	-	-	-	-	-	1,077
72200 : Georgina Water Supply - Sutton Water Servicing	271	-	-	-	-	-	-	-	-	271
72390 : Water for Tomorrow Program	13,671	13,671	-	-	-	-	-	-	-	-
72450 : Aurora Elevated Tank	2,923	-	-	-	-	-	-	-	-	2,923
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	15	-	-	-	-	-	-	-	-	15
73170 : King City - Additional Water Supply Watermain	12	12	-	-	-	-	-	-	-	-
73300 : Water Master Plan Update	2,450	2,450	-	-	-	-	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	44,485	-	-	-	-	-	-	-	-	44,485
73790 : Peel Water Supply - Cost - Shared Works	12,164	-	-	-	-	-	-	-	-	12,164
75390 : West Vaughan Water Servicing	2,000	-	-	-	-	-	-	-	-	2,000
75400 : East Vaughan Pumping Station	20	-	-	-	-	-	-	-	-	20
75440 : Eagle to Kirby Pumping Station Watermain	2,982	-	-	-	-	-	-	-	-	2,982
75510 : Second Concession Watermain	22	22	-	-	-	-	-	-	-	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	1,856	-	-	-	-	-	-	-	-	1,856
75530 : North-East Vaughan Water Servicing	90,749	-	-	-	-	-	-	-	-	90,749
75600 : Green Lane Leslie Street Newmarket Central Watermain	1,192	-	-	-	-	-	-	-	-	1,192
75680 : North Markham Water Servicing	400	-	-	-	-	-	-	-	-	400
75690 : South Maple Pumping Station Upgrades	502	502	-	-	-	-	-	-	-	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	4,641	-	-	-	-	-	-	-	-	4,641
75710 : York Peel Feedermain Upgrade	5,000	-	-	-	-	-	-	-	-	5,000
75740 : East Gwillimbury Water Servicing	3,831	-	-	-	-	-	-	-	-	3,831
75790 : ENV General Facility Upgrades	1,400	-	1,400	-	-	-	-	-	-	-

10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
75800 : Water & Wastewater Vehicle Purchases	690	-	690	-	-	-	-	-	-	-
75850 : Aurora East BPS Upgrade	609	-	-	-	-	-	-	-	-	609
78270 : Ballantrae Well Expansion	5	5	-	-	-	-	-	-	-	-
78310 : Nobleton Waster Wastewater Servicing	541	-	-	-	-	-	-	-	-	541
78360 : Orchard Heights Reservoir Inlet Upgrade	1,350	-	-	-	-	-	-	-	-	1,350
78380 : Kirby Pumping Station Expansion And Watermain	784	-	-	-	-	-	-	-	-	784
79670 : Water System Capacity Assessment	1,820	1,820	-	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	60,982	-	-	-	-	-	-	-	(60,982)
Growth Total	197,682	79,464	2,090	-	-	-	-	-	-	116,128

Program Group: Rehabilitation and Replacement

70470 : Elevated Water Tank Condition Assessment	19,929	-	19,929	-	-	-	-	-	-	-
70480 : Watermain Condition Assessment	3,350	-	3,350	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	7,024	-	7,024	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	4,145	-	4,145	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	1,800	-	1,800	-	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	58,335	-	57,490	-	-	-	-	-	845	-
75540 : Water Modeling Update	1,743	-	1,743	-	-	-	-	-	-	-
75860 : South Maple Reservoir Upgrade	2,130	-	2,130	-	-	-	-	-	-	-
78350 : Emergencies Rehabilitation	2,470	-	2,470	-	-	-	-	-	-	-
78390 : Well System Treatment Upgrades	27,690	-	27,690	-	-	-	-	-	-	-
78510 : Surface Water Treatment	11,505	-	11,505	-	-	-	-	-	-	-
78511 : Ground Water Treatment	30,890	-	30,890	-	-	-	-	-	-	-
78513 : Storage at Grade	500	-	500	-	-	-	-	-	-	-
78514 : Storage Elevated Tank	30,737	-	30,737	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	13,557	-	13,557	-	-	-	-	-	-	-
78516 : Storage Reservoir	15,530	-	15,530	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	405	-	405	-	-	-	-	-	-	-
78519 : Transmission Main	20,310	-	20,015	-	-	-	-	-	295	-

Water
10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
78555 : SCADA Communication Network Rehabilitation	768	-	768	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	6,388	-	6,388	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	6,388	-	6,388	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	10,658	-	10,658	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	276,251	-	275,111	-	-	-	-	-	1,140	-
Water Total	473,933	79,464	277,201	-	-	-	-	-	1,140	116,128

Water Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Program Group: Growth										
70050 : Leslie St. Watermain	20	-	-	-	-	-	-	-	-	20
70120 : Orchard Heights Pumping Station Upgrade	200	-	-	-	-	-	-	-	-	200
72200 : Georgina Water Supply - Sutton Water Servicing	271	-	-	-	-	-	-	-	-	271
72390 : Water for Tomorrow Program	2,157	2,157	-	-	-	-	-	-	-	-
72450 : Aurora Elevated Tank	2,923	-	-	-	-	-	-	-	-	2,923
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	15	-	-	-	-	-	-	-	-	15
73170 : King City - Additional Water Supply Watermain	12	12	-	-	-	-	-	-	-	-
73300 : Water Master Plan Update	850	850	-	-	-	-	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	44,485	-	-	-	-	-	-	-	-	44,485
73790 : Peel Water Supply - Cost - Shared Works	12,164	-	-	-	-	-	-	-	-	12,164
75390 : West Vaughan Water Servicing	2,000	-	-	-	-	-	-	-	-	2,000
75400 : East Vaughan Pumping Station	20	-	-	-	-	-	-	-	-	20
75510 : Second Concession Watermain	22	22	-	-	-	-	-	-	-	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	1,093	-	-	-	-	-	-	-	-	1,093
75530 : North-East Vaughan Water Servicing	19,199	-	-	-	-	-	-	-	-	19,199
75690 : South Maple Pumping Station Upgrades	502	502	-	-	-	-	-	-	-	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	20	-	-	-	-	-	-	-	-	20
75790 : ENV General Facility Upgrades	1,400	-	1,400	-	-	-	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	215	-	215	-	-	-	-	-	-	-
78270 : Ballantrae Well Expansion	5	5	-	-	-	-	-	-	-	-
78310 : Nobleton Waster Wastewater Servicing	38	-	-	-	-	-	-	-	-	38
78360 : Orchard Heights Reservoir Inlet Upgrade	1,350	-	-	-	-	-	-	-	-	1,350
79670 : Water System Capacity Assessment	620	620	-	-	-	-	-	-	-	-

Water Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	55,493	-	-	-	-	-	-	-	(55,493)
Growth Total	89,581	59,661	1,615	-	-	-	-	-	-	28,305
Program Group: Rehabilitation and Replacement										
70470 : Elevated Water Tank Condition Assessment	8,733	-	8,733	-	-	-	-	-	-	-
70480 : Watermain Condition Assessment	550	-	550	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	2,711	-	2,711	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	320	-	320	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	600	-	600	-	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	6,503	-	5,738	-	-	-	-	-	765	-
75540 : Water Modeling Update	1,420	-	1,420	-	-	-	-	-	-	-
75860 : South Maple Reservoir Upgrade	2,130	-	2,130	-	-	-	-	-	-	-
78350 : Emergencies Rehabilitation	2,470	-	2,470	-	-	-	-	-	-	-
78510 : Surface Water Treatment	6,655	-	6,655	-	-	-	-	-	-	-
78511 : Ground Water Treatment	20,890	-	20,890	-	-	-	-	-	-	-
78514 : Storage Elevated Tank	10,437	-	10,437	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	9,557	-	9,557	-	-	-	-	-	-	-
78516 : Storage Reservoir	2,030	-	2,030	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	405	-	405	-	-	-	-	-	-	-
78519 : Transmission Main	11,574	-	11,279	-	-	-	-	-	295	-
78555 : SCADA Communication Network Rehabilitation	768	-	768	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	650	-	650	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	650	-	650	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	1,228	-	1,228	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	90,281	-	89,221	-	-	-	-	-	1,060	-
Water Total	179,862	59,661	90,836	-	-	-	-	-	1,060	28,305

Wastewater

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures																
70080 : UYSS Interim Servicing Solution	-	630	992	3,060	10,220	8,840	10	10	-	-	-	-	23,132	-	23,762	23,132
70530 : Yonge St Sewer Twinning	-	-	-	-	-	-	-	-	-	-	-	522	522	51,670	52,192	-
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	115,827	500	55	-	-	-	-	-	-	-	-	-	55	-	116,382	55
71230 : Holland Landing Lagoons Decom	-	-	-	-	-	-	-	-	-	100	1,000	-	1,100	-	1,100	-
72240 : Keswick Water Resource Recovery Facility Expansion	98,335	-	10	-	-	-	-	-	-	-	-	-	10	-	98,345	10
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	7,342	1,900	4,000	5,500	4,030	1,970	1,000	1,000	2,000	3,000	2,500	2,000	27,000	234,900	271,142	15,000
72530 : Duffin Creek Stage 1 & 2 Upgrades	200,778	4,010	500	50	-	-	-	-	-	-	-	-	550	-	205,338	550
72580 : Inflow & Infiltration Reduction Implementation	7,500	16	-	-	-	-	-	-	-	-	-	-	-	-	7,516	-
73640 : Inflow & Infiltration Reduction	3,171	3,163	3,601	3,751	3,539	3,562	3,648	3,872	2,350	2,350	2,350	2,350	31,373	22,952	60,659	10,891
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	626,023	313	7,000	2,150	50	-	-	-	-	-	-	-	9,200	-	635,536	9,200
74040 : York Durham Sewage System (YDSS) - Southeast Collector	574,123	1,700	390	-	-	-	-	-	-	-	-	-	390	-	576,213	390
74270 : Upper York Sewage Servicing	80,186	6,450	20,633	55,482	72,030	61,000	95,000	90,000	90,000	66,900	36,000	12,865	599,910	44,000	730,546	221,045
75290 : North Markham Trunk Sewer	-	-	-	-	-	-	-	-	-	-	348	696	1,044	33,787	34,831	-
75300 : West Vaughan Sewage Servicing	17,769	4,544	350	1,400	5,100	15,817	22,000	28,381	23,111	50,887	65,802	33,493	246,341	58,323	326,977	24,522
75310 : Northeast Vaughan Wastewater Servicing	1,801	473	205	1,250	1,250	1,250	1,250	6,700	39,200	46,200	31,200	32,200	160,705	-	162,979	6,005
75320 : Primary Trunk Sewer	42	-	30	500	600	2,410	4,000	4,000	5,456	5,000	5,000	4,428	31,424	221,656	253,122	16,996
75330 : Green Lane Sewer Diversion	11,167	-	22	-	-	-	-	-	-	-	-	-	22	-	11,189	22
75340 : East Queensville Pumping Station (PS) and Forcemain	-	-	-	-	-	-	-	219	200	433	900	10,074	11,826	10,074	21,900	-

