



2017 TO 2018 BUDGET

APPROVED ON DECEMBER 15, 2016

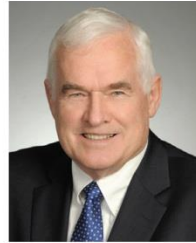




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City of Markham



Regional Councillor
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City of Markham



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

York Regional Council is pleased to present the Regional Municipality of York's 2017 budget. The combined operating and capital budget for 2017 is \$3.0 billion, with a tax levy increase of 2.87% in 2017 and an outlook of 2.65% for 2018.

The budget updates the final two years of the multi-year plan for 2015 to 2018 that was approved by Council early in 2015. Multi-year planning remains key to the Region because it enables us to better align our financial and strategic plans, set goals beyond one year and improve fiscal discipline. All of this helps us and Regional staff make better decisions.

Moody's Investors Service and Standard & Poor's have maintained their credit ratings of Aaa and AA+ respectively for the Region. Both agencies note as positives our sustained growth, exceptional levels of reserves and strong financial management. Critical elements of financial management include the Regional fiscal strategy and water and wastewater user rates that support long-term financial sustainability.

This budget continues to make key investments, especially in transportation, to strategically address the needs of growth. Managing growth while enhancing financial sustainability will be a legacy of our service to the 1.2 million residents of York Region.



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Town of Richmond Hill



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City of Vaughan



Mayor
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Town of Newmarket



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Table of Contents

Executive Summary	i
Key Plans and Policies	1
The Region: Economy and Demographics	5
The Budget	
Overview	11
Accrual Budget Presentation	23
Operating Budget	31
Capital Budget	45
Water and Wastewater User Rates	57
Departmental Budgets	
Transportation Services	63
York Region Rapid Transit Corporation	83
Environmental Services	93
Community and Health Services	117
Corporate Management and Governance	147
Court Services	173
Financial Initiatives	183
Boards and Authorities	187
York Regional Police	195
Financial Policies	
Achieving Financial Sustainability	205

Reserves and Reserve Funds	211
Debt Management Plan	219
Appendices	
Operating Budget	235
Capital Budget	
Transportation Services	239
York Region Rapid Transit Corporation	279
Environmental Services	283
Community and Health Services	327
Corporate Management and Governance	341
York Regional Police	359
Debt Management Plan	367
Glossary	371



EXECUTIVE SUMMARY

This budget covers 2017 and 2018, the remaining years of a four-year plan approved by York Regional Council in early 2015.

The 2017 operating budget will require increased tax levy funding of \$45.3 million. After assessment growth, this translates into a tax levy increase of 2.87% for 2017. This is equivalent to an additional \$66 on the average residential property tax bill. For 2018, the outlook is for a 2.65% increase in the tax levy.

The budget includes total operating spending of \$2,097 million for 2017 and an outlook of \$2,178 million for 2018. The net tax levy for both 2017 and 2018 has increased slightly from the outlook in the multi-year budget. This reflects both a larger operating budget for York Regional Police and downward adjustments in expected assessment growth revenue.

An updated 10-year capital plan provides for spending of \$6.1 billion out to 2026, including \$942 million in 2017. Capital spending includes record levels of investment in Transportation Services, in both roads and transit, during the current Council term.

Adjustment to approved budget outlook reflects greater police needs and lower assessment growth

York Region departments collectively stayed within the approved outlook for 2017 and 2018. The previously approved outlook included increases that were mainly to serve a larger population and address changes in program needs triggered by greater urbanization in the Region.

The York Regional Police Budget, which is reviewed and approved by the Police Services Board, will see a net increase in funding from the tax levy of \$13.4 million, or 4.52%, from 2016. This is higher than the increase of \$12.1 million approved in the outlook. The increase includes the hiring of new officers to expand service and prepare for expected retirements.

On the revenue side, forecast assessment growth revenue has been reduced by \$0.8 million for 2017 and \$1.2 million for 2018.

Other revenue sources benefited from increased provincial and federal funding, expected increases in transit fare and other non-tax revenues, and a new water and wastewater user rate structure implemented in 2016. The new user rates will ensure that starting in 2021, rate revenues will provide all funding needed to recover the costs of providing water and wastewater services.

Budgeting continues to reflect and benefit from the Region's fiscal strategy introduced in 2014. The strategy builds key reserves and reduces the need for debt. Since its introduction, reserves have grown by \$381 million and are expected to increase by a further \$619 million by 2020.

The fiscal strategy significantly enhances the Region's financial sustainability. Over the next 10 years, the Region will issue \$1.3 billion less debt than without these measures, and will not issue any debt supported by the tax levy or user rates.

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

York Region services

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

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

The Operating Budget

(\$ Millions)	2015 Approved	2016 Approved	2017 Approved	2018 Outlook
Gross Expenditures	1,901	2,003	2,097	2,178
Non-Tax Revenue	963	1,022	1,071	1,108
Net Expenditures	938	981	1,026	1,070
Assessment Growth Revenue (%)	2.15	1.76	1.75	1.63
Tax Levy Increase (%)	2.97	2.85	2.87	2.65

The operating budget

Almost all the spending in the operating budget goes to core service areas, including policing, community and social programs, environmental services, and roads and transit. A key goal is providing timely, high-quality services in the most efficient ways.

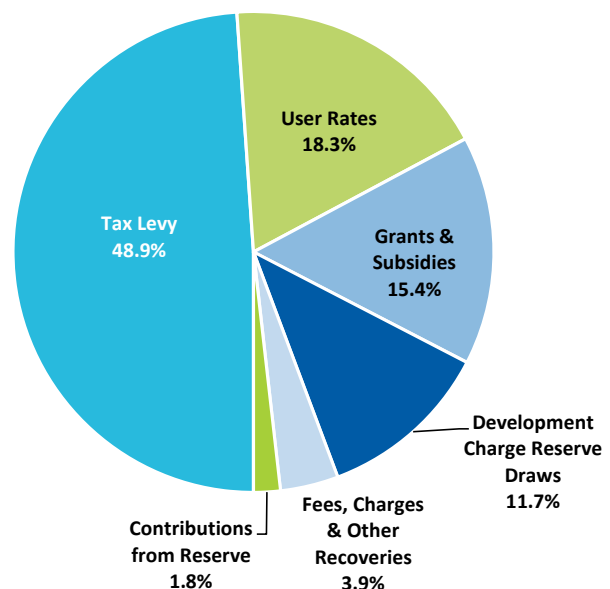
After approval of the multi-year plan in early 2015, pressures on both costs and revenues emerged. Regional departments were able to fully manage spending pressures in both 2016 and the current budget.

As noted, however, the York Regional Police budget increased by a greater-than-planned amount, mainly to provide more front-line officers.

As well, growth in assessment in 2016, which translates into incremental property tax revenues in 2017, was below forecast. Assessment growth revenues in 2017 are expected to be \$17.2 million instead of \$18.0 million. Because the trend is expected to continue, the outlook for 2018 is reduced to \$16.8 million from \$18.0 million. These changes reflect trends that are discussed in more detail starting on page 5.

The result of the changes in spending and revenues are tax levy increases for the remaining two years of the four-year plan that are slightly higher than originally approved.

2017 Total Revenue \$2,097 Million



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

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

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

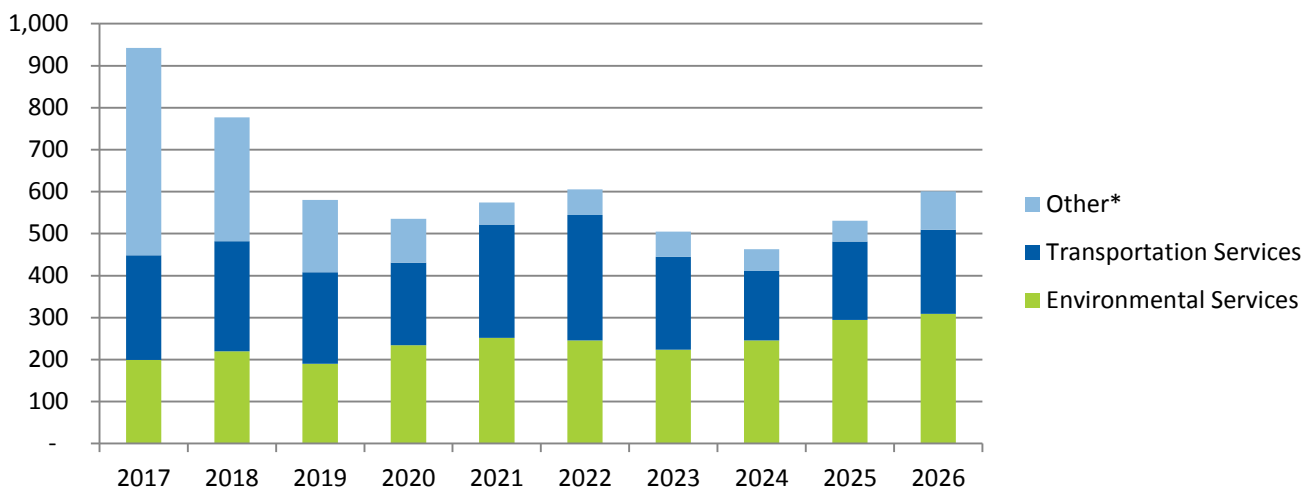
The tax levy of \$1,026.1 million will support 48.9% of the total operating budget for 2017, with other revenues funding the balance. The share of the operating budget supported by the tax levy is projected to remain fairly stable in 2018.

The capital budget

York Region continues to invest in such major assets as roads, transit, water and wastewater systems, police stations and housing, with a capital plan for 2017 of \$942 million. This represents the first year of a 10-year plan of \$6.1 billion, among the largest in Ontario. Capital Spending Authority, which allows multi-year capital commitments, is \$2.6 billion.

Transportation and transit capital investments remain strong through 2018

\$ Millions



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

The new 10-year plan aligns with the 10-year plan in the 2016 budget, which was also \$6.1 billion.

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

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

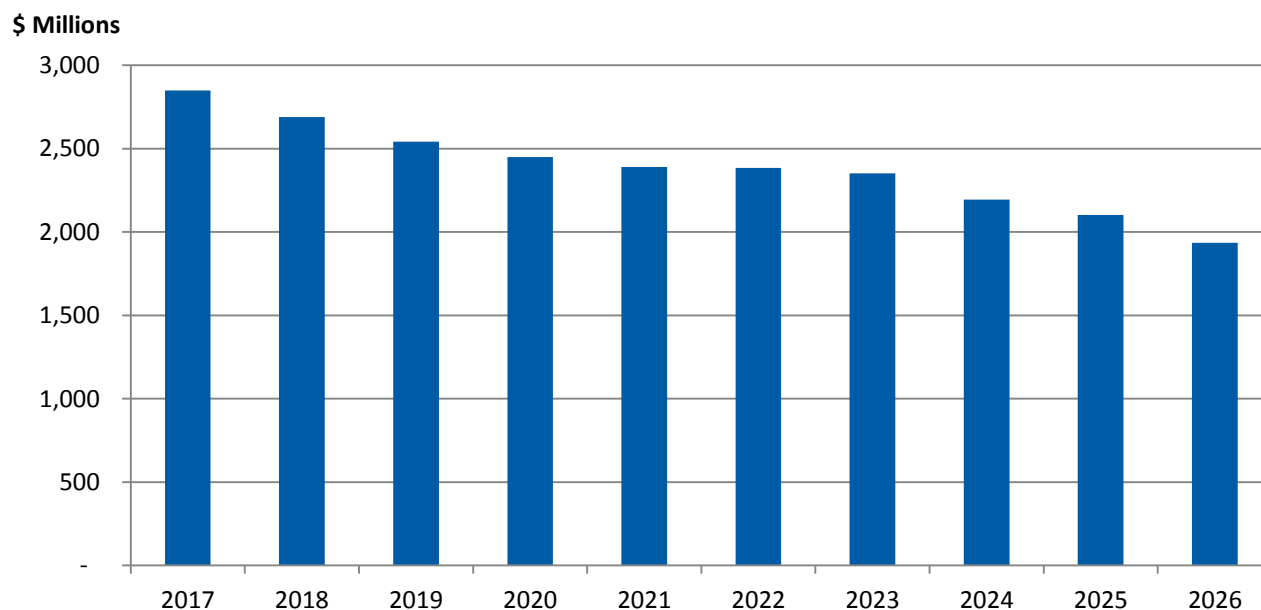
The Region will also make significant investments in water and wastewater assets both to serve growth and to renew existing assets. The current plan includes \$2.3 billion for these projects over the next ten years.

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

Because of the Region's fiscal strategy and water and wastewater rates approved in 2015, the 10-year capital plan will be achieved without additions to user-rate or tax-levy-supported debt. The Region will continue to borrow to fill the timing gap between its growth-related capital needs and development charge collections.

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

Budget will reduce outstanding debt



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KEY PLANS AND POLICIES

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

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

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

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

Strategic plan highlights key priorities in four areas

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 2015 to 2019 Strategic Plan, which was approved in February 2015, also took into account the Regional fiscal strategy. This helps to ensure that as the plan is translated into programs and initiatives, these respond to the needs of the community now and in the future in ways that are responsible to taxpayers.

Council and York Region residents are regularly updated on results. In 2016, for the first time, strategic plan and financial results were reported together in a new community report for York Region. More details on the creation of this report appear on page 151.

The plan, which is available on the Region's website under About York Region > Plans, Reports and Strategies > 2015 to 2019 Strategic Plan, focuses on four priority areas for the Region:



**ECONOMIC
VITALITY**



**HEALTHY
COMMUNITIES**



**SUSTAINABLE
ENVIRONMENT**



**GOOD
GOVERNMENT**

In the plan, these are detailed as follows.

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

4. Strengthening the Region’s network of human services to support people in achieving their potential

- **Manage environmentally sustainable growth**, with the strategic objectives of:

1. Managing traffic congestion
2. Optimizing critical infrastructure systems capacity
3. Encouraging growth along Regional Centres and Corridors
4. Preserving green spaces

- **Provide responsive and efficient public service**, with the strategic objectives of:

1. Making it easier to access Regional information and services
2. Ensuring a fiscally prudent and efficient Region
3. Stewardship of the Region’s assets
4. Strengthening organizational capacity and effectiveness.

As with the previous four-year plan, clear goals are set out for each priority, with concrete measures of progress attached. In total, the plan includes 22 community indicators, 48 key Regional performance

measures and 42 key planned Regional activities. The community report showed that after one year, 83 per cent of performance measures were trending in the desired direction.

Over the balance of the plan, the Region’s departments will work to make sure their budgets and plans are consistent with its direction. They will also address any areas where performance is below expectations.

Performance that falls below expectations can signal a need to dig deeper into root causes and develop innovative and effective solutions. Often, where needs are complex, addressing them requires working across departments, with outside organizations and even with other levels of government.

The Region’s Management Team engages in a strategy review process to support progress. The reviews also help to troubleshoot in areas where performance can be improved.



York Region’s planning and accountability framework and hierarchy

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ECONOMY AND DEMOGRAPHICS

In mid-2016, an estimated 1.2 million people lived in York Region, making it one of Canada's largest municipalities.

With roughly 50,000 businesses, York Region is the second largest business centre in Ontario after Toronto. While manufacturing remains important, knowledge-based and service jobs are growing. The Region is home to one of the largest information and communications technology clusters in Canada. The life sciences and business services sectors are also expanding.

Employment increased by 3.1% a year on average between 2010 and 2015. Between 2014 and 2015, the Region added about 13,300 jobs, outpacing both the provincial and national averages and bringing the estimated total number of jobs to 577,600.

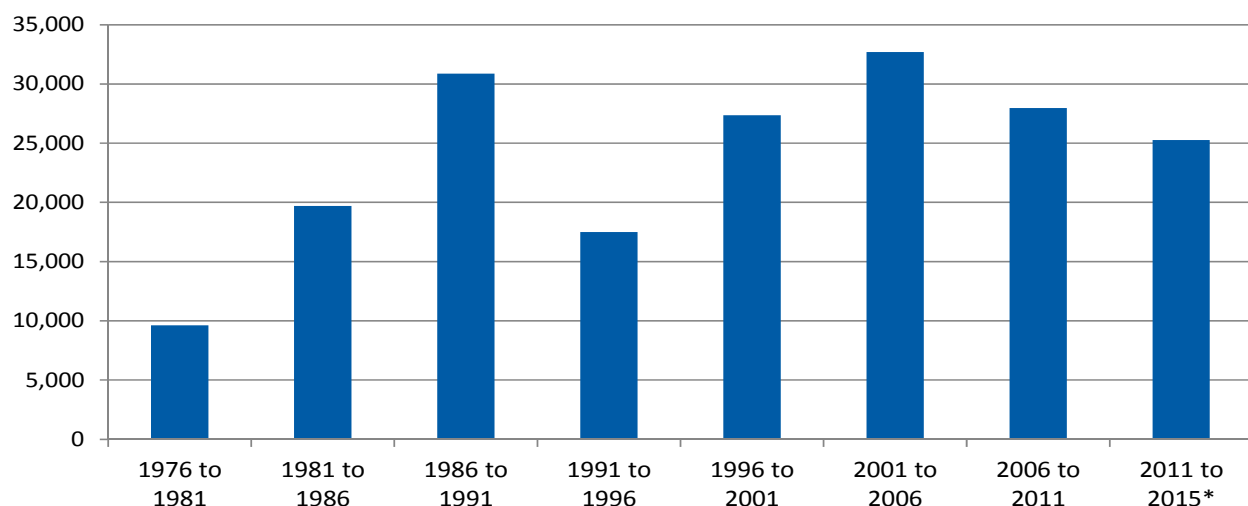
The 2011 National Household Survey identified York Region as the home of one of Canada's most highly educated and wealthy populations. Average household income was about \$111,000, well above the figures of roughly \$86,000 for Ontario and \$79,000 for Canada.