Wastewater 10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
75350 : Sharon Trunk Sewer	18,847	-	22	-	-	-	-	-	-	-	-	-	22	-	18,869	22
75360 : Newmarket Diversion Sewer	-	-	-	-	-	-	-	-	-	205	410	410	1,025	19,456	20,481	-
75640 : Wastewater System Capacity Studies	616	390	590	440	390	390	345	345	345	345	345	345	3,880	3,795	8,681	1,030
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	1,934	77	1,525	40	2,200	14,550	10,095	5,550	-	-	-	-	33,960	-	35,971	33,960
75770 : Leslie St PS Forcemain	-	-	-	-	-	-	-	-	-	490	980	980	2,450	47,290	49,740	-
75780 : Duffin Creek Lab Expansion	10	250	300	1,900	1,750	100	-	-	-	-	-	-	4,050	-	4,310	4,050
75810 : Humber Pumping Station Electrical Upgrade	2,659	54	10	-	-	-	-	-	-	-	-	-	10	-	2,723	10
78310 : Nobleton Waster Wastewater Servicing	291	941	742	236	348	-	-	-	-	-	-	400	1,726	17,640	20,598	1,326
79100 : York Durham Sewage System Wastewater Master Plan Update	22	160	250	300	500	150	25	250	300	500	150	25	2,450	2,450	5,082	850
79570 : Sutton Water Resource Recovery Facility Expansion	-	-	-	-	-	-	1,000	-	-	-	-	814	1,814	40,866	42,680	-
79740 : Peel System Cost Shared Works	61,723	576	1,332	575	1,025	1,025	609	25	-	-	-	-	4,591	-	66,890	4,591
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	40,075	2,941	250	30	-	-	-	-	-	-	-	-	280	-	43,296	280
Total Growth Gross Expenditures	1,870,239	29,088	42,809	76,664	103,032	111,064	138,982	140,352	162,962	176,410	146,985	101,602	1,200,862	808,859	3,909,048	373,937
Funding Sources																
Reserves:																
Development Charge Reserves	44,934	26,217	20,094	32,582	74,916	60,908	380	595	9,664	6,664	1,253	1,180	208,236	87,546	366,933	200,390
Asset Replacement Reserves	20,840	1,316	293	516	655	555	864	819	819	609	327	117	5,574	399	28,129	2,126
User Rates	4,523	-	-	-	-	-	-	-	-	-	-	-	-	-	4,523	-
Grants & Subsidies	59,707	-	-	-	-	-	-	-	-	-	-	-	-	-	59,707	-
Other Recoveries	284,477	1,555	1,977	990	410	150	-	-	-	100	1,000	-	4,627	-	290,659	3,527
Planned Debenture Proceeds:																
Debenture Proceeds	1,039,281	-	-	-	-	-	-	-	-	-	-	-	-	-	1,039,281	-
Debenture Proceeds DC	397,630	-	20,445	42,576	27,051	49,451	137,738	138,938	152,479	169,037	144,405	100,305	982,425	720,914	2,100,969	167,894
Debenture Proceeds User Rate	18,846	-	-	-	-	-	-	-	-	-	-	-	-	-	18,846	-
Total Growth Funding Sources	1,870,239	29,088	42,809	76,664	103,032	111,064	138,982	140,352	162,962	176,410	146,985	101,602	1,200,862	808,859	3,909,048	373,937

Wastewater

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
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Program Group: Rehabilitation and Replacement

Gross Expenditures

70470 : Elevated Water Tank Condition Assessment	1,468	1,800	1,300	1,262	1,324	1,337	1,299	1,412	1,376	1,389	1,403	1,417	13,519	-	16,787	5,223
70490 : CCTV Sewer Inspection	2,676	2,311	1,650	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,150	-	20,137	6,150
70500 : Valve Chamber Inspection	302	100	70	50	50	50	50	50	50	50	50	50	520	-	922	70
70520 : Energy Management Efficiency	232	332	355	355	355	360	365	370	395	400	405	435	3,795	-	4,359	355
70550 : Facility Security Upgrade	521	300	-	-	-	-	-	-	-	-	-	-	-	-	821	-
72590 : Mt Albert WPCP Corrosion Rehab	510	167	800	450	10	-	-	-	-	-	-	-	1,260	-	1,937	1,260
75320 : Primary Trunk Sewer	-	197	-	-	-	-	-	-	-	-	-	-	-	-	197	-
75380 : Wastewater Model Calibration	162	160	160	100	100	100	100	100	100	100	100	100	1,060	-	1,382	260
75820 : Duffin Creek Incinerators	2,448	953	2,756	10,000	20,000	30,000	35,000	30,900	25,300	25,000	-	-	178,956	-	182,357	178,956
75840 : Existing Southeast Collector Rehabilitation	2,348	1,582	2,015	11,100	1,200	400	-	-	-	-	-	-	14,715	-	18,645	14,715
75870 : Existing Primary Trunk Rehab	319	-	200	1,550	4,250	15,500	21,000	15,500	-	-	-	-	58,000	-	58,319	6,000
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	3,663	1,138	9,010	16,150	8,750	700	200	200	200	200	200	200	35,810	-	40,611	34,010
76350 : Emergencies Rehabilitation	9,225	-	2,200	250	-	-	-	-	-	-	-	-	2,450	-	11,675	2,450
78410 : Sutton Water Resource Recovery Facility Upgrades	450	462	1,710	210	-	-	-	-	-	-	-	-	1,920	-	2,832	1,920
78420 : Aurora PS West FM Cleaning	223	271	300	1,600	3,400	3,400	35	35	-	-	-	-	8,770	-	9,264	8,770
78440 : Oak Ridges Area OCF Mitigate Odour	620	1,297	370	5,241	5,250	-	-	-	-	-	-	-	10,861	-	12,779	10,861
78515 : Pumping Rehabilitation	40,358	2,330	2,470	6,094	5,831	1,650	1,460	1,500	1,500	1,500	1,500	1,500	25,004	-	67,692	14,704
78518 : Control Valve Chamber - Water	1,230	200	2	10	-	-	-	-	-	-	-	-	12	-	1,442	12
78525 : Water Wastewater General	22,826	673	611	479	-	-	-	-	-	-	-	-	1,090	-	24,569	1,090
78533 : Wastewater Treatment	17,214	1,065	616	692	2,310	2,410	2,510	1,500	1,500	1,500	1,500	1,500	16,038	-	34,317	1,638
78536 : Trunk Sewer	33,443	21,145	25,761	25,888	19,671	10,325	37,580	15,200	28,185	25,700	54,750	47,650	290,710	-	345,298	78,275
78538 : Odour Control	2,166	296	376	93	86	75	75	75	75	75	75	75	1,080	-	3,541	404

Wastewater 10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
78555 : SCADA Communication Network Rehabilitation	7,658	1,383	676	35	57	-	-	-	-	-	-	-	768	-	9,809	768
78565 : Tech Integration Rehabilitation	-	700	650	650	650	638	638	638	638	625	625	625	6,388	-	7,088	650
78575 : Tech Development Implementation Rehabilitation	-	700	650	650	650	638	638	638	638	625	625	625	6,388	-	7,088	650
78584 : Duffin Creek Water Pollution Control Plant Assets	626	309	175	150	-	300	-	-	200	200	-	-	1,025	-	1,960	325
78585 : Asset Management Rehabilitation	978	1,213	1,228	1,029	927	1,005	1,077	1,054	1,066	1,078	1,091	1,103	10,658	-	12,849	1,228
79470 : Wastewater Conservation Authority Joint Initiative	-	3,114	2,229	2,119	2,150	2,182	2,218	2,257	2,256	2,276	2,302	2,326	22,315	-	25,429	2,229
79850 : York Durham Sewage System Duffin Creek Minor Capital	-	1,696	1,441	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,441	-	12,137	1,441
Total Rehabilitation and Replacement Gross Expenditures	151,665	45,894	59,780	88,707	79,521	75,294	107,044	73,928	65,978	63,218	67,126	60,106	738,703	-	936,262	374,415
Funding Sources																
Reserves:																
Development Charge Reserves	324	-	-	-	-	-	-	-	-	-	-	-	-	-	324	-
Asset Replacement Reserves	83,022	45,549	58,534	83,205	72,054	65,303	97,874	65,832	59,349	56,668	67,126	60,106	686,052	-	814,623	321,764
User Rates	28,647	-	-	-	-	-	-	-	-	-	-	-	-	-	28,647	-
Grants & Subsidies	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10	-
Other Recoveries	10,438	345	1,246	5,502	7,467	7,991	9,170	8,096	6,629	6,550	-	-	52,651	-	63,434	52,651
Planned Debiture Proceeds:																
Debiture Proceeds	8,807	-	-	-	-	-	-	-	-	-	-	-	-	-	8,807	-
Debiture Proceeds User Rate	20,417	-	-	-	-	-	-	-	-	-	-	-	-	-	20,417	-
Total Rehabilitation and Replacement Funding Sources	151,665	45,894	59,780	88,707	79,521	75,294	107,044	73,928	65,978	63,218	67,126	60,106	738,703	-	936,262	374,415
Total Wastewater Gross Expenditures	2,021,904	74,982	102,589	165,371	182,553	184,358	246,026	214,280	228,940	239,629	214,111	161,708	1,939,564	808,859	4,845,310	748,352
Funding Sources																
Reserves:																
Development Charge Reserves	45,258	26,217	20,094	32,582	74,916	60,908	380	595	9,664	6,664	1,253	1,180	208,236	87,546	367,258	200,390
Asset Replacement Reserves	103,863	46,865	58,827	83,721	72,709	65,858	98,738	66,651	60,168	57,277	67,453	60,223	691,626	399	842,752	323,890
User Rates	33,170	-	-	-	-	-	-	-	-	-	-	-	-	-	33,170	-
Grants & Subsidies	59,717	-	-	-	-	-	-	-	-	-	-	-	-	-	59,717	-
Other Recoveries	294,916	1,900	3,223	6,492	7,877	8,141	9,170	8,096	6,629	6,650	1,000	-	57,278	-	354,094	56,178

Wastewater

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Planned Debenture Proceeds:																
Debenture Proceeds	1,048,088	-	-	-	-	-	-	-	-	-	-	-	-	-	1,048,088	-
Debenture Proceeds DC	397,630	-	20,445	42,576	27,051	49,451	137,738	138,938	152,479	169,037	144,405	100,305	982,425	720,914	2,100,969	167,894
Debenture Proceeds User Rate	39,263	-	-	-	-	-	-	-	-	-	-	-	-	-	39,263	-
Total Wastewater Funding Sources	2,021,904	74,982	102,589	165,371	182,553	184,358	246,026	214,280	228,940	239,629	214,111	161,708	1,939,564	808,859	4,845,310	748,352

Wastewater 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Program Group: Growth										
70080 : UYSS Interim Servicing Solution	23,132	-	-	-	-	-	-	-	-	23,132
70530 : Yonge St Sewer Twinning	522	-	-	-	-	-	-	-	-	522
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	55	-	-	-	-	-	-	-	55	-
71230 : Holland Landing Lagoons Decom	1,100	-	-	-	-	-	-	-	1,100	-
72240 : Keswick Water Resource Recovery Facility Expansion	10	-	-	-	-	-	-	-	-	10
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	27,000	-	-	-	-	-	-	-	1,500	25,500
72530 : Duffin Creek Stage 1 & 2 Upgrades	550	-	116	-	-	-	-	-	110	324
73640 : Inflow & Infiltration Reduction	31,373	-	-	-	-	-	-	-	-	31,373
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	9,200	-	-	-	-	-	-	-	1,840	7,360
74040 : York Durham Sewage System (YDSS) - Southeast Collector	390	-	-	-	-	-	-	-	-	390
74270 : Upper York Sewage Servicing	599,910	-	5,458	-	-	-	-	-	-	594,452
75290 : North Markham Trunk Sewer	1,044	-	-	-	-	-	-	-	-	1,044
75300 : West Vaughan Sewage Servicing	246,341	-	-	-	-	-	-	-	-	246,341
75310 : Northeast Vaughan Wastewater Servicing	160,705	-	-	-	-	-	-	-	-	160,705
75320 : Primary Trunk Sewer	31,424	-	-	-	-	-	-	-	-	31,424
75330 : Green Lane Sewer Diversion	22	22	-	-	-	-	-	-	-	-
75340 : East Queensville Pumping Station (PS) and Forcemain	11,826	-	-	-	-	-	-	-	-	11,826
75350 : Sharon Trunk Sewer	22	-	-	-	-	-	-	-	22	-
75360 : Newmarket Diversion Sewer	1,025	-	-	-	-	-	-	-	-	1,025
75640 : Wastewater System Capacity Studies	3,880	3,880	-	-	-	-	-	-	-	-
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	33,960	-	-	-	-	-	-	-	-	33,960
75770 : Leslie St PS Forcemain	2,450	-	-	-	-	-	-	-	-	2,450
75780 : Duffin Creek Lab Expansion	4,050	-	-	-	-	-	-	-	-	4,050
75810 : Humber Pumping Station Electrical Upgrade	10	-	-	-	-	-	-	-	-	10