Growth moderates, but building activity remains strong

While the 2011 census identified York Region as Canada's fastest growing large municipality in the 2006-to-2011 period, with an average annual growth rate of about 3%, growth had actually moderated from the previous census period. This is in line with a historic pattern of alternating stronger and weaker periods of growth in the Region, as the graph below shows:

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

Average Annual Census
Population Growth



*2015 represents York Region's Long-Range Planning numbers

Recent years have seen a continued flattening in the growth rate. Between 2011 and 2015, the rate was 2.3% on average, down from 3% between 2006 and 2011. A major reason for this slowing of growth appears to be that many working-age people are choosing to live in Toronto, especially downtown. This may reflect long commute times and the relatively high cost of housing outside the core, including in York.

If this trend continues, it will have impacts on future growth and, in particular, may lead to a widening gap between actual population and the population forecast assigned to the Region under the provincial Growth Plan for the Greater Golden Horseshoe region. Population growth in York Region was 2.5% a year from 2006 to 2015, while the forecast in the Growth Plan was for it to be 2.7% a year.

Despite the decline, the Region is continuing to grow, and building activity is strong. New building permits were issued in 2015 for 9,546 dwelling units, a 51% increase from 2014. Including industrial, commercial and institutional new build and renovations, total value of construction in 2015 was \$3.89 billion, the highest level ever recorded for the Region.

Development charges are a key revenue source, but challenging to forecast

New development is important to both the revenue and spending sides of the Regional budget. The Region invests in roads, watermains and other infrastructure to serve new housing, commercial and other developments. It uses charges levied on the developments to fund most of these costs.

Development charges are collected when a plan of subdivision is registered and when a building permit is issued. The amount collected depends on the type of development involved. For homes, the development charge applies to the unit and varies by housing type — for example, single detached home, townhome, small or large apartment. Charges for industrial, non-retail commercial and institutional developments are based entirely on floor area. Retail developments are also charged by area, but at a different rate.

A key goal of good fiscal management is to match the pacing of capital projects to the rate of growth. The nature of capital investments, however, means that they often need to be made in advance of the growth they will serve. Budgeting decisions, especially those relating to capital investments, must therefore be based on the best available forecasts of growth. This has been a challenge in recent years, and is likely to remain so.

Housing growth since 2012 has been, in total, below what was forecast in both the 2012 Development Charge Background Study and the Region's Official Plan. As a result, the Region expects to reduce the residential and non-residential forecast to better align with the expectation of slower population growth.

Even when growth is on target, the development charge funding it provides depends on several factors that are extremely difficult to forecast. These include the number of new households formed as population grows, availability of suitable land, length of the planning approvals process, state of the economy and outlook in the development industry – to name a few. Further factors, especially the mix of housing types and the development charges levied on each, then determine how development activity translates into development charge collections. This last factor has been evident in the Region for several years, with a trend toward building fewer single and semi-detached homes.

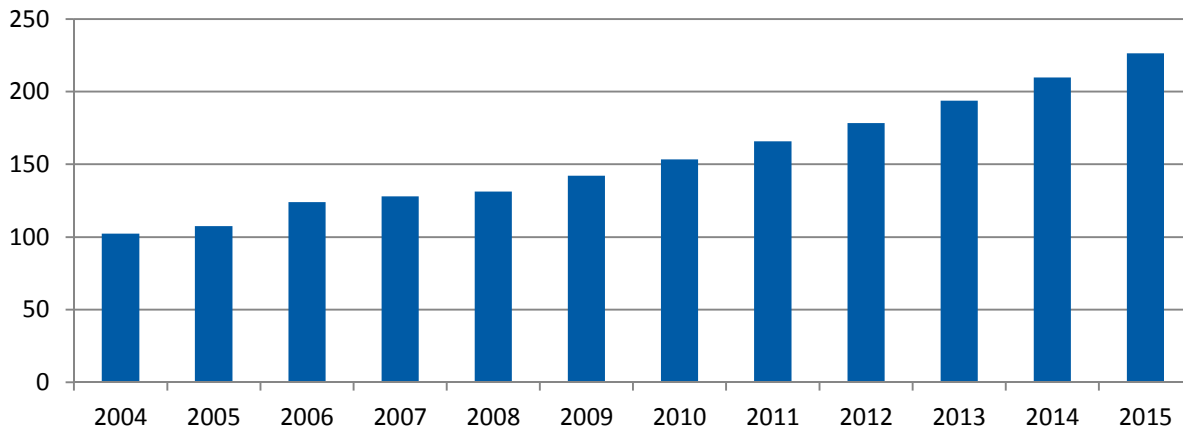
The Region thus faces major uncertainty both in terms of how much growth it will get, and how that growth will translate into development charge collections. It is managing these risks through the Regional fiscal strategy, which is discussed in more detail starting on page 205.

A key element of the strategy is more rigorous capital planning. The capital plan was adjusted in 2013, 2014 and 2015 to better match outlays with expected development charge collections. At the same time, the Region remains committed to providing infrastructure needed for safe, reliable public services.

Another important factor in development charge revenue is the amount and structure of the charges themselves. A development charge background study, now underway, provides an opportunity to revisit the assumptions and methodologies used to forecast growth and development and set appropriate rates. It will also respond to new provincial requirements and standards for development charges. The study will help to inform an updated development charge bylaw in 2017.

Taxable assessment value in York Region is increasing

Total taxable assessment value (in \$ billions)



Assessed value of property forms a stable foundation to fund services

Ongoing services and asset upkeep, as opposed to new growth-related projects, are funded to a large extent by property taxes. These are based on the assessed value of existing homes and businesses. The assessment base provides a stable long-term funding source. The Region benefits from a total property tax assessment base of \$242.3 billion, one of the highest in the GTA.

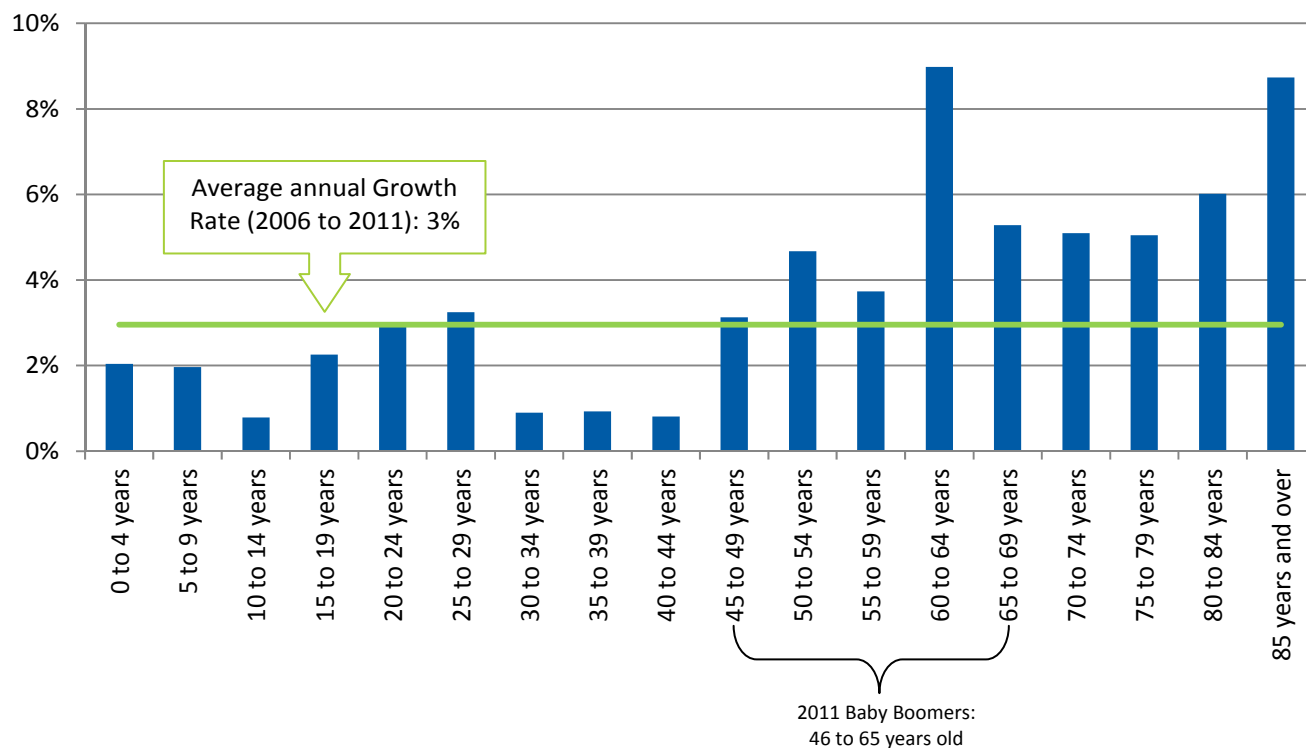
Residential housing represents a large part of the assessment base. In 2016, residential properties made up 82.8% of the total taxable assessment base. The average residential property value in York Region in 2016 is assessed at \$577,000. Residential properties are expected to appreciate by 40.5% by the year 2020. York Region's growth rate of residential property values significantly outpaces that of most other GTA Regions and Toronto.

Resale housing prices in the Region are generally high: in 2015, the average cost of a unit of any type was \$777,927, and that of single detached unit, \$956,020. The latter represented a 15% rise from the previous year. York Region's average resale housing price (all dwelling types), is roughly 25% higher than the Greater Toronto Area average of \$629,384. Despite the relatively high cost of resale homes, sales totaled more than 19,000 properties, a new high for the Region.

With increasing urbanization, demographic shifts and high prices for single detached housing, new developments tend to use less land per household than in the past, especially in the southern part of the Region.

On the spending side of the budget, growth and its geography have major impacts on both capital and operating budgets. The province recently released proposals to increase density and intensification targets that would affect growth across the Region. The Region has paused its review of the Regional Official Plan until provincial policies have been finalized. Page 14 provides more details.

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



Source: 2006 to 2011 community census profiles

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

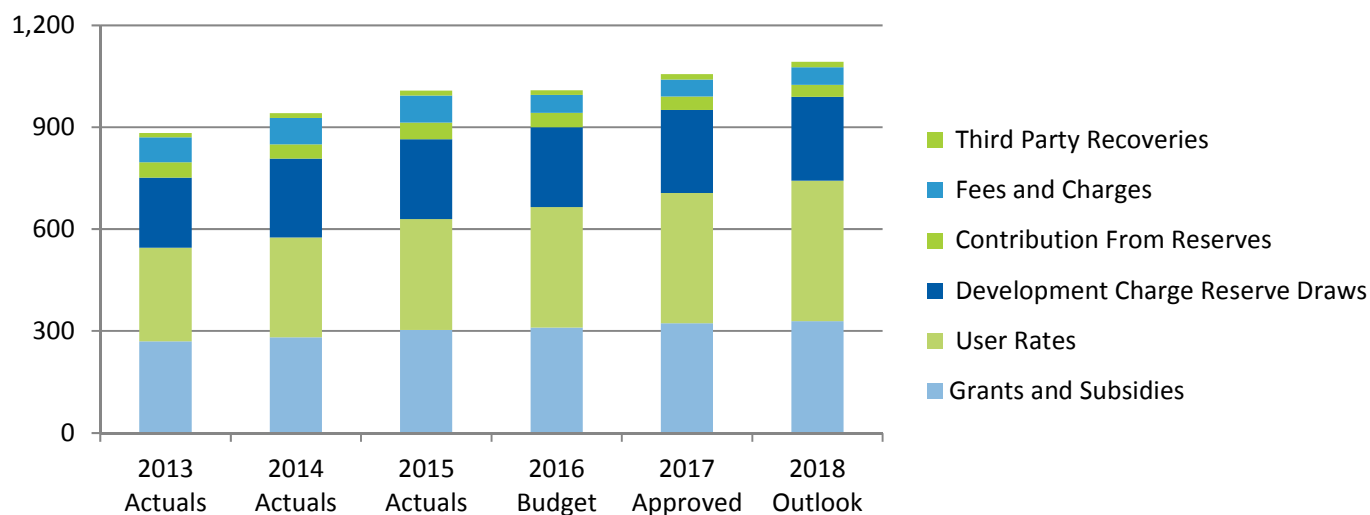
The age make-up and other demographic features of the Region’s population also have an impact on spending plans, especially around the type and level of services required. The needs of residents shift over the course of their lives, from early childhood through to old age, as well as being shaped by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

Couples, the majority with children, make up almost two-thirds of all households. The general aging trend across Canada is also evident in the Region. Based on 2006 and 2011 census data, the graph above shows that the fastest-growing cohort was residents aged 60-64, reflecting the entry of the oldest “baby boomers” to those years. Although 2016 census data are not yet available, it can be expected that this growth has now shifted to a much larger number of residents aged 65 to 69.

The growth in the 80-to-84 and 85-and-over cohorts reflects increasing life expectancy, which is higher in York Region than Ontario or Canada as a whole. Typically, an increasing share of population over 75 can create pressures on services, especially long-term care and paramedics. To help balance the demand for services across the entire spectrum as older age cohorts grow, the Region is developing a seniors strategy, which is discussed in the box on page 127.

Non-tax revenue trends (2013-2018)

(in \$ Millions)



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

Revenue trends

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

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

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



BUDGET OVERVIEW

This budget book provides York Region's operating budget for 2017 and updates the outlook for 2018. It also includes a 10-year capital plan going out to 2026.

This is the second update to the four-year operating budget approved by Council early in 2015.

It sets out spending on operations of \$2,096.7 million for 2017 and \$2,177.9 million for 2018. The 10-year capital plan totals \$6.1 billion, including capital spending of \$942 million in 2017. Capital Spending Authority is \$2.6 billion.

The budget includes an approved tax levy increase of 2.87% for 2017 and a tax levy increase of 2.65% for 2018. These increases are higher than the rates set out in the four-year budget. They reflect higher planned spending by York Regional Police and a downward adjustment in expected assessment growth revenue.

Budget increases owing to greater police needs and lower assessment growth

On the operating side, Regional departments managed the impacts of cost pressures in the third year of the four-year budget. The budget for York Regional Police, which is approved separately by the Police Services Board, reflects cost pressures that require additional resources.

On the revenue side, the Region has reduced expected assessment growth revenue for both 2017 and 2018, reflecting trends discussed in the preceding section.

Additional details of both revenues and spending are provided in the section entitled “Changes to 2017 operating outlook” starting on page 34. The section on the police budget starts on page 195.

The 10-year capital plan of \$6.1 billion out to 2026 is essentially the same size as the plan included in the 2016 budget for the years 2016 to 2025. Details on the capital budget appear in the section starting on page 45.

The balance of this chapter discusses the Region’s general approach to budgeting. The following section, Accrual Budget Presentation, explains how the budget provided in this book can be compared to the financial statements in the Region’s annual report.

The value of multi-year budgeting

The budget approved in early 2015 was the first full four-year budget for the Region. The adoption of a four-year budget cycle to coincide with Council terms is achieving the following benefits:

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

In updating plans and budgets for 2017 and 2018, Regional departments were able to use the approved multi-year budget as the base for the remaining years of the plan. This supported the high-level objective of close alignment with the fiscal goals in the 2015-18 plan.

Having a multi-year plan also gives the Region an opportunity to direct financial resources toward key strategic priorities during the current Council term. This budget book describes some of the accomplishments to date and initiatives underway that support those priorities.

The multi-year budget included a proposed budget for 2015 and outlook for the subsequent three years. The 2016 budget covered 2016 to 2018 inclusive. This budget includes spending for 2017 and updates the outlook for 2018. In 2018, the final year of the current term, Council will consider a single-year budget. The next four-year budget, for 2019 through 2022, will be presented at the beginning of the next Council term.

Aligning with Vision 2051 and strategic plan priorities

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

Budget addresses service and fiscal planning needs

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

- **Keeping up with growth while maintaining assets.** York Region must build new infrastructure to meet growth needs, care for existing assets as they age and meet service expectations. All departments are developing asset management plans to ensure assets are properly cared for; the Regional fiscal strategy and the water and wastewater rate structure are helping to ensure adequate funding from reserves for major renewals and replacements.
- **Responding to greater and more complex service needs.** York Region's population is not just growing, it is changing. Older people make up the fastest growing cohort in the Region, which has prompted the development of a seniors strategy, discussed in more detail on page 127, to balance needs across the age spectrum. There are more single-person and sole-parent households and more people facing language barriers than in the past. Housing affordability is another concern, as house prices have consistently gone up faster than incomes. The Region will continue to deliver services that support people across the age spectrum, providing enhancements where possible to meet specific community needs.