Wastewater 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
78310 : Nobleton Waster Wastewater Servicing	1,726	-	-	-	-	-	-	-	-	1,726
79100 : York Durham Sewage System Wastewater Master Plan Update	2,450	2,450	-	-	-	-	-	-	-	-
79570 : Sutton Water Resource Recovery Facility Expansion	1,814	-	-	-	-	-	-	-	-	1,814
79740 : Peel System Cost Shared Works	4,591	-	-	-	-	-	-	-	-	4,591
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	280	-	-	-	-	-	-	-	-	280
DC_Funding_Adj : Development Charge Debt Avoidance	-	201,884	-	-	-	-	-	-	-	(201,884)
Growth Total	1,200,862	208,236	5,574	-	-	-	-	-	4,627	982,425

Program Group: Rehabilitation and Replacement

70470 : Elevated Water Tank Condition Assessment	13,519	-	13,519	-	-	-	-	-	-	-
70490 : CCTV Sewer Inspection	15,150	-	15,150	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	520	-	520	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	3,795	-	3,795	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	1,260	-	1,260	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	1,060	-	1,060	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	178,956	-	132,069	-	-	-	-	-	46,887	-
75840 : Existing Southeast Collector Rehabilitation	14,715	-	14,715	-	-	-	-	-	-	-
75870 : Existing Primary Trunk Rehab	58,000	-	58,000	-	-	-	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	35,810	-	30,046	-	-	-	-	-	5,764	-
78350 : Emergencies Rehabilitation	2,450	-	2,450	-	-	-	-	-	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	1,920	-	1,920	-	-	-	-	-	-	-
78420 : Aurora PS West FM Cleaning	8,770	-	8,770	-	-	-	-	-	-	-
78440 : Oak Ridges Area OCF Mitigate Odour	10,861	-	10,861	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	25,004	-	25,004	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	12	-	12	-	-	-	-	-	-	-
78525 : Water Wastewater General	1,090	-	1,090	-	-	-	-	-	-	-
78533 : Wastewater Treatment	16,038	-	16,038	-	-	-	-	-	-	-

Wastewater

10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
78536 : Trunk Sewer	290,710	-	290,710	-	-	-	-	-	-	-
78538 : Odour Control	1,080	-	1,080	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	768	-	768	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	6,388	-	6,388	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	6,388	-	6,388	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	1,025	-	1,025	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	10,658	-	10,658	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	22,315	-	22,315	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	10,441	-	10,441	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	738,703	-	686,052	-	-	-	-	-	52,651	-
Wastewater Total	1,939,564	208,236	691,626	-	-	-	-	-	57,278	982,425

Wastewater Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
Program Group: Growth										
70080 : UYSS Interim Servicing Solution	23,132	-	-	-	-	-	-	-	-	23,132
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	55	-	-	-	-	-	-	-	55	-
72240 : Keswick Water Resource Recovery Facility Expansion	10	-	-	-	-	-	-	-	-	10
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	15,000	-	-	-	-	-	-	-	1,500	13,500
72530 : Duffin Creek Stage 1 & 2 Upgrades	550	-	116	-	-	-	-	-	110	324
73640 : Inflow & Infiltration Reduction	10,891	-	-	-	-	-	-	-	-	10,891
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	9,200	-	-	-	-	-	-	-	1,840	7,360
74040 : York Durham Sewage System (YDSS) - Southeast Collector	390	-	-	-	-	-	-	-	-	390
74270 : Upper York Sewage Servicing	221,045	-	2,010	-	-	-	-	-	-	219,035
75300 : West Vaughan Sewage Servicing	24,522	-	-	-	-	-	-	-	-	24,522
75310 : Northeast Vaughan Wastewater Servicing	6,005	-	-	-	-	-	-	-	-	6,005
75320 : Primary Trunk Sewer	16,996	-	-	-	-	-	-	-	-	16,996
75330 : Green Lane Sewer Diversion	22	22	-	-	-	-	-	-	-	-
75350 : Sharon Trunk Sewer	22	-	-	-	-	-	-	-	22	-
75640 : Wastewater System Capacity Studies	1,030	1,030	-	-	-	-	-	-	-	-
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	33,960	-	-	-	-	-	-	-	-	33,960
75780 : Duffin Creek Lab Expansion	4,050	-	-	-	-	-	-	-	-	4,050
75810 : Humber Pumping Station Electrical Upgrade	10	-	-	-	-	-	-	-	-	10
76310 : Nobleton Waster Wastewater Servicing	1,326	-	-	-	-	-	-	-	-	1,326
79100 : York Durham Sewage System Wastewater Master Plan Update	850	850	-	-	-	-	-	-	-	-
79740 : Peel System Cost Shared Works	4,591	-	-	-	-	-	-	-	-	4,591
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	280	-	-	-	-	-	-	-	-	280

Wastewater Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	198,488	-	-	-	-	-	-	-	(198,488)
Growth Total	373,937	200,390	2,126	-	-	-	-	-	3,527	167,894
Program Group: Rehabilitation and Replacement										
70470 : Elevated Water Tank Condition Assessment	5,223	-	5,223	-	-	-	-	-	-	-
70490 : CCTV Sewer Inspection	6,150	-	6,150	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	70	-	70	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	355	-	355	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	1,260	-	1,260	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	260	-	260	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	178,956	-	132,069	-	-	-	-	-	46,887	-
75840 : Existing Southeast Collector Rehabilitation	14,715	-	14,715	-	-	-	-	-	-	-
75870 : Existing Primary Trunk Rehab	6,000	-	6,000	-	-	-	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	34,010	-	28,246	-	-	-	-	-	5,764	-
78350 : Emergencies Rehabilitation	2,450	-	2,450	-	-	-	-	-	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	1,920	-	1,920	-	-	-	-	-	-	-
78420 : Aurora PS West FM Cleaning	8,770	-	8,770	-	-	-	-	-	-	-
78440 : Oak Ridges Area OCF Mitigate Odour	10,861	-	10,861	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	14,704	-	14,704	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	12	-	12	-	-	-	-	-	-	-
78525 : Water Wastewater General	1,090	-	1,090	-	-	-	-	-	-	-
78533 : Wastewater Treatment	1,638	-	1,638	-	-	-	-	-	-	-
78536 : Trunk Sewer	78,275	-	78,275	-	-	-	-	-	-	-
78538 : Odour Control	404	-	404	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	768	-	768	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	650	-	650	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	650	-	650	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	325	-	325	-	-	-	-	-	-	-

Wastewater Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
78585 : Asset Management Rehabilitation	1,228	-	1,228	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	2,229	-	2,229	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	1,441	-	1,441	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	374,415	-	321,764	-	-	-	-	-	52,651	-
Wastewater Total	748,352	200,390	323,890	-	-	-	-	-	56,178	167,894

Waste Management 10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures																
71285 : Community Environmental Centre - Georgina Transfer Station #3	5,391	44	5	5	-	-	-	-	-	-	-	-	10	-	5,444	10
71325 : Energy From Waste Facility	71,999	-	-	1,000	-	-	-	-	-	-	-	-	1,000	159,000	231,999	-
71335 : Source Separated Organics Facility	1,188	75	100	50	-	-	-	-	5,000	5,000	35,015	35,015	80,180	-	81,443	100
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	4,844	-	1,000	6,000	-	-	-	-	-	-	-	-	7,000	-	11,844	1,000
71375 : Communication Tower	-	-	295	750	250	50	-	-	-	-	-	-	1,345	-	1,345	295
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	3,507	110	10	10	-	-	-	-	-	-	-	-	20	-	3,636	20
79885 : New Waste Management Initiatives	2,221	100	100	100	100	100	100	100	100	100	100	100	1,000	600	3,921	100
Total Growth Gross Expenditures	89,150	328	1,510	7,915	350	150	100	100	5,100	5,100	35,115	35,115	90,555	159,600	339,633	1,525
Funding Sources																
Reserves:																
Development Charge Reserves	-	-	509	-	-	-	-	-	-	-	-	-	509	-	509	509
Debt Reduction Reserve	13,132	-	-	-	-	-	-	-	5,000	5,000	35,015	35,015	80,030	159,000	252,162	-
Program Specific Reserves	58,151	328	1,001	7,915	350	150	100	100	100	100	100	100	10,016	600	69,096	1,016
General Capital Reserves	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075	-
Federal Gas Tax Reserves	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000	-
Other Recoveries	523	-	-	-	-	-	-	-	-	-	-	-	-	-	523	-
Planned Debenture Proceeds:																
Debenture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268	-
Total Growth Funding Sources	89,150	328	1,510	7,915	350	150	100	100	5,100	5,100	35,115	35,115	90,555	159,600	339,633	1,525
Program Group: Rehabilitation and Replacement																
Gross Expenditures																
70195 : Solid Waste Master Plan	1,450	200	300	-	-	250	250	-	-	-	250	250	1,300	-	2,950	300
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	200	6,682	325	910	603	2,143	164	333	3,170	1,818	1,000	100	10,566	-	17,448	325

Waste Management

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	505	43	341	271	561	645	234	54	546	766	353	416	4,187	-	4,735	341
78515 : Pumping Rehabilitation	16	44	-	-	-	-	-	-	-	-	-	-	-	-	60	-
78585 : Asset Management Rehabilitation	630	20	15	50	210	15	15	15	50	210	15	15	610	-	1,260	15
79935 : Household Hazardous Waste Depot - Vaughan	5,013	86	10	10	-	-	-	-	-	-	-	-	20	-	5,118	20
Total Rehabilitation and Replacement Gross Expenditures	7,814	7,074	991	1,241	1,374	3,053	663	402	3,766	2,794	1,618	781	16,683	-	31,571	1,001
Funding Sources																
Reserves:																
Development Charge Reserves	7	-	-	-	-	-	-	-	-	-	-	-	-	-	7	-
Program Specific Reserves	7,807	7,074	991	1,241	1,374	3,053	663	402	3,766	2,794	1,618	781	16,683	-	31,564	1,001
Total Rehabilitation and Replacement Funding Sources	7,814	7,074	991	1,241	1,374	3,053	663	402	3,766	2,794	1,618	781	16,683	-	31,571	1,001
Total Waste Management Gross Expenditures	96,963	7,402	2,501	9,156	1,724	3,203	763	502	8,866	7,894	36,733	35,896	107,238	159,600	371,204	2,526
Funding Sources																
Reserves:																
Development Charge Reserves	7	-	509	-	-	-	-	-	-	-	-	-	509	-	516	509
Debt Reduction Reserve	13,132	-	-	-	-	-	-	-	5,000	5,000	35,015	35,015	80,030	159,000	252,162	-
Program Specific Reserves	65,958	7,402	1,992	9,156	1,724	3,203	763	502	3,866	2,894	1,718	881	26,699	600	100,660	2,017
General Capital Reserves	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075	-
Federal Gas Tax Reserves	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000	-
Other Recoveries	523	-	-	-	-	-	-	-	-	-	-	-	-	-	523	-
Planned Debenture Proceeds:																
Debenture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268	-
Total Waste Management Funding Sources	96,963	7,402	2,501	9,156	1,724	3,203	763	502	8,866	7,894	36,733	35,896	107,238	159,600	371,204	2,526

Waste Management 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Program Group: Growth										
71285 : Community Environmental Centre - Georgina Transfer Station #3	10	-	-	-	10	-	-	-	-	-
71325 : Energy From Waste Facility	1,000	-	-	-	1,000	-	-	-	-	-
71335 : Source Separated Organics Facility	80,180	-	-	80,030	150	-	-	-	-	-
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	7,000	-	-	-	6,491	-	-	-	-	509
71375 : Communication Tower	1,345	-	-	-	1,345	-	-	-	-	-
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	20	-	-	-	20	-	-	-	-	-
79885 : New Waste Management Initiatives	1,000	-	-	-	1,000	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	509	-	-	-	-	-	-	-	(509)
Growth Total	90,555	509	-	80,030	10,016	-	-	-	-	-
Program Group: Rehabilitation and Replacement										
70195 : Solid Waste Master Plan	1,300	-	-	-	1,300	-	-	-	-	-
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	10,566	-	-	-	10,566	-	-	-	-	-
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	4,187	-	-	-	4,187	-	-	-	-	-
78585 : Asset Management Rehabilitation	610	-	-	-	610	-	-	-	-	-
79935 : Household Hazardous Waste Depot - Vaughan	20	-	-	-	20	-	-	-	-	-
Rehabilitation and Replacement Total	16,683	-	-	-	16,683	-	-	-	-	-
Waste Management Total	107,238	509	-	80,030	26,699	-	-	-	-	-