Update on infrastructure master plans and the Regional Official Plan

Over the past year, the Region worked to update three long-term plans, all of which are fundamental to accommodating expected growth in population and jobs out to 2041:

- The York Region Official Plan, which provides population and employment forecasts and outlines the policies to guide growth, economic, environmental and community planning decisions;
- The Transportation Master Plan, the blueprint for addressing transportation and mobility needs; and
- The Water and Wastewater Master Plan, a long-term strategy integrating social, environmental and financial sustainability into the delivery of water and wastewater services.

The updates to the Transportation Master Plan and Water and Wastewater Master Plan are discussed in more detail on pages 66 and 98, respectively.

The update of the Regional Official Plan took place against the backdrop of a review by the provincial government of four plans it has legislated to manage land use in south-central Ontario: the Growth Plan for the Greater Golden Horseshoe, the Greenbelt Plan, the Oak Ridges Moraine Conservation Plan and the Niagara Escarpment Plan.

The review of the Growth Plan, in particular, has major potential impacts on the Official Plan and how the Region will grow, because it sets minimum thresholds for how much new development must take place within existing built-up areas — referred to as “intensification” — and density targets.

The Official Plan consultations looked at different options for managing growth that included a range of targets for intensification.

In the meantime, however, the province released proposed amendments to the Growth Plan that would increase intensification targets. The previous level for intensification was 40% — that is, at least 40% of all new residential development had to be within the built-up area. In the province’s current proposal, this would increase to 60%. The amendments would also increase the required density in the Official Plan’s designated greenfield area from 50 to 80 residents and jobs per hectare.

In its response to these potential amendments in October 2016, the Region advised the province that the proposed intensification and density targets were unattainable in the context of a York Region forecast population of 1.79 million by 2041. Moreover, the increased targets were being proposed without enough provincial investment in the infrastructure required to support existing planned levels of intensification.

The province is currently assessing all feedback it received on the proposed amendments to the plans.

The two master plans for infrastructure have been endorsed by Regional Council. The update to the Regional Official Plan must await the province’s decision on amendments to its plans and guidance material it has committed to provide on several other land-use matters in the south-central Ontario area.

- **Ensuring the right balance of funding sources.** The tax levy covers about half of the costs in the operating budget, but its support varies widely by program. Some programs or services require only partial support or none at all, as with water and wastewater services funded by user rates. In some areas the province and/or federal government provide grants or subsidies because the benefits are society-wide and the service is mandated by legislation. Across the budget, therefore, the Region looks at user fees and other revenue tools to ensure costs are allocated fairly between service users and the general tax base, and advocates for appropriate support from the federal and provincial governments.
- **Remaining financially sustainable.** The Regional fiscal strategy is addressing how to meet critical spending priorities while reducing reliance on debt. To help deal with the uncertainty around population growth and development charge revenues, it strikes a prudent balance between investing in infrastructure now and saving for the future. The Region will increasingly use asset management plans to ensure it is directing resources to the highest capital priorities.

Managing the potential impacts of a range of risks

The budget process also identifies and responds to risks and emerging concerns that may have organization-wide impacts in the short and longer terms. For example:

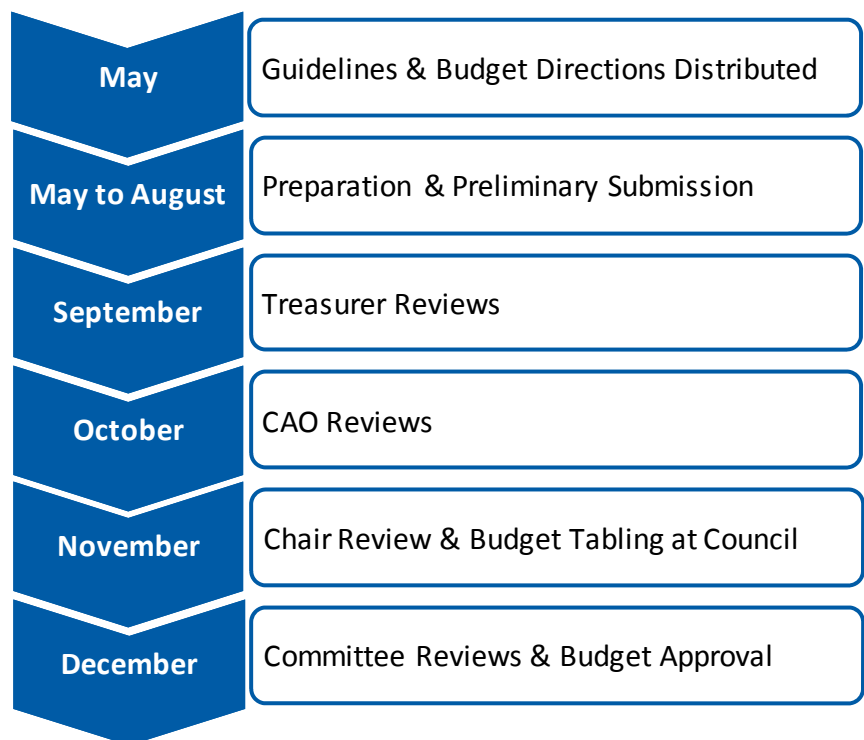
- A number of provincial and to a lesser extent federal decisions and policy directions are having fiscal impacts on municipalities, including York Region. Examples include potential changes in the prosecution of some provincial offences, more stringent regulation of wastewater treatment, new regulations around asset management planning and a cap-and-trade framework aimed at reducing greenhouse gas emissions.
- Some departments and program areas use fees to recover costs from service users and help manage demand for their services, where appropriate. The accuracy of the revenue forecast associated with the fee or charge represents a risk for the Regional budget.
- Capital investments have impacts on operations, and these can become risks for the operating budget because they are often difficult to predict accurately over time and across the organization as a whole.
- An increasingly volatile climate with more extreme weather events is a risk to both the operating and capital budgets. It is already being felt through, for example, unexpected clean-up costs after ice or wind storms, flooding, and damage to roads and related infrastructure.

In light of the last of these risks, and given the new provincial cap-and-trade framework, the Region advocates for a municipal voice in ensuring some of the additional provincial revenue is directed to the capital costs of adapting to and mitigating climate change impacts. The Region is also mitigating climate-related risks through better asset management planning.

To help manage risks related to departmental revenue forecasts and the operating impacts of capital investments, the Region undertakes rigorous review of business plans to help identify and quantify risks, and develop ways of managing these. For example, the rate structure for water and wastewater fees includes measures to manage forecast risks.

The budget process

The approved multi-year budget provides departments with an operating budget for the first year of the four-year cycle and guidance on the remaining three years. In subsequent budgets, departments must address any spending pressures that were not foreseen when the multi-year budget was first approved. These could include higher-than-expected costs of providing services, lower-than-forecast revenues, increased demand for services, or some combination of these factors. To help address pressures, departments review their base budgets to identify possible areas for cost savings and efficiencies.



Departments develop their capital budgets using their master plans and goals, which are guided ultimately by Vision 2051 and the York Region Official Plan. Each year, the budget updates a 10-year capital plan. The Capital Spending Authority outlined in the budget, however, is what actually allows departments to commit dollars to specific projects, including projects with associated contracts covering multiple years. Any borrowing associated with the Region’s Capital Spending Authority must fall within the debt limits set by the province.

The nature of capital projects provides some flexibility to reschedule work to better align project timing with available funding. There is a limit to this flexibility, however, as needed work can be put off only so long before risks to service delivery become unacceptably high.

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

The operating impacts of capital

Operating costs include day-to-day staffing and program costs, such as repairs and utilities, financing charges, and contributions to reserves, including contributions for current-year “pay-as-you-go” capital projects that can be funded from ongoing revenues.

Operating and capital budgets are presented separately because the two kinds of spending follow different patterns. Operating expenses are more predictable and stable from year to year. Spending on capital projects, in contrast, generally involves very large up-front investments for assets like roads and buses, watermains and water treatment plants that are designed to give service for a long period — often measured in decades.

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

- As additional capital assets go into service, operating costs generally rise. Building more roads, for example, means more has to be spent each year on keeping them clear and maintaining them.
- Some capital investments, conversely, are intended to reduce operating costs. One example would be replacing an old piece of equipment that has high operating costs with a new, more efficient asset. Another would be spending more on insulating a building to reduce its future heating and cooling costs. An analysis of total lifecycle costs – that is, the costs to build, operate, maintain, upgrade, rehabilitate and finally dispose of an asset – takes trade-offs of this nature into consideration.
- When major spending on capital has to take place to serve a development before the related development charges are collected, the Region must borrow money to fill the gap. The interest charges and debt repayments are included in operating costs.

The table below shows how the operating budget is expected to change against the previous year as a result of capital investments.

The first line, “Departments’ contributions to capital reserves,” records net changes to contributions to capital reserves through the operating budget. Departmental budgets add to reserves each year to pay for renewal and replacement projects, such as resurfacing roads and rehabilitating trunk sewers. (The Regional fiscal strategy also contributes to reserves for capital, but this is not recorded in the table.) Over the next two years, contributions from the operating budget to these reserves are increasing, reflecting the new water and wastewater user rates.

The second line of the table shows the year-over-year change in debt financing (that is, interest and principal repayment) for capital projects. This largely reflects three types of debt: debt for growth-

Impacts of capital on operations

(in \$000s)	2017 Approved Gross	2018 Outlook Gross
Departments' Contributions to Capital Reserves	25,099	34,644
Debt Financing Costs of Capital Projects	(2,350)	(12,801)
Operating Impact of New Capital (excluding VivaNext)	5,276	3,557
VivaNext Impact on Operating	1,135	1,517
Total	29,161	26,917

Note: Impacts are the additions to operating expense from the preceding year resulting from capital activities

related projects that is to be repaid from development charges; user-rate debt that is mainly for water and wastewater renewals and replacements; and debt supported by the tax levy for other renewals and replacements and the portion of roads growth projects not funded by development charges.

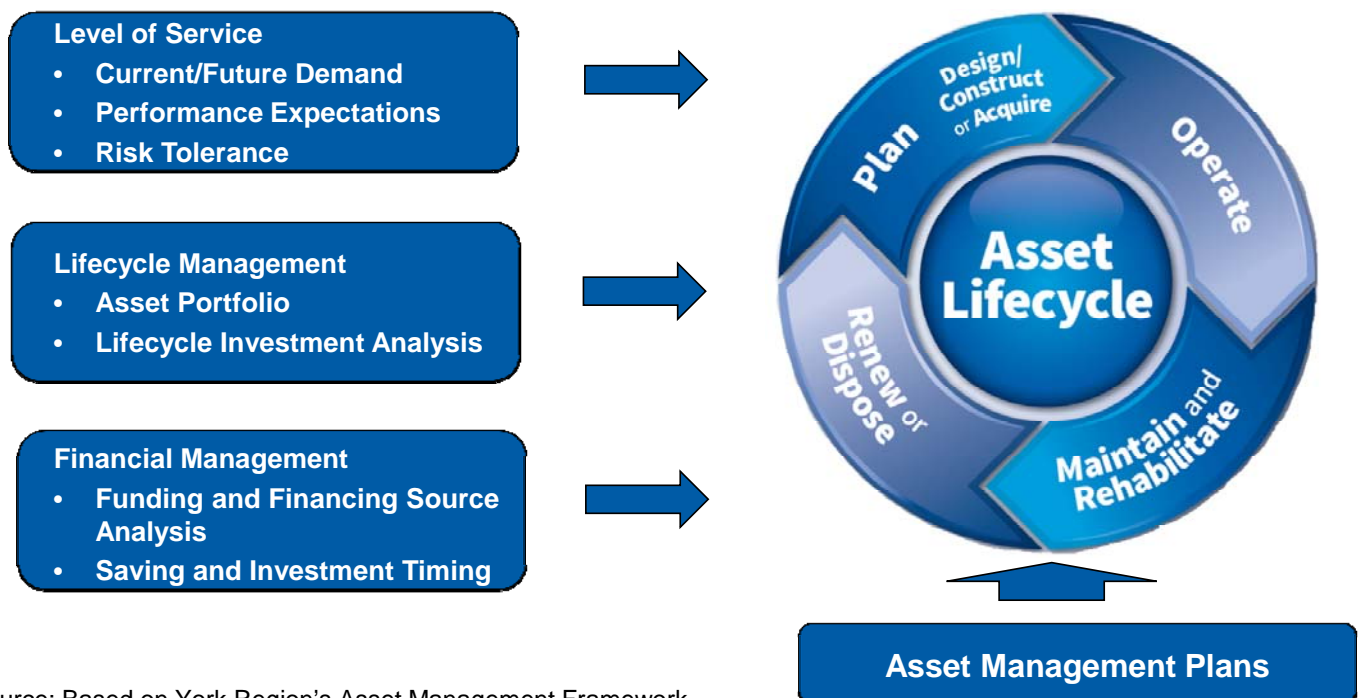
Before the Regional fiscal strategy and full cost recovery water and wastewater rates were put in place, all three types of debt were generally increasing. New water and wastewater rates have put an end to new user-rate debt, and the Regional fiscal strategy did the same for new tax-levy debt. Now the only type of debt that might increase is development charge debt. The Regional fiscal strategy, however, is also moderating this source of debt. Looking at all three sources, debt repayment costs will decline by \$29.6 million from 2016 to 2018 as existing user-rate and tax-levy debt is repaid and not replaced.

The major impact of capital on day-to-day operating expense, as opposed to reserve contributions or debt, comes from putting new assets into service. By the end of the multi-year budget period, in 2018, the Region will be spending \$17.9 million more each year to operate new assets, with \$3.8 million, or almost one-quarter, attributable to opening additional segments of the Viva bus rapidways. The balance is due to putting other new assets into service. The table does not show any offsetting revenue or funding support from other levels of government that may result from the operation of new assets.

Asset management planning

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

Drivers of good asset management



Source: Based on York Region’s Asset Management Framework

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

Developing an asset management plan starts with assessing the current state of assets. York Region reports publicly every two years on the state of its major asset classes, including roads, transit, water and wastewater and housing. In October 2016, Council received an updated State of Infrastructure report. The Region's assets were assessed as being in good condition, based on assessments at year-end 2015, with most assets classes scoring an "A" or "B" grade. Grades reflect the estimated reliability, capacity and condition of the assets. There were no material changes from the previous report, two years earlier.

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

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

As well, with the stock of infrastructure built and acquired over the past decades, the Region's attention is shifting increasingly to maintaining, rehabilitating, upgrading and ultimately replacing existing assets. It is hard to predict exactly how much this will cost, but the National Research Council recommends that about 2% of the value of assets should be spent on maintenance each year. An additional 2% a year should be added to reserves that are intended to pay for major rehabilitation, replacements and upgrades. The Region's corporate-wide approach to building reserves for asset management is discussed in the section on financial sustainability starting on page 205.

Accommodating growth remains a central priority in the capital budget, but as assets age the need to spend on renewal and replacement is growing. In the approved 10-year capital plan, 64% of expected spending will be to serve growth, 35% will be on renewals and replacements, and 1% will provide enhancements.

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

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

In 2015, the provincial government proclaimed the new *Infrastructure for Jobs and Prosperity Act*. In the summer of 2016, it consulted on the creation of a regulation under the act that would apply to municipal asset management planning. To drive uniformity across the province, the regulation might require significant changes in the way many municipalities prepare their plans. The Association of Municipalities of Ontario expressed its concerns that a regulated approach might add considerably to the costs and regulatory burden of municipalities.

Sources of funding

The Region has access to several funding sources, including transit fare revenue, user fees, funding from other levels of government, and the tax levy. It also charges water and wastewater rates that are designed to recover the full costs of providing these services, which is discussed in the section starting on page 57. As noted above, achieving the right balance of funding sources is an important priority.

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

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

Transfers from the provincial and federal governments. Funding from other orders of government can be provided on a long-term basis for specific programs, like Ontario Works. Transfers can also be for programs of time-limited duration or can be targeted to building infrastructure. On the latter point, the Region welcomes new infrastructure funding commitments from the federal government for a range of critical infrastructure, including social housing, transit, and water and wastewater, which could help meet key Regional priorities.