**Waste Management
Capital Spending Authority Project Funding Sources**

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Program Group: Growth										
71285 : Community Environmental Centre - Georgina Transfer Station #3	10	-	-	-	10	-	-	-	-	-
71335 : Source Separated Organics Facility	100	-	-	-	100	-	-	-	-	-
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	1,000	-	-	-	491	-	-	-	-	509
71375 : Communication Tower	295	-	-	-	295	-	-	-	-	-
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	20	-	-	-	20	-	-	-	-	-
79885 : New Waste Management Initiatives	100	-	-	-	100	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	509	-	-	-	-	-	-	-	(509)
Growth Total	1,525	509	-	-	1,016	-	-	-	-	-
Program Group: Rehabilitation and Replacement										
70195 : Solid Waste Master Plan	300	-	-	-	300	-	-	-	-	-
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	325	-	-	-	325	-	-	-	-	-
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	341	-	-	-	341	-	-	-	-	-
78585 : Asset Management Rehabilitation	15	-	-	-	15	-	-	-	-	-
79935 : Household Hazardous Waste Depot - Vaughan	20	-	-	-	20	-	-	-	-	-
Rehabilitation and Replacement Total	1,001	-	-	-	1,001	-	-	-	-	-
Waste Management Total	2,526	509	-	-	2,017	-	-	-	-	-

Forestry

10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Gross Expenditures																
72600 : Tree Planting on Region Rights of Way	6,363	1,216	1,504	1,500	1,272	1,350	1,350	1,350	1,450	1,450	1,450	1,550	14,226	-	21,805	1,504
72620 : Regional Forest Property Upgrade	1,555	220	420	605	605	500	450	400	450	430	430	480	4,770	4,880	11,425	420
72650 : Urban Forest Studies	212	-	90	140	16	90	90	180	297	8	-	-	911	1,075	2,198	90
72690 : Trail Linkage	-	-	-	-	-	-	-	-	-	-	100	250	350	-	350	-
72700 : Holiday Tract Bridge	-	-	-	-	-	30	100	-	-	-	-	-	130	-	130	-
78585 : Asset Management Rehabilitation	407	50	85	85	220	85	84	84	84	220	84	84	1,115	-	1,572	85
99900 : Fleet New Addition	40	-	-	42	42	-	-	-	-	-	-	-	84	400	524	-
Total Forestry Gross Expenditures	8,577	1,486	2,099	2,372	2,155	2,055	2,074	2,014	2,281	2,108	2,064	2,364	21,586	6,355	38,004	2,099
Funding Sources																
Reserves:																
Development Charge Reserves	3,464	686	954	1,089	939	1,014	1,014	1,014	1,089	1,089	1,089	1,165	10,456	-	14,606	954
Program Specific Reserves	4,997	800	1,145	1,283	1,216	1,041	1,060	1,000	1,192	1,019	975	1,199	11,130	6,355	23,282	1,145
Other Recoveries	116	-	-	-	-	-	-	-	-	-	-	-	-	-	116	-
Total Forestry Funding Sources	8,577	1,486	2,099	2,372	2,155	2,055	2,074	2,014	2,281	2,108	2,064	2,364	21,586	6,355	38,004	2,099

Forestry
10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
72600 : Tree Planting on Region Rights of Way	14,226	10,456	-	-	3,770	-	-	-	-	-
72620 : Regional Forest Property Upgrade	4,770	-	-	-	4,770	-	-	-	-	-
72650 : Urban Forest Studies	911	-	-	-	911	-	-	-	-	-
72690 : Trail Linkage	350	-	-	-	350	-	-	-	-	-
72700 : Holiday Tract Bridge	130	-	-	-	130	-	-	-	-	-
78585 : Asset Management Rehabilitation	1,115	-	-	-	1,115	-	-	-	-	-
99900 : Fleet New Addition	84	-	-	-	84	-	-	-	-	-
Forestry Total	21,586	10,456	-	-	11,130	-	-	-	-	-

Forestry Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
72600 : Tree Planting on Region Rights of Way	1,504	954	-	-	550	-	-	-	-	-
72620 : Regional Forest Property Upgrade	420	-	-	-	420	-	-	-	-	-
72650 : Urban Forest Studies	90	-	-	-	90	-	-	-	-	-
76585 : Asset Management Rehabilitation	85	-	-	-	85	-	-	-	-	-
Forestry Total	2,099	954	-	-	1,145	-	-	-	-	-

**Energy Management
10-Year Capital Project Expenditures and Capital Spending Authority**

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Gross Expenditures																
14702 : Energy Retrofit - Various Existing Buildings	1,932	1,585	783	651	516	491	560	738	548	698	1,693	2,808	9,486	9,905	22,908	783
Total Energy Management Gross Expenditures	1,932	1,585	783	651	516	491	560	738	548	698	1,693	2,808	9,486	9,905	22,908	783
Funding Sources																
Reserves:																
Asset Replacement Reserves	1,928	1,585	783	651	516	491	560	738	548	698	1,693	2,808	9,486	9,905	22,904	783
Other Recoveries	4	-	-	-	-	-	-	-	-	-	-	-	-	-	4	-
Total Energy Management Funding Sources	1,932	1,585	783	651	516	491	560	738	548	698	1,693	2,808	9,486	9,905	22,908	783

**Energy Management
10 Year Capital Project Funding Sources**

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
14702 : Energy Retrofit - Various Existing Buildings	9,486	-	9,486	-	-	-	-	-	-	-
Energy Management Total	9,486	-	9,486	-	-	-	-	-	-	-

**Energy Management
Capital Spending Authority Project Funding Sources**

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
14702 : Energy Retrofit - Various Existing Buildings	783	-	783	-	-	-	-	-	-	-
Energy Management Total	783	-	783	-	-	-	-	-	-	-

Housing Services 10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
			80	80	80	80	80	80	80	80	80	80				
Gross Expenditures																
H67510 : Pre-Development Costs	1,647	95	80	80	80	80	80	80	80	80	80	80	800	-	2,542	80
H67875 : Regeneration/Expansion program	-	-	-	-	-	-	-	-	10,000	15,000	24,700	300	50,000	-	50,000	-
H67876 : Unionville Seniors Affordable Housing Development	839	5,200	34,950	25,000	13,012	1,000	-	-	-	-	-	-	73,962	-	80,001	73,962
H67916 : Woodbridge Redevelopment	17,039	18,200	9,705	1,500	-	-	-	-	-	-	-	-	11,205	-	46,444	11,205
H67919 : Affordable Housing Development Priority	-	350	13,000	5,000	14,000	9,150	500	-	-	-	-	-	41,650	-	42,000	13,000
H67921 : Lakeside Residences Keswick	19,687	-	490	-	-	-	-	-	-	-	-	-	490	-	20,177	490
H67923 : Land Acquisition	-	-	-	-	-	-	-	-	-	-	10,000	-	10,000	-	10,000	-
H67924 : Men's Emergency Housing Replacement	-	512	5,238	1,000	4,100	4,000	150	-	-	-	-	-	14,488	-	15,000	5,238
H67925 : Emergency Housing Improvements	226	300	615	-	-	-	-	-	-	-	-	-	615	-	1,141	615
H67930 : Net Zero Affordable Housing Development	-	-	-	-	12,250	17,500	7,163	1,750	-	-	-	-	38,663	-	38,663	-
Total Housing Services Gross Expenditures	39,438	24,657	64,078	32,580	43,442	31,730	7,893	1,830	10,080	15,080	34,780	380	241,873	-	305,968	104,590
Funding Sources																
Reserves:																
Development Charge Reserves	1,179	5,881	3,791	4,884	12	12	12	12	12	12	181	12	8,940	-	16,000	8,663
Asset Replacement Reserves	192	812	5,853	1,000	4,100	4,000	150	-	-	-	-	-	15,103	-	16,107	5,853
Program Specific Reserves	18,546	18,232	35,302	(140)	16,409	16,632	(1,357)	1,062	2,068	8,668	20,486	368	99,498	-	136,276	46,036
Grants & Subsidies	18,479	(268)	11,811	14,436	10,589	9,299	2,364	577	8,000	6,400	1,600	-	65,076	-	83,287	24,317
Other Recoveries	1,042	-	-	-	-	-	-	-	-	-	-	-	-	-	1,042	-
Planned Debiture Proceeds:																
Housing York Inc.	-	-	7,321	12,400	6,510	-	5,993	-	-	7,500	-	-	39,724	-	39,724	19,721
Debiture Proceeds DC	-	-	-	-	5,822	1,787	731	179	-	5,013	-	-	13,532	-	13,532	-
Total Housing Services Funding Sources	39,438	24,657	64,078	32,580	43,442	31,730	7,893	1,830	10,080	15,080	34,780	380	241,873	-	305,968	104,590

Housing Services 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	8,820	-	-	-	-	-	-	-	(8,820)
H67510 : Pre-Development Costs	800	120	-	-	680	-	-	-	-	-
H67875 : Regeneration/Expansion program	50,000	-	-	-	21,318	-	-	16,000	-	12,682
H67876 : Unionville Seniors Affordable Housing Development	73,962	-	-	-	31,427	-	-	21,484	-	21,051
H67916 : Woodbridge Redevelopment	11,205	-	-	-	1,051	-	-	2,833	-	7,321
H67919 : Affordable Housing Development Priority	41,650	-	-	-	18,568	-	-	12,000	-	11,082
H67921 : Lakeside Residences Keswick	490	-	-	-	490	-	-	-	-	-
H67923 : Land Acquisition	10,000	-	-	-	10,000	-	-	-	-	-
H67924 : Men's Emergency Housing Replacement	14,488	-	14,488	-	-	-	-	-	-	-
H67925 : Emergency Housing Improvements	615	-	615	-	-	-	-	-	-	-
H67930 : Net Zero Affordable Housing Development	38,663	-	-	-	15,964	-	-	12,759	-	9,940
Housing Services Total	241,873	8,940	15,103	-	99,498	-	-	65,076	-	53,256

Housing Services Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	8,651	-	-	-	-	-	-	-	(8,651)
H67510 : Pre-Development Costs	80	12	-	-	68	-	-	-	-	-
H67876 : Unionville Seniors Affordable Housing Development	73,962	-	-	-	31,427	-	-	21,484	-	21,051
H67916 : Woodbridge Redevelopment	11,205	-	-	-	1,051	-	-	2,833	-	7,321
H67919 : Affordable Housing Development Priority	13,000	-	-	-	13,000	-	-	-	-	-
H67921 : Lakeside Residences Keswick	490	-	-	-	490	-	-	-	-	-
H67924 : Men's Emergency Housing Replacement	5,238	-	5,238	-	-	-	-	-	-	-
H67925 : Emergency Housing Improvements	615	-	615	-	-	-	-	-	-	-
Housing Services Total	104,590	8,663	5,853	-	46,036	-	-	24,317	-	19,721