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

The use of debt and reserves

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

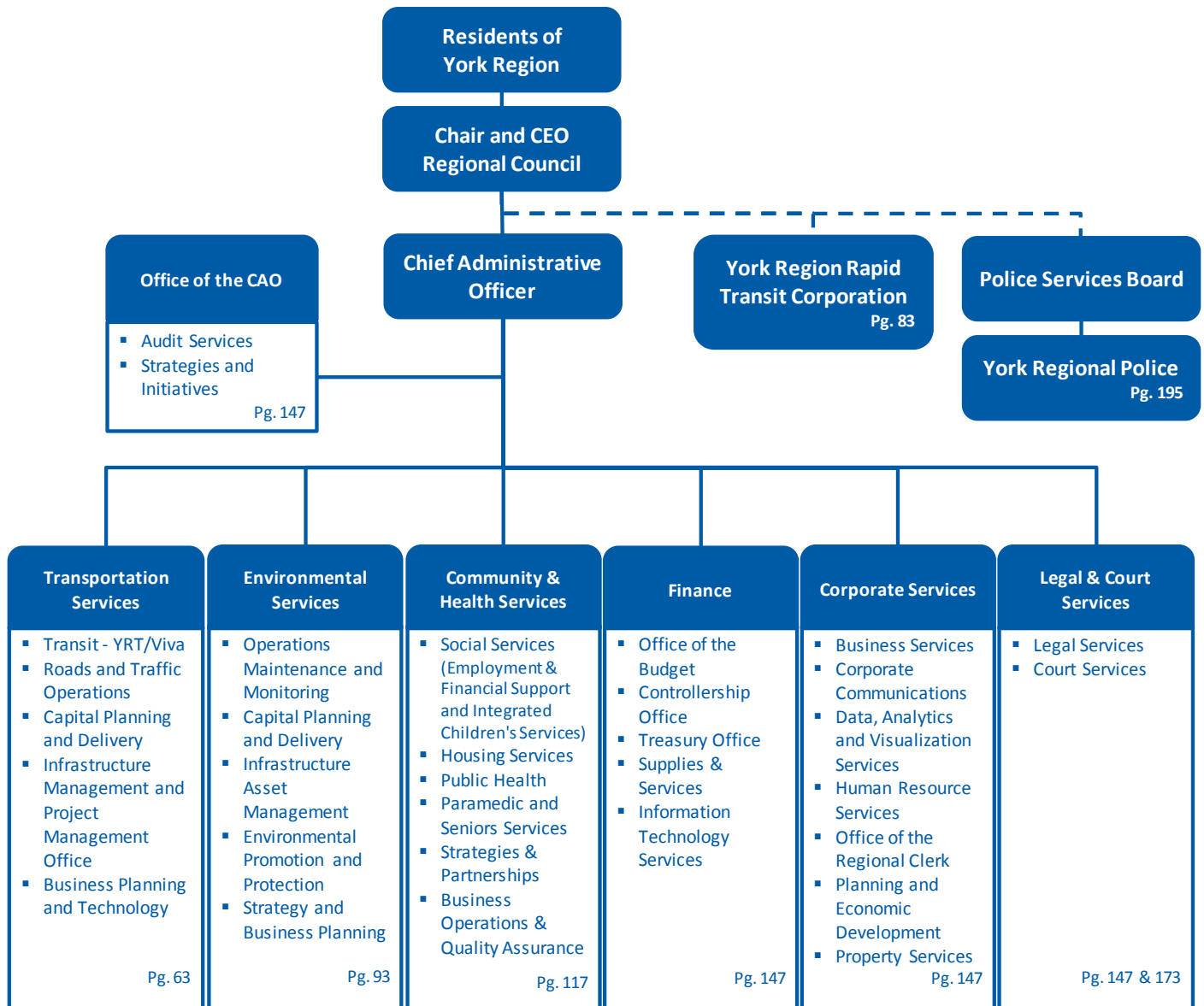
For the purposes of good planning and prudence, the Region also maintains and contributes to **reserves**. These are built up over more than one year and are intended to cover major future costs, especially capital projects. They provide funding for the budget in the year that the Region withdraws from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

Keeping a strong level of reserves is critical to the Region’s management of debt and contributes to its high credit ratings. They also provide a cushion against sudden, unforeseen changes in revenues or spending. The section on financial sustainability starting on page 205 discusses their role in the Regional fiscal strategy.

Accounting basis of budget

York Region prepares its budgets using the modified accrual basis of accounting, but reports on the full accrual basis. The next section presents the budget on the full accrual basis to make it easier to compare planned and final results. It also discusses why Ontario municipalities use differing approaches in their budgeting and reporting documents, and the benefits of each approach.

Regional organizational chart





ACCRUAL BUDGET PRESENTATION

This section of the budget book brings together the operating and capital budgets by presenting figures in the same format as the full accrual basis used in the financial statements. This approach makes it easier to compare the budget to the actual results published in the annual community report.

In line with provincial requirements, York Region builds its budget to balance cash inflows and outflows. While the budget is balanced from a cash perspective, the full accrual basis of presentation shows a planned annual surplus.

Enabling comparison between the planned and actual annual surplus is a critical marker of good financial management.

Integrating the operating and capital budgets through full accrual treatment

The Region has been working for several years to bring together its operating and capital budgets to make it easier to compare budgets to final results.

This has been an ongoing challenge. The provincial government requires Ontario municipalities, when reporting results, to follow the guidance of the Public Sector Accounting Board (PSAB), which develops accounting standards for governments in Canada. PSAB recommends full accrual treatment. Under full accrual, any excess of revenue over expense results in an annual surplus. (For those unfamiliar with accounting definitions of revenues, expenses, cash, accrual, modified accrual and full accrual, the box below provides definitions.)

For planning purposes, however, the Region must present a budget that follows the requirements of the provincial *Municipal Act*. The act essentially requires municipalities to treat key cash inflows like the proceeds of borrowings as revenues, and outflows like debt repayment as expenses. The budget must then be drawn up to balance “revenues” and “expenses,” with the tax levy as the main lever available to the municipality to achieve the balance. At year-end, if there is a positive balance, it is an “operating surplus;” if the balance is negative, an “operating deficit.”

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

Some definitions:

In financial reporting, “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.

“Modified accrual” means an organization treats certain cash items as revenues and expenses, even though these would not meet the reporting definition above. It accrues these and other revenues and expenses by recognizing them when the related transaction happens, not when the cash is received or paid. The Region uses modified accrual to prepare its budget, in line with provincial guidance.

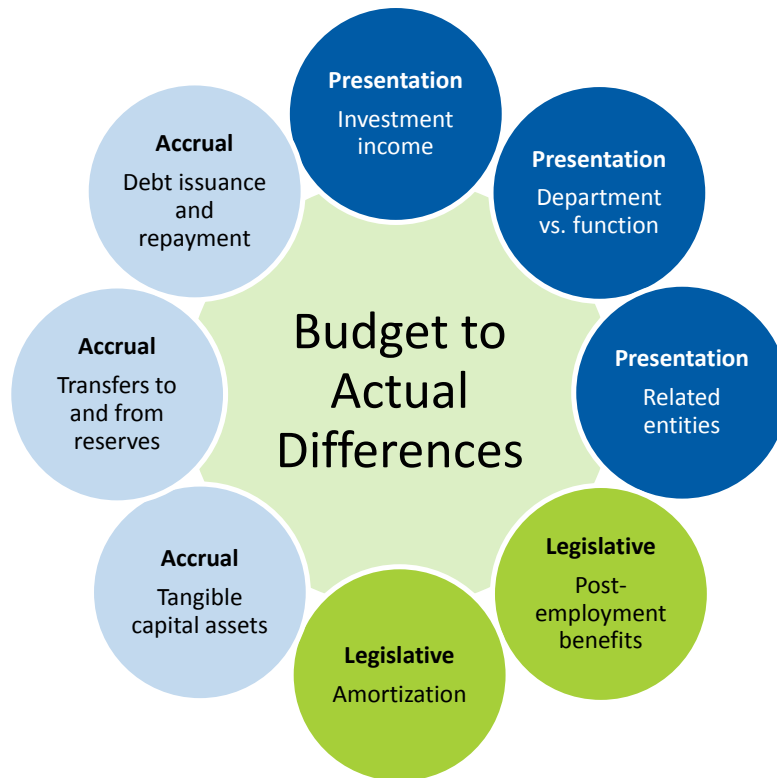
“Full accrual” goes further. First, it limits revenues and expenses to the definitions outlined above. As well, it “capitalizes” assets like buses or buildings that are expected to last for more than a year. This means the upfront cost is shown on the statement of cash flows that year. A fraction of 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.

Budget Statement of Operations (Full Accrual)

(in \$000's)	2017 Approved	2018 Outlook
Revenues		
Net taxation/user charges	1,429,597	1,504,272
Transfer payments	612,825	547,127
Development contributions	348,521	516,529
Fees and services	55,849	58,022
Interest and investment	63,870	58,942
Other revenues	112,952	87,212
Total revenues	2,623,613	2,772,103
Expenses		
General Government	216,978	211,231
Protection to persons and property	343,653	360,043
Transportation Services	550,902	549,073
Environmental Services	456,994	479,257
Health and emergency services	187,779	194,164
Community Services	250,791	253,497
Social Housing	110,900	130,521
Planning and development services	9,729	9,923
Total expenses	2,127,726	2,187,709
Annual surplus	495,887	584,394

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

The diagram and discussion starting 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.