Public Health

10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Gross Expenditures																
H52002 : Georgina Link Hub	-	-	1,400	-	-	-	-	-	-	-	-	-	1,400	-	1,400	1,400
H52005 : Vaccine Depot	-	-	1,500	-	-	-	-	-	-	-	-	-	1,500	-	1,500	1,500
H52006 : Unionville Seniors Hub	-	-	-	700	1,000	-	-	-	-	-	-	-	1,700	-	1,700	-
Total Public Health Gross Expenditures	-	-	2,900	700	1,000	-	-	-	-	-	-	-	4,600	-	4,600	2,900
Funding Sources																
Reserves:																
Development Charge Reserves	-	-	1,079	-	-	-	-	-	-	-	-	-	1,079	-	1,079	1,079
Asset Replacement Reserves	-	-	1,821	700	1,000	-	-	-	-	-	-	-	3,521	-	3,521	1,821
Total Public Health Funding Sources	-	-	2,900	700	1,000	-	-	-	-	-	-	-	4,600	-	4,600	2,900

**Public Health
10 Year Capital Project Funding Sources**

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
H52002 : Georgina Link Hub	1,400	1,079	321	-	-	-	-	-	-	-
H52005 : Vaccine Depot	1,500	-	1,500	-	-	-	-	-	-	-
H52006 : Unionville Seniors Hub	1,700	-	1,700	-	-	-	-	-	-	-
Public Health Total	4,600	1,079	3,521	-	-	-	-	-	-	-

Public Health
Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
H52002 : Georgina Link Hub	1,400	1,079	321	-	-	-	-	-	-	-
H52005 : Vaccine Depot	1,500	-	1,500	-	-	-	-	-	-	-
Public Health Total	2,900	1,079	1,821	-	-	-	-	-	-	-

Paramedic Services 10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Gross Expenditures																
H54301 : Vehicles - New	2,394	478	239	478	126	496	-	496	-	496	-	496	2,827	-	5,699	717
H54420 : Paramedic Response Station 13 - Holland Landing	3,996	151	200	-	-	-	-	-	-	-	-	-	200	-	4,347	200
H54510 : Paramedic Response Station 32 - Maple	147	-	150	2,248	1,105	-	-	-	-	-	-	-	3,503	-	3,650	3,503
H54520 : Vehicles - Replacement	27,294	2,660	3,075	3,045	3,211	2,693	3,382	2,693	3,226	2,693	3,360	3,211	30,589	-	60,543	6,120
H54540 : Paramedics Defibrillators Replacement	1,759	-	805	-	-	3,100	-	-	-	-	-	-	3,905	-	5,664	805
H54580 : Paramedic Response Station 31 - Vaughan SW	2,015	8	109	-	-	-	-	-	-	-	-	-	109	-	2,132	109
H54600 : Medical Equipment Replacement	2,843	1,160	2,522	1,027	864	977	888	1,422	1,825	1,027	961	1,157	12,670	-	16,673	2,522
H54601 : Paramedic Response Station 27 - Markham N/W	-	41	1,484	3,204	100	-	-	-	-	-	-	-	4,788	-	4,829	4,788
H54638 : Land Acquisition - Growth	1,212	4,784	8,191	-	-	-	-	5,000	-	-	-	-	13,191	-	19,187	8,191
H54640 : Paramedic Response Station 16 - Newmarket N/W	859	2,714	300	-	-	-	-	-	-	-	-	-	300	-	3,873	300
H54645 : Paramedic Response Station 19 - Newmarket S/E	3,311	2,138	100	-	-	-	-	-	-	-	-	-	100	-	5,549	100
H54650 : Paramedic Response Station 25 - Markham S/E	644	2,811	300	-	-	-	-	-	-	-	-	-	300	-	3,755	300
H54665 : Paramedic Response Station 22 - Gormley	52	50	2,113	535	-	-	-	-	-	-	-	-	2,648	-	2,750	2,648
H54670 : Paramedic Response Station 20 - Ballantrae	-	-	100	825	1,825	-	-	-	-	-	-	-	2,750	-	2,750	2,750
H54675 : Paramedic Response Station 29 - Thornhill/Markham	64	132	2,492	962	-	-	-	-	-	-	-	-	3,454	-	3,650	3,454
H54681 : Paramedic Response Station 33 - Jane & Teston	-	25	1,000	1,626	100	-	-	-	-	-	-	-	2,726	-	2,751	2,726
H54696 : Paramedic Response Station - Current Rehab/Refresh	415	100	200	200	200	200	200	200	200	200	200	200	2,000	-	2,515	200
Total Paramedic Services Gross Expenditures	47,005	17,252	23,380	14,150	7,531	7,466	4,470	9,811	5,251	4,416	4,521	5,064	86,060	-	150,317	39,433
Funding Sources																
Reserves:																
Development Charge Reserves	4,197	8,527	5,904	6,332	1,770	446	-	446	-	446	-	446	15,790	-	28,513	13,893
Asset Replacement Reserves	10,485	3,968	6,626	4,320	4,288	7,020	4,470	4,365	5,251	3,970	4,521	4,618	49,449	-	63,902	9,719
Debt Reduction Reserve	5,947	4,757	4,289	3,498	1,473	-	-	995	-	-	-	-	10,255	-	20,959	9,260

Paramedic Services
10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Program Specific Reserves	12,578	-	-	-	-	-	-	-	-	-	-	-	-	-	12,578	-
General Capital Reserves	6,050	-	-	-	-	-	-	-	-	-	-	-	-	-	6,050	-
Grants & Subsidies	3,877	-	-	-	-	-	-	-	-	-	-	-	-	-	3,877	-
Other Recoveries	243	-	-	-	-	-	-	-	-	-	-	-	-	-	243	-
Planned Debenture Proceeds:																
Debenture Proceeds	54	-	-	-	-	-	-	-	-	-	-	-	-	-	54	-
Debenture Proceeds DC	3,575	-	6,561	-	-	-	4,005	-	-	-	-	-	10,566	-	14,141	6,561
Total Paramedic Services Funding Sources	47,005	17,252	23,380	14,150	7,531	7,466	4,470	9,811	5,251	4,416	4,521	5,064	86,060	-	150,317	39,433

Paramedic Services 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	13,248	-	-	-	-	-	-	-	(13,248)
H54301 : Vehicles - New	2,827	2,542	285	-	-	-	-	-	-	-
H54420 : Paramedic Response Station 13 - Holland Landing	200	-	-	65	-	-	-	-	-	135
H54510 : Paramedic Response Station 32 - Maple	3,503	-	-	1,139	-	-	-	-	-	2,364
H54520 : Vehicles - Replacement	30,589	-	30,589	-	-	-	-	-	-	-
H54540 : Paramedics Defibrillators Replacement	3,905	-	3,905	-	-	-	-	-	-	-
H54580 : Paramedic Response Station 31 - Vaughan S/W	109	-	-	11	-	-	-	-	-	98
H54600 : Medical Equipment Replacement	12,670	-	12,670	-	-	-	-	-	-	-
H54601 : Paramedic Response Station 27 - Markham N/W	4,788	-	-	478	-	-	-	-	-	4,310
H54638 : Land Acquisition - Growth	13,191	-	-	2,625	-	-	-	-	-	10,566
H54640 : Paramedic Response Station 16 - Newmarket N/W	300	-	-	210	-	-	-	-	-	90
H54645 : Paramedic Response Station 19 - Newmarket S/E	100	-	-	70	-	-	-	-	-	30
H54650 : Paramedic Response Station 25 - Markham S/E	300	-	-	30	-	-	-	-	-	270
H54665 : Paramedic Response Station 22 - Gormley	2,648	-	-	265	-	-	-	-	-	2,383
H54670 : Paramedic Response Station 20 - Ballantrae	2,750	-	-	1,513	-	-	-	-	-	1,237
H54675 : Paramedic Response Station 29 - Thornhill/Markham	3,454	-	-	1,123	-	-	-	-	-	2,331
H54681 : Paramedic Response Station 33 - Jane & Teston	2,726	-	-	2,726	-	-	-	-	-	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	2,000	-	2,000	-	-	-	-	-	-	-
Paramedic Services Total	86,060	15,790	49,449	10,255	-	-	-	-	-	10,566

Paramedic Services Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	13,248	-	-	-	-	-	-	-	(13,248)
H54301 : Vehicles - New	717	645	72	-	-	-	-	-	-	-
H54420 : Paramedic Response Station 13 - Holland Landing	200	-	-	65	-	-	-	-	-	135
H54510 : Paramedic Response Station 32 - Maple	3,503	-	-	1,139	-	-	-	-	-	2,364
H54520 : Vehicles - Replacement	6,120	-	6,120	-	-	-	-	-	-	-
H54540 : Paramedics Defibrillators Replacement	805	-	805	-	-	-	-	-	-	-
H54580 : Paramedic Response Station 31 - Vaughan S/W	109	-	-	11	-	-	-	-	-	98
H54600 : Medical Equipment Replacement	2,522	-	2,522	-	-	-	-	-	-	-
H54601 : Paramedic Response Station 27 - Markham N/W	4,788	-	-	478	-	-	-	-	-	4,310
H54638 : Land Acquisition - Growth	8,191	-	-	1,630	-	-	-	-	-	6,561
H54640 : Paramedic Response Station 16 - Newmarket N/W	300	-	-	210	-	-	-	-	-	90
H54645 : Paramedic Response Station 19 - Newmarket S/E	100	-	-	70	-	-	-	-	-	30
H54650 : Paramedic Response Station 25 - Markham S/E	300	-	-	30	-	-	-	-	-	270
H54665 : Paramedic Response Station 22 - Gormley	2,648	-	-	265	-	-	-	-	-	2,383
H54670 : Paramedic Response Station 20 - Ballantrae	2,750	-	-	1,513	-	-	-	-	-	1,237
H54675 : Paramedic Response Station 29 - Thornhill/Markham	3,454	-	-	1,123	-	-	-	-	-	2,331
H54681 : Paramedic Response Station 33 - Jane & Teston	2,726	-	-	2,726	-	-	-	-	-	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	200	-	200	-	-	-	-	-	-	-
Paramedic Services Total	39,433	13,893	9,719	9,260	-	-	-	-	-	6,561

Long Term Care/Seniors' Services 10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Gross Expenditures																
H55245 : Resident Beds	2,206	104	403	504	204	204	204	204	204	204	199	224	2,554	-	4,864	403
H55286 : Scheduling Software	337	155	633	-	-	-	-	-	-	-	-	-	633	-	1,125	633
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	2,763	-	50	-	-	-	-	-	-	200	2,000	200	2,450	-	5,213	50
H59415 : Long-Term Care & Adult Day Centres - Modernization	110	935	1,300	700	150	390	650	-	150	300	200	520	4,360	-	5,405	1,300
H59445 : Nurse Call System	-	-	800	-	-	-	-	-	-	-	-	826	1,626	-	1,626	800
H59450 : Adult Day Centre Expansion	99	-	100	1,600	300	-	-	-	-	-	-	-	2,000	-	2,099	2,000
H59455 : Technology Upgrade	46	63	325	500	400	275	-	-	288	700	500	225	3,213	-	3,322	325
H59465 : Generator Rehab	-	-	1,450	-	-	-	-	-	-	-	-	-	1,450	-	1,450	1,450
Total Long Term Care/Seniors' Services Gross Expenditures	5,561	1,257	5,061	3,304	1,054	869	854	204	642	1,404	2,899	1,995	18,286	-	25,104	6,961
Funding Sources																
Reserves:																
Asset Replacement Reserves	878	104	1,203	504	204	204	204	204	204	204	199	1,050	4,180	-	5,162	1,203
Debt Reduction Reserve	459	1,153	3,758	1,200	550	665	650	-	438	1,200	2,700	945	12,106	-	13,718	3,758
General Capital Reserves	4,020	-	-	-	-	-	-	-	-	-	-	-	-	-	4,020	-
Grants & Subsidies	204	-	100	1,600	300	-	-	-	-	-	-	-	2,000	-	2,204	2,000
Total Long Term Care/Seniors' Services Funding Sources	5,561	1,257	5,061	3,304	1,054	869	854	204	642	1,404	2,899	1,995	18,286	-	25,104	6,961

**Long Term Care/Seniors' Services
10 Year Capital Project Funding Sources**

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
H55245 : Resident Beds	2,554	-	2,554	-	-	-	-	-	-	-
H55286 : Scheduling Software	633	-	-	633	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	2,450	-	-	2,450	-	-	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	4,360	-	-	4,360	-	-	-	-	-	-
H59445 : Nurse Call System	1,626	-	1,626	-	-	-	-	-	-	-
H59450 : Adult Day Centre Expansion	2,000	-	-	-	-	-	-	2,000	-	-
H59455 : Technology Upgrade	3,213	-	-	3,213	-	-	-	-	-	-
H59465 : Generator Rehab	1,450	-	-	1,450	-	-	-	-	-	-
Long Term Care/Seniors' Services Total	18,286	-	4,180	12,106	-	-	-	2,000	-	-

Long Term Care/Seniors' Services Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
H55245 : Resident Beds	403	-	403	-	-	-	-	-	-	-
H55286 : Scheduling Software	633	-	-	633	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	50	-	-	50	-	-	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	1,300	-	-	1,300	-	-	-	-	-	-
H59445 : Nurse Call System	800	-	800	-	-	-	-	-	-	-
H59450 : Adult Day Centre Expansion	2,000	-	-	-	-	-	-	2,000	-	-
H59455 : Technology Upgrade	325	-	-	325	-	-	-	-	-	-
H59465 : Generator Rehab	1,450	-	-	1,450	-	-	-	-	-	-
Long Term Care/Seniors' Services Total	6,961	-	1,203	3,758	-	-	-	2,000	-	-

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Finance

10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Gross Expenditures																
16755 : Corporate Departmental Systems	15,208	2,701	6,174	7,058	4,484	4,210	4,414	5,024	6,068	7,227	9,245	8,355	62,259	33,741	113,909	31,364
16756 : Finance Management Applications	-	1,585	2,983	2,102	2	2	-	-	-	-	-	-	5,089	-	6,674	5,089
16859 : IT Security	-	219	7,332	3,911	3,796	1,106	1,391	4,761	4,406	2,396	2,481	3,151	34,731	19,350	54,300	22,297
16892 : Regional Fibre Network	12,600	7	-	-	-	-	-	-	-	-	-	-	-	-	12,607	-
16895 : End User Devices	43,460	3,153	7,178	4,511	2,159	1,303	4,296	2,547	5,348	5,610	3,450	3,101	39,503	21,781	107,897	21,994
16896 : Network & Data Centre	28,137	3,747	5,188	4,347	3,922	6,237	5,381	9,008	3,923	3,620	6,498	5,710	53,834	36,960	122,678	34,083
Total Finance Gross Expenditures	99,406	11,412	28,855	21,929	14,363	12,858	15,482	21,340	19,745	18,853	21,674	20,317	195,416	111,832	418,066	114,827
Funding Sources																
Reserves:																
Asset Replacement Reserves	61,861	4,625	19,698	12,769	9,877	8,646	11,068	16,316	13,677	11,626	12,429	11,962	128,068	78,091	272,645	78,374
Program Specific Reserves	15,424	6,787	9,157	9,160	4,486	4,212	4,414	5,024	6,068	7,227	9,245	8,355	67,348	33,741	123,300	36,453
General Capital Reserves	21,891	-	-	-	-	-	-	-	-	-	-	-	-	-	21,891	-
Other Recoveries	230	-	-	-	-	-	-	-	-	-	-	-	-	-	230	-
Total Finance Funding Sources	99,406	11,412	28,855	21,929	14,363	12,858	15,482	21,340	19,745	18,853	21,674	20,317	195,416	111,832	418,066	114,827

Finance

10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
16755 : Corporate Departmental Systems	62,259	-	-	-	62,259	-	-	-	-	-
16756 : Finance Management Applications	5,089	-	-	-	5,089	-	-	-	-	-
16859 : IT Security	34,731	-	34,731	-	-	-	-	-	-	-
16895 : End User Devices	39,503	-	39,503	-	-	-	-	-	-	-
16896 : Network & Data Centre	53,834	-	53,834	-	-	-	-	-	-	-
Finance Total	195,416	-	128,068	-	67,348	-	-	-	-	-

Finance Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
16755 : Corporate Departmental Systems	31,364	-	-	-	31,364	-	-	-	-	-
16756 : Finance Management Applications	5,089	-	-	-	5,089	-	-	-	-	-
16859 : IT Security	22,297	-	22,297	-	-	-	-	-	-	-
16895 : End User Devices	21,994	-	21,994	-	-	-	-	-	-	-
16896 : Network & Data Centre	34,083	-	34,083	-	-	-	-	-	-	-
Finance Total	114,827	-	78,374	-	36,453	-	-	-	-	-

Planning and Economic Development 10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Gross Expenditures																
C128 : Development Tracking System	569	671	700	-	-	-	-	-	-	-	-	-	700	-	1,940	700
TR80119 : Development Tracking System	11	-	-	-	-	-	-	-	-	-	-	-	-	-	11	-
Total Planning and Economic Development Gross Expenditures	580	671	700	-	-	-	-	-	-	-	-	-	700	-	1,951	700
Funding Sources																
Reserves:																
Development Charge Reserves	523	604	686	-	-	-	-	-	-	-	-	-	686	-	1,813	686
Program Specific Reserves	57	67	14	-	-	-	-	-	-	-	-	-	14	-	138	14
Total Planning and Economic Development Funding Sources	580	671	700	-	-	-	-	-	-	-	-	-	700	-	1,951	700

Planning and Economic Development 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
C128 : Development Tracking System	700	686	-	-	14	-	-	-	-	-
Planning and Economic Development Total	700	686	-	-	14	-	-	-	-	-

**Planning and Economic Development
Capital Spending Authority Project Funding Sources**

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
C128 : Development Tracking System	700	686	-	-	14	-	-	-	-	-
Planning and Economic Development Total	700	686	-	-	14	-	-	-	-	-

Property Services 10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Program Group: Rehabilitation and Replacement																
Gross Expenditures																
14703 : Corporate Facilities Asset Renewal	33,812	2,163	9,343	5,328	7,057	5,771	7,394	2,217	7,691	3,578	2,928	8,378	59,685	-	95,660	9,343
14708 : Water & Wastewater Facilities Asset Renewal	4,709	181	950	600	442	582	1,140	802	1,358	926	1,080	1,570	9,450	-	14,340	950
Total Rehabilitation and Replacement Gross Expenditures	38,521	2,344	10,293	5,928	7,499	6,353	8,534	3,019	9,049	4,504	4,008	9,948	69,135	-	110,000	10,293
Funding Sources																
Reserves:																
Asset Replacement Reserves	35,840	2,344	10,293	5,928	7,499	6,353	8,534	3,019	9,049	4,504	4,008	9,948	69,135	-	107,319	10,293
General Capital Reserves	1,218	-	-	-	-	-	-	-	-	-	-	-	-	-	1,218	-
Grants & Subsidies	122	-	-	-	-	-	-	-	-	-	-	-	-	-	122	-
Other Recoveries	546	-	-	-	-	-	-	-	-	-	-	-	-	-	546	-
Planned Debenture Proceeds:																
Debenture Proceeds	794	-	-	-	-	-	-	-	-	-	-	-	-	-	794	-
Total Rehabilitation and Replacement Funding Sources	38,521	2,344	10,293	5,928	7,499	6,353	8,534	3,019	9,049	4,504	4,008	9,948	69,135	-	110,000	10,293

Program Group: Business Initiatives

Gross Expenditures																
14733 : Development of New Facilities	21,041	1,473	650	1,595	-	-	-	-	42,000	7,248	54,000	187,532	105,493	-	315,539	650
14740 : Legislative Compliance	1,525	500	1,150	125	125	50	50	50	50	50	50	50	1,750	-	3,775	1,150
14755 : Security & Life Safety	2,158	384	815	250	250	250	250	325	325	250	250	250	3,215	-	5,757	815
14775 : Property Services Branch General Capital	4,569	450	500	500	500	500	500	500	500	500	500	500	5,000	-	10,019	500
14780 : Admin Centre at 17150 Yonge Street	71,304	79,000	56,413	4,949	4,880	-	-	-	-	-	-	-	66,242	-	216,546	66,242
14810 : Technology initiatives	2,997	370	150	150	150	150	150	150	650	650	650	650	3,500	-	6,867	150
14831 : Vehicles Purchases	65	-	60	-	-	-	-	-	-	-	-	-	60	-	125	60
14835 : Audio-Visual Equipment & Events	2,571	500	150	150	150	150	150	150	150	150	150	150	1,500	-	4,571	150
14855 : Renovations of Existing Facilities	21,470	2,086	4,469	2,876	4,331	3,203	3,373	2,050	5,619	5,614	5,501	5,580	42,616	51,558	117,730	4,469
14856 : Furniture Management	250	122	163	177	177	177	177	177	177	177	177	177	1,756	1,770	3,898	163

Property Services

10-Year Capital Project Expenditures and Capital Spending Authority by Program Group

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
14861 : Transportation Business Initiatives	-	-	2,657	6,156	8,061	8,006	6,976	-	-	-	-	818	32,673	17,778	50,451	2,657
14901 : Project Management	10,454	2,649	3,787	3,910	4,094	4,238	4,212	4,317	4,425	4,536	4,649	4,765	42,933	-	56,036	3,787
Total Business Initiatives Gross Expenditures	138,405	87,534	70,964	20,838	22,718	16,724	15,838	7,719	11,896	53,927	19,175	66,940	306,738	258,638	791,315	80,793
Funding Sources																
Reserves:																
Development Charge Reserves	-	5,570	4,805	1,695	8,002	7,606	552	-	-	-	-	-	22,660	16,620	44,849	5,498
Asset Replacement Reserves	30,490	7,061	11,244	8,138	9,777	8,718	8,862	7,719	11,896	11,927	11,927	12,122	102,330	53,328	193,209	11,244
Debt Reduction Reserve	80,283	74,903	53,086	6,195	4,536	-	-	-	-	42,000	7,248	54,000	167,065	187,532	509,783	62,222
Program Specific Reserves	3,512	-	44	71	403	400	349	-	-	-	-	41	1,308	889	5,708	44
General Capital Reserves	21,975	-	-	-	-	-	-	-	-	-	-	-	-	-	21,975	-
Other Recoveries	10	-	1,785	4,739	-	-	-	-	-	-	-	-	6,524	-	6,534	1,785
Planned Debuture Proceeds:																
York Regional Housing	136	-	-	-	-	-	-	-	-	-	-	-	-	-	136	-
Debuture Proceeds	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	-
Debuture Proceeds DC	-	-	-	-	-	-	6,076	-	-	-	-	777	6,852	269	7,121	-
Total Business Initiatives Funding Sources	138,405	87,534	70,964	20,838	22,718	16,724	15,838	7,719	11,896	53,927	19,175	66,940	306,738	258,638	791,315	80,793
Total Property Services Gross Expenditures	176,926	89,878	81,257	26,766	30,217	23,077	24,372	10,738	20,945	58,431	23,183	76,888	375,873	258,638	901,315	91,086
Funding Sources																
Reserves:																
Development Charge Reserves	-	5,570	4,805	1,695	8,002	7,606	552	-	-	-	-	-	22,660	16,620	44,849	5,498
Asset Replacement Reserves	66,329	9,405	21,537	14,066	17,276	15,071	17,396	10,738	20,945	16,431	15,935	22,070	171,465	53,328	300,527	21,537
Debt Reduction Reserve	80,283	74,903	53,086	6,195	4,536	-	-	-	-	42,000	7,248	54,000	167,065	187,532	509,783	62,222
Program Specific Reserves	3,512	-	44	71	403	400	349	-	-	-	-	41	1,308	889	5,708	44
General Capital Reserves	23,193	-	-	-	-	-	-	-	-	-	-	-	-	-	23,193	-
Grants & Subsidies	122	-	-	-	-	-	-	-	-	-	-	-	-	-	122	-
Other Recoveries	557	-	1,785	4,739	-	-	-	-	-	-	-	-	6,524	-	7,081	1,785
Planned Debuture Proceeds:																
York Regional Housing	136	-	-	-	-	-	-	-	-	-	-	-	-	-	136	-
Debuture Proceeds	2,794	-	-	-	-	-	-	-	-	-	-	-	-	-	2,794	-
Debuture Proceeds DC	-	-	-	-	-	-	6,076	-	-	-	-	777	6,852	269	7,121	-
Total Property Services Funding Sources	176,926	89,878	81,257	26,766	30,217	23,077	24,372	10,738	20,945	58,431	23,183	76,888	375,873	258,638	901,315	91,086

Property Services 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
Program Group: Rehabilitation and Replacement										
14703 : Corporate Facilities Asset Renewal	59,685	-	59,685	-	-	-	-	-	-	-
14708 : Water & Wastewater Facilities Asset Renewal	9,450	-	9,450	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	69,135	-	69,135	-	-	-	-	-	-	-
Program Group: Business Initiatives										
14733 : Development of New Facilities	105,493	-	-	105,493	-	-	-	-	-	-
14740 : Legislative Compliance	1,750	-	1,750	-	-	-	-	-	-	-
14755 : Security & Life Safety	3,215	-	3,215	-	-	-	-	-	-	-
14775 : Property Services Branch General Capital	5,000	-	5,000	-	-	-	-	-	-	-
14780 : Admin Centre at 17150 Yonge Street	66,242	-	-	61,572	-	-	-	-	-	4,670
14810 : Technology initiatives	3,500	-	3,500	-	-	-	-	-	-	-
14831 : Vehicles Purchases	60	-	60	-	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	1,500	-	1,500	-	-	-	-	-	-	-
14855 : Renovations of Existing Facilities	42,616	-	42,616	-	-	-	-	-	-	-
14856 : Furniture Management	1,756	-	1,756	-	-	-	-	-	-	-
14861 : Transportation Business Initiatives	32,673	-	-	-	1,307	-	-	-	6,524	24,842
14901 : Project Management	42,933	-	42,933	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	22,660	-	-	-	-	-	-	-	(22,660)
Business Initiatives Total	306,738	22,660	102,330	167,065	1,307	-	-	-	6,524	6,852
Property Services Total	375,873	22,660	171,465	167,065	1,307	-	-	-	6,524	6,852

Property Services Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Program Group: Rehabilitation and Replacement										
14703 : Corporate Facilities Asset Renewal	9,343	-	9,343	-	-	-	-	-	-	-
14708 : Water & Wastewater Facilities Asset Renewal	950	-	950	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	10,293	-	10,293	-	-	-	-	-	-	-
Program Group: Business Initiatives										
14733 : Development of New Facilities	650	-	-	650	-	-	-	-	-	-
14740 : Legislative Compliance	1,150	-	1,150	-	-	-	-	-	-	-
14755 : Security & Life Safety	815	-	815	-	-	-	-	-	-	-
14775 : Property Services Branch General Capital	500	-	500	-	-	-	-	-	-	-
14780 : Admin Centre at 17150 Yonge Street	66,242	-	-	61,572	-	-	-	-	-	4,670
14810 : Technology initiatives	150	-	150	-	-	-	-	-	-	-
14831 : Vehicles Purchases	60	-	60	-	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	150	-	150	-	-	-	-	-	-	-
14855 : Renovations of Existing Facilities	4,469	-	4,469	-	-	-	-	-	-	-
14856 : Furniture Management	163	-	163	-	-	-	-	-	-	-
14861 : Transportation Business Initiatives	2,657	-	-	-	44	-	-	-	1,785	828
14901 : Project Management	3,787	-	3,787	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	5,498	-	-	-	-	-	-	-	(5,498)
Business Initiatives Total	80,793	5,498	11,244	62,222	44	-	-	-	1,785	-
Property Services Total	91,086	5,498	21,537	62,222	44	-	-	-	1,785	-

Court Services

10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Gross Expenditures																
A1601 : Courtroom Renovations	-	120	120	120	120	120	120	120	120	120	120	120	1,200	-	1,320	120
Total Court Services Gross Expenditures	-	120	120	120	120	120	120	120	120	120	120	120	1,200	-	1,320	120
Funding Sources																
Reserves:																
Asset Replacement Reserves	-	120	120	120	120	120	120	120	120	120	120	120	1,200	-	1,320	120
Total Court Services Funding Sources	-	120	120	120	120	120	120	120	120	120	120	120	1,200	-	1,320	120

Court Services
10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
A1601 : Courtroom Renovations	1,200	-	1,200	-	-	-	-	-	-	-
Court Services Total	1,200	-	1,200	-	-	-	-	-	-	-

Court Services
Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
A1601 : Courtroom Renovations	120	-	120	-	-	-	-	-	-	-
Court Services Total	120	-	120	-	-	-	-	-	-	-

INTENTIONAL BLANK

10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
Gross Expenditures																
C298 : Connect To Innovate	-	-	4,500	5,000	1,000	-	-	-	-	-	-	-	10,500	-	10,500	10,500
C299 : Fibre Network Delivery	11,850	1,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	41,000	20,000	73,850	5,000
Total YorkNet Gross Expenditures	11,850	1,000	9,500	9,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	51,500	20,000	84,350	15,500
Funding Sources																
Reserves:																
General Capital Reserves	11,850	1,000	4,500	250	500	-	-	-	-	-	-	-	5,250	-	18,100	5,250
Federal Gas Tax Reserves	-	-	5,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	41,000	20,000	61,000	5,000
Other Recoveries	-	-	-	4,750	500	-	-	-	-	-	-	-	5,250	-	5,250	5,250
Total YorkNet Funding Sources	11,850	1,000	9,500	9,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	51,500	20,000	84,350	15,500

10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
C298 : Connect To Innovate	10,500	-	-	-	-	5,250	-	-	5,250	-
C299 : Fibre Network Delivery	41,000	-	-	-	-	-	41,000	-	-	-
YorkNet Total	51,500	-	-	-	-	5,250	41,000	-	5,250	-

YorkNet
Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
C298 : Connect To Innovate	10,500	-	-	-	-	5,250	-	-	5,250	-
C299 : Fibre Network Delivery	5,000	-	-	-	-	-	5,000	-	-	-
YorkNet Total	15,500	-	-	-	-	5,250	5,000	-	5,250	-

INTENTIONAL BLANK

York Regional Police 10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028				
Gross Expenditures																
P29010 : Vehicles - Replacement & Additional	-	4,125	4,073	4,290	4,380	4,470	4,550	4,650	4,740	4,830	4,930	5,030	45,943	-	50,068	4,073
P29011 : Business Intelligence	1,827	160	280	170	240	170	170	170	170	170	170	170	1,880	-	3,867	280
P29014 : Specialized Equipment - Support Services	-	215	244	-	-	400	-	-	-	-	250	-	894	-	1,109	244
P29015 : Specialized Equipment - Telephone	-	-	-	-	700	-	-	-	-	-	-	-	700	-	700	-
P29017 : Specialized Equipment - Growth Staff	-	953	1,264	1,335	991	991	1,061	991	991	1,279	1,335	991	11,229	-	12,182	1,264
P29018 : Specialized Equipment - Road Safety	-	-	408	408	-	-	-	-	-	-	-	-	816	-	816	816
P29020 : #1 District Multi-Functional Facility	7	95	4,500	18,350	2,805	-	-	-	-	-	-	-	25,655	-	25,757	25,655
P29022 : Information Technology Hardware & Software	-	1,009	1,447	1,110	1,530	1,150	1,170	1,190	1,460	1,380	1,250	1,280	12,967	-	13,976	1,447
P29023 : Specialized Equipment - Technical Investigations	-	550	550	-	-	-	1,100	-	-	-	-	1,100	2,750	-	3,300	550
P29024 : Digital Evidence Management	-	-	1,060	-	-	-	-	-	-	-	-	-	1,060	-	1,060	1,060
P29028 : Portable and Mobile Radio Replacements	-	-	-	-	2,352	2,352	-	-	-	-	-	-	4,704	-	4,704	-
P29030 : IT Infrastructure and Applications	-	878	969	969	969	969	969	969	969	969	969	969	9,690	-	10,568	969
P29031 : #3 District - Marine Headquarters	2,463	1,256	4,694	-	-	-	-	-	-	-	-	-	4,694	-	8,413	4,694
P29032 : Data Governance Retention Management	1,057	-	-	-	-	-	-	-	-	1,000	-	-	1,000	-	2,057	-
P29033 : Renovations to Existing Facilities	-	150	750	750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,500	-	9,650	750
P29034 : Connected Officer In Car Modernization	-	593	1,579	937	729	372	636	929	907	729	954	666	8,438	-	9,031	2,516
P29035 : Specialized Equipment - Closed Circuit System	-	9	590	-	-	-	-	-	-	-	-	-	590	-	599	590
P29036 : Computer Aided Dispatch - Records Management System	-	-	-	-	-	-	-	-	-	3,700	-	-	3,700	-	3,700	-
P29037 : Marine Patrol Boat	-	-	250	-	-	-	-	-	-	-	-	-	250	-	250	250
P29039 : Employee Scheduling	-	-	-	-	-	110	-	-	-	-	-	-	110	-	110	-
P29042 : Radio System	-	410	390	380	380	190	190	-	-	-	-	-	1,530	-	1,940	390
P29043 : Renovations #4 District	-	1,300	320	-	-	-	-	-	-	-	-	-	320	-	1,620	320

York Regional Police 10-Year Capital Project Expenditures and Capital Spending Authority

(in \$000s)	Spent to Date Dec 31/2017	Year End Forecast	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	Capital Spending Authority
P29044 : Talent Management	-	-	-	-	-	-	-	150	-	-	-	-	150	-	150	-
P29045 : Land Bank Acquisition	-	-	3,000	-	-	-	-	-	-	-	-	-	3,000	-	3,000	3,000
P29046 : King SubStation	3	1,200	100	-	-	-	-	-	-	-	-	-	100	-	1,303	100
P29047 : Specialized Equipment - Forensic Equipment	-	-	1,680	520	1,763	-	-	-	-	-	-	-	3,963	-	3,963	2,200
P29048 : YRP Net Rewrite	117	-	-	-	-	-	-	150	-	-	-	-	150	-	267	-
P29049 : Disaster Recovery Plan	-	-	-	319	-	-	-	-	308	-	-	-	627	-	627	-
P29050 : Air Operations	-	233	4,274	100	100	-	100	100	100	100	668	1,196	6,738	-	6,971	4,274
P29051 : Community Safety Village Expansion & Renovations	258	635	1,095	-	-	-	-	-	-	-	-	-	1,095	-	1,988	1,095
P29052 : New District Substation Outlook	-	-	-	3,000	-	-	-	-	-	-	-	-	3,000	-	3,000	-
P29054 : Air Operations Helicopter	-	-	-	-	-	5,943	-	-	-	-	-	-	5,943	-	5,943	5,943
Total York Regional Police Gross Expenditures	5,732	13,771	33,517	32,638	17,939	18,117	10,946	10,299	10,645	15,157	11,526	12,402	173,186	-	192,689	62,480
Funding Sources																
Reserves:																
Development Charge Reserves	-	6,070	15,226	14,940	4,933	3,733	2,116	1,177	1,944	3,305	1,506	1,709	50,589	-	56,659	31,342
Asset Replacement Reserves	2	5,578	6,493	6,476	6,826	6,926	7,026	7,126	7,226	7,326	7,426	7,526	70,377	-	75,957	7,273
Debt Reduction Reserve	3,473	2,048	11,626	8,363	6,021	7,074	1,725	1,309	1,475	4,526	1,585	2,502	46,206	-	51,727	23,388
Program Specific Reserves	-	-	93	-	-	-	-	-	-	-	-	-	93	-	93	93
Other Recoveries	-	75	79	159	159	384	79	-	-	-	-	-	860	-	935	384
Planned Debiture Proceeds:																
Debiture Proceeds DC	2,258	-	-	2,700	-	-	-	687	-	-	1,009	665	5,061	-	7,319	-
Total York Regional Police Funding Sources	5,732	13,771	33,517	32,638	17,939	18,117	10,946	10,299	10,645	15,157	11,526	12,402	173,186	-	192,689	62,480

York Regional Police 10 Year Capital Project Funding Sources

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	47,658	-	-	-	-	-	-	-	(47,658)
P29010 : Vehicles - Replacement & Additional	45,943	-	35,647	-	-	-	-	-	-	10,296
P29011 : Business Intelligence	1,880	421	-	1,459	-	-	-	-	-	-
P29014 : Specialized Equipment - Support Services	894	182	85	627	-	-	-	-	-	-
P29015 : Specialized Equipment - Telephone	700	-	-	543	-	-	-	-	-	157
P29017 : Specialized Equipment - Growth Staff	11,229	-	3,245	-	-	-	-	-	-	7,984
P29018 : Specialized Equipment - Road Safety	816	-	-	816	-	-	-	-	-	-
P29020 : #1 District Multi-Functional Facility	25,655	-	-	8,058	-	-	-	-	-	17,597
P29022 : Information Technology Hardware & Software	12,967	-	12,967	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	2,750	-	-	2,133	-	-	-	-	-	617
P29024 : Digital Evidence Management	1,060	-	-	1,060	-	-	-	-	-	-
P29028 : Portable and Mobile Radio Replacements	4,704	-	-	3,650	-	-	-	-	-	1,054
P29030 : IT Infrastructure and Applications	9,690	-	5,930	3,760	-	-	-	-	-	-
P29031 : #3 District - Marine Headquarters	4,694	-	-	469	-	-	-	-	-	4,225
P29032 : Data Governance Retention Management	1,000	-	-	776	-	-	-	-	-	224
P29033 : Renovations to Existing Facilities	9,500	-	6,750	2,750	-	-	-	-	-	-
P29034 : Connected Officer In Car Modernization	8,438	1,071	5,721	1,646	-	-	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	590	-	-	458	-	-	-	-	-	132
P29036 : Computer Aided Dispatch - Records Management System	3,700	-	-	2,871	-	-	-	-	-	829
P29037 : Marine Patrol Boat	250	56	-	194	-	-	-	-	-	-
P29039 : Employee Scheduling	110	25	-	85	-	-	-	-	-	-
P29042 : Radio System	1,530	220	-	662	93	-	-	-	555	-
P29043 : Renovations #4 District	320	-	32	-	-	-	-	-	-	288
P29044 : Talent Management	150	34	-	116	-	-	-	-	-	-
P29045 : Land Bank Acquisition	3,000	-	-	300	-	-	-	-	-	2,700
P29046 : King SubStation	100	-	-	10	-	-	-	-	-	90

**York Regional Police
10 Year Capital Project Funding Sources**

(in \$000s)	10 Year Plan Total Capital	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
P29047 : Specialized Equipment - Forensic Equipment	3,963	888	-	3,075	-	-	-	-	-	-
P29048 : YRP Net Rewrite	150	34	-	116	-	-	-	-	-	-
P29049 : Disaster Recovery Plan	627	-	-	627	-	-	-	-	-	-
P29050 : Air Operations	6,738	-	-	5,230	-	-	-	-	-	1,508
P29051 : Community Safety Village Expansion & Renovations	1,095	-	-	109	-	-	-	-	-	986
P29052 : New District Substation Outlook	3,000	-	-	300	-	-	-	-	-	2,700
P29054 : Air Operations Helicopter	5,943	-	-	4,306	-	-	-	-	305	1,332
York Regional Police Total	173,166	50,589	70,377	46,206	93	-	-	-	860	5,061

York Regional Police Capital Spending Authority Project Funding Sources

(in \$000s)	Capital Spending Authority	Development Charge Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Program Specific Reserves	General Capital Reserve	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	30,297	-	-	-	-	-	-	-	(30,297)
P29010 : Vehicles - Replacement & Additional	4,073	-	3,160	-	-	-	-	-	-	913
P29011 : Business Intelligence	280	63	-	217	-	-	-	-	-	-
P29014 : Specialized Equipment - Support Services	244	36	85	123	-	-	-	-	-	-
P29017 : Specialized Equipment - Growth Staff	1,264	-	311	-	-	-	-	-	-	953
P29018 : Specialized Equipment - Road Safety	816	-	-	816	-	-	-	-	-	-
P29020 : #1 District Multi-Functional Facility	25,655	-	-	8,058	-	-	-	-	-	17,597
P29022 : Information Technology Hardware & Software	1,447	-	1,447	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	550	-	-	427	-	-	-	-	-	123
P29024 : Digital Evidence Management	1,060	-	-	1,060	-	-	-	-	-	-
P29030 : IT Infrastructure and Applications	969	-	396	573	-	-	-	-	-	-
P29031 : #3 District - Marine Headquarters	4,694	-	-	469	-	-	-	-	-	4,225
P29033 : Renovations to Existing Facilities	750	-	250	500	-	-	-	-	-	-
P29034 : Connected Officer In Car Modernization	2,516	327	1,592	597	-	-	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	590	-	-	458	-	-	-	-	-	132
P29037 : Marine Patrol Boat	250	56	-	194	-	-	-	-	-	-
P29042 : Radio System	390	70	-	148	93	-	-	-	79	-
P29043 : Renovations #4 District	320	-	32	-	-	-	-	-	-	288
P29045 : Land Bank Acquisition	3,000	-	-	300	-	-	-	-	-	2,700
P29046 : King SubStation	100	-	-	10	-	-	-	-	-	90
P29047 : Specialized Equipment - Forensic Equipment	2,200	493	-	1,707	-	-	-	-	-	-
P29050 : Air Operations	4,274	-	-	3,316	-	-	-	-	-	958
P29051 : Community Safety Village Expansion & Renovations	1,095	-	-	109	-	-	-	-	-	986
P29054 : Air Operations Helicopter	5,943	-	-	4,306	-	-	-	-	305	1,332
York Regional Police Total	62,480	31,342	7,273	23,388	93	-	-	-	384	-

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GLOSSARY

Annual Repayment Limit	The limit set by provincial regulation on a municipality's debt charges, calculated annually by the province as the municipality's "debt and financial obligation limit." The limit is 25% of a municipality's own-source revenues, as defined in the regulation and excluding development charge collections. In 2011, the province amended the regulation to allow York Region to increase its limit by adding a growth-related "cost supplement" amounting to 80% of the average of the last three fiscal years of estimated development charge collections.
Assessment Value	Value of property as determined by the Municipal Property Assessment Corporation. It is provided (or "returned") to municipalities in December as the basis for property taxation in the following year.
Assessment Growth, Assessment Growth Revenue	The increase in assessment value during the year as the result of new properties and improvements to existing properties. In preparing a budget, the current year's associated revenue is forecast as part of expected revenues for the following budget year, when the tax on the new or improved property will be levied.
Balanced Budget	As required for Ontario municipalities under the Municipal Act, an operating budget that shows estimated revenues equal to estimated spending.
Bond	A debt instrument promising to pay back borrowed money on a specified date, normally with periodic payments of interest required before repayment. See also debenture.
Budget	An annual document through which Council makes financial commitments to support the implementation of its policy priorities, and includes information on sources of funding and other financial matters
Capital Asset	A non-financial asset, either fixed or moveable and expected to last longer than one year, that the Region builds or acquires to deliver services. Examples include roads, transit vehicles, watermains, paramedic stations and community housing.
Capital Budget	The budget for the Region's capital assets.
Capital Expenditure	Planned or actual spending on acquiring, building or upgrading capital assets.
Capital Reserves	Reserves for future capital spending. Examples include capital asset replacement reserves and development charge reserves.

Capital Spending Authority	Capital Spending Authority (CSA) is the authority from Council to commit funding to a capital project. The authority may span several years for multi-year projects.
Compensation and Inflation	Incremental costs resulting from inflation and compensation agreements.
Contractual Commitments and Rate Adjustments	Incremental costs resulting from cost or rate increases specified in multi-year contracts or other agreements with service providers.
Contributions to Capital Reserves	Funds contributed to reserves in the operating budget which are used to fund projects in the capital budget.
Contributions to Non-Capital Reserves	Contributions to reserves other than capital reserves.
Conversion	Temporary employee that is converted to permanent. Please see Full-Time Equivalent (FTE) for more details.
Council	The 21-member governing body of elected officials that set policies, direction and budgets for York Region.
Debenture	A debt instrument promising to pay back borrowed money on a specified date, normally with periodic payments of interest required before repayment. A debenture is typically issued against the general ability of the borrower to repay, as opposed to being secured by specific assets.
Debt	Money owed by the Region. For Ontario municipalities, debt normally consists of debentures and notes and cash loans from financial institutions, and may also include loans from the municipality's own reserves.
Debt and Financial Obligation Limit	See Annual Repayment Limit.
Department	A unit of York Region that delivers a unique group of services. Departments may be further subdivided into branches and programs
Development Charges	Rates levied on new development, whether residential or non-residential, and set by Regional Council from time to time through a Development Charges bylaw.
Direct Charges, Allocations and Recoveries	The incremental impact of direct charges and allocations within the departments and the recovery of staffing costs associated with the construction and planning of projects.

Efficiencies and Program Reduction	Includes organizational savings in time and money as a result of operating more cost-effectively, and adjustments to reflect improved spending projections.
Employee	A person who receives a T-4 slip from York Region. See also full-time equivalent.
Enhancing Service Levels	Improving service levels and/or providing new services.
Fees and Charges	Amounts paid by individuals or organizations to the Region for the use of Regional services or facilities; examples include transit fares and charges for long-term care home residency.
Fiscal Year	The year as defined for budgeting and accounting purposes, which in the case of York Region coincides with the calendar year.
Full Time Equivalent (FTE)	A way of standardizing hours worked by employees, calculated by dividing the hours worked in a week by normal full-time hours for the position and multiplied by the proportion of the year worked.
Fund, Fund Balance	See Reserve Fund.
Grant	A financial contribution from another level of government to support a particular function, service or program. A grant can be conditional (restricted to certain uses or requiring certain conditions to be met) or unconditional.
Infrastructure	Capital assets or, often, combinations of capital assets that deliver such public services as transportation, transit, drinking water, wastewater and community housing.
Local Municipality	A municipality located within York Region.
Maintaining Existing Service Levels	Committing to keep the existing service level as the population grows, which generally involves higher costs. See also Status Quo.
Municipal Act	Provincial legislature that defines municipalities and types of municipalities in Ontario and sets out their roles, powers, processes and responsibilities.
Net Tax Levy	The portion of the operating budget that must be paid by the tax levy after all other funding sources, including grants and user fees, are taken into account.

Net Debenture Financing of Capital Projects	Debt servicing costs, consisting of principal and interest, netted against contributions from development charge reserve draws.
Operating Budget	The budget for day-to-day operations.
Operating Impact of Capital	Operating costs of new capital assets as they come into service, including salaries, debt service and contract costs, and contribution to reserves.
Policy	A general principle, plan or rule that directs staff in making consistent decisions.
Principal	The funds provided by borrowing.
Program	A specific service and service level mandated by legislation or Regional Council.
Property Assessment	See Assessment Value.
Reserve	Money designated by Council for a particular purpose that is not held separately from the Region's general financial assets. Interest earned on reserves is reported as operating fund earnings.
Reserve Fund, Reserve Fund Balance	Money designated for a particular purpose that is held separately from the Region's other financial assets. Interest earned on reserves is held within the reserve fund. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council. The reserve fund balance is the amount of money in a reserve fund at a given date.
Status Quo	Cost of continuing the existing levels of service from one budget year to the next, before taking population growth into account. See also Maintaining Existing Service Levels and Enhancing Service Levels.
Subsidy	An amount received from the federal or provincial government to partially or wholly offset the cost of some services delivered by the Region or under contract to the Region.
Supplementary Taxes	Property taxes collected on increased assessment value during the year. Also referred to as "assessment growth revenue." See also assessment value.
Surplus	Any positive variance between budgeted and actual results. The fiscal strategy determines how any surplus is to be allocated to reserves.
Tax Levy	York Region's portion of funds that are collected through property taxes on taxable assessment of the residential, farm, industrial, commercial and other categories of property.

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