Presentation and legislation also result in differences

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.

As the diagram above shows, there are essentially three ways in which the modified accrual budget differs from the full accrual budget:

Presentation

Changes in presentation generally have no impact on the projected annual surplus.

In line with provincial requirements, the annual report sets out expense by function instead of department. The modified accrual 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.

Related entities are presented differently under modified budgeting and full-accrual budgeting and reporting. The Region has the following two related entities:

- York Region Rapid Transit Corporation, which is owned by the Region, receives funding from Metrolinx, the provincial transit agency, that it uses to build assets on behalf of Metrolinx. When the assets are completed, they largely move into Metrolinx ownership. Neither the funding nor the assets it builds are included in the modified accrual budget. To the extent that the funding exactly matches the increase in Metrolinx assets, the funds merely flow through the Region. The flows, however, are included in financial reporting. For comparability, they are therefore included in the full accrual budget presented here.
- Housing York Inc. provides community housing programs. Its own board of directors, not Regional Council, approves its budget. For this reason its revenues and expenses are not included in the modified accrual budget. The budget for Community and Health Services, however, includes only 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 for being consolidated into the Region's results, any additional Housing York expenses and revenues are included in the Region's financial statements. For comparability, the accrual-based budget in this section therefore includes them.

Legislative

The Province allows municipalities to exclude amortization and post-employment benefits expense from their modified accrual budgets, even though these must be included in full accrual treatment. Amortization is explained in the box on page 24.

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.

Accrual

As explained in the box on page 24, capital spending that meets certain accounting tests is not an expense under full accrual treatment. It is therefore excluded from the full accrual budget calculation of the annual surplus. Two capital-related adjustments, however, do have an impact on the calculation:

- Some planned capital spending in departmental budgets is reclassified at year-end as a capital-related expense. This means a portion of the capital spending ends up in the Statement of Operations in the year the funds are spent. This impact is estimated in the full accrual budget.
- A share of the Metrolinx flow-through funding goes to increasing the value of Regional assets like roadways. That share is not an operating expense but instead a capital asset for the Region. In the full accrual budget, the funding is shown as revenue. Only a portion of it, reflecting the estimated portion for Metrolinx assets, is expensed.

Other items must be adjusted for accrual. 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. Similarly, transfers and contributions into reserves and repayments of debt are not expenses under full accrual, so they are removed from expenses.

Cash-based planning helps to track spending on capital and operations

While the accrual-based budget allows for greater comparability to final operating results, 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.

For budgeting purposes, a statement that shows where the Region expects to get cash and how it will spend that cash is more useful. It is especially helpful in seeing how much revenue from the tax levy will be needed to balance cash coming in and cash going out. It essentially provides much of the same information as the full set of statements in the annual report, except that amortization expense is excluded. The Region's budget, however, is informed by asset management plans that track changes in asset condition and help to allocate spending appropriately.

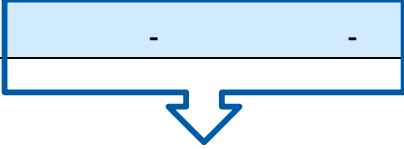
In the balance of this budget book, the Region continues to present detailed figures on a modified accrual basis, which focuses largely on cash flows during the year.

This gives decision-makers and other readers of the budget a clearer picture of where cash resources are expected to come from and how they will be applied to all activities, including capital and operations. The figures show the change from the previous year, which is also helpful in highlighting in detail annual increases and decreases in spending. For consistency with previous budget presentations, the modified accrual budget also excludes amounts relating to Metrolinx funding of some projects and does not show expected revenues and expenses for Housing York Inc.

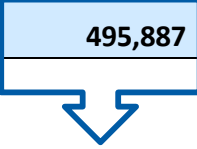
The table opposite shows a reconciliation between the modified and full accrual budgets. The tables on the following page provide a detailed breakdown of expected results on the full accrual by function and by detailed revenue and expense item, which will allow an in-depth analysis of planned to actual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

Reconciling the Approved 2017 Budget with PSAB Standards

(in \$000s)	Modified Accrual		Adjustments	Full Accrual
	Operating Budget	Capital Budget		Operating and Capital
Revenues				
Approved budget	2,096,696	942,086		3,038,782
Reclassification of investment income			63,870	63,870
Transfer from other funds			(354,281)	(354,281)
Proceeds of debt issued for Regional purposes			(292,298)	(292,298)
Flow through funding from Metrolinx			152,409	152,409
Housing York Inc.			36,935	36,935
Related entities adjustment			(21,803)	(21,803)
Total Revenues	2,096,696	942,086	(415,169)	2,623,613
Expenses				
Approved budget	2,096,696	942,086		3,038,782
Reclassification of revenue			63,870	63,870
Transfer to other funds			(388,430)	(388,430)
Acquisition of tangible capital assets			(792,448)	(792,448)
Debt principal repayments			(155,454)	(155,454)
Amortization			236,928	236,928
Post employment benefits			7,755	7,755
Spending funded by Metrolinx			108,387	108,387
Housing York Inc.			30,138	30,138
Related entities adjustment			(21,803)	(21,803)
Total Expenses	2,096,696	942,086	(911,056)	2,127,726
Surplus	-	-	495,887	495,887



**Balanced
Budget**



**Annual
Surplus**

2017 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/user charges	258,178	310,948	307,671	354,470	97,513	45,562
Transfer payments	9,389	13,619	114,183	9,691	86,603	195,669
Development contributions	1,810	5,268	150,163	189,233	544	
Fees and services	19,878	12,020	1,942	12,890	699	5,520
Interest and investment	63,870					
Other	398	3,997	73,653	10,584		1,046
Total revenues	353,524	345,851	647,612	576,867	185,359	247,796
Expenses						
Salaries and benefits	85,864	292,928	74,010	56,142	136,342	59,950
Interest payments	317	3,800	20,793	103,631	248	
Operating expenses	109,817	34,263	233,931	213,874	32,326	189,306
Government transfers	5,948			1,486	14,424	
Amortization	15,032	12,662	113,781	81,861	4,438	1,535
Total expenses	216,978	343,653	442,514	456,994	187,779	250,791
Annual surplus	136,545	2,198	205,097	119,873	(2,420)	(2,995)

	Social Housing	Planning and development services	Metrolinx	Housing York Inc.	Related Entities Adjustment	Total
Revenues						
Net taxation/user charges	48,168	7,087				1,429,597
Transfer payments	31,137	125	152,409			612,825
Development contributions		1,502				348,521
Fees and services	8,718	2,248			(8,064)	55,849
Interest and investment						63,870
Other		79		36,935	(13,739)	112,952
Total revenues	88,022	11,041	152,409	36,935	(21,803)	2,623,613
Expenses						
Salaries and benefits	12,067	9,148		6,903	(6,903)	726,452
Interest payments	1,216					130,005
Operating expenses	81,663	581	108,387	23,236	(14,901)	1,012,482
Government transfers						21,859
Amortization	1,286			6,334		236,928
Total expenses	96,231	9,729	108,387	36,472	(21,803)	2,127,726
Annual surplus	(8,209)	1,312	44,022	463	-	495,887

Note: The "Metrolinx" column refers to spending by York Region Rapid Transit that is fully funded by Metrolinx.



OPERATING BUDGET

Planned operating spending for 2017 is \$2,097 million, of which just under half will be supported by the tax levy.

The approved 2017 spending translates into an increase of 2.87% on the tax levy. For 2018, the expected increase will be 2.65%. The increases for 2015 and 2016 were 2.97% and 2.85%, respectively.

The rates represent a change from the prior outlook of 2.69% for 2017 and 2.35% for 2018. The reasons are increased hiring, mainly of officers, by York Regional Police, and a reduction in expected assessment growth revenues.

The tax levy increase translates to an additional \$66 on the average residential property tax bill in the Region in 2017.

Operating budget funds services and fiscal priorities

The operating budget supports a wide range of important public services that York Region residents use and depend on every day and that are provided by paramedics, public health nurses, water system operators, forestry technicians, police officers and others who work for the Region.

It also helps pay for ongoing services like waste management and transit that are provided under contract. Occupancy costs like utilities and leases for space not owned by the Region, as well as fuel for vehicles and other day-to-day expenses, are all operating costs.

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

Together, the departments that provide waste management, water and wastewater, roads and transit services, paramedic services and public health and social programs account for almost 67% of the total 2017 operating budget. York Regional Police, which is governed by a separate board, accounts for a further 16%.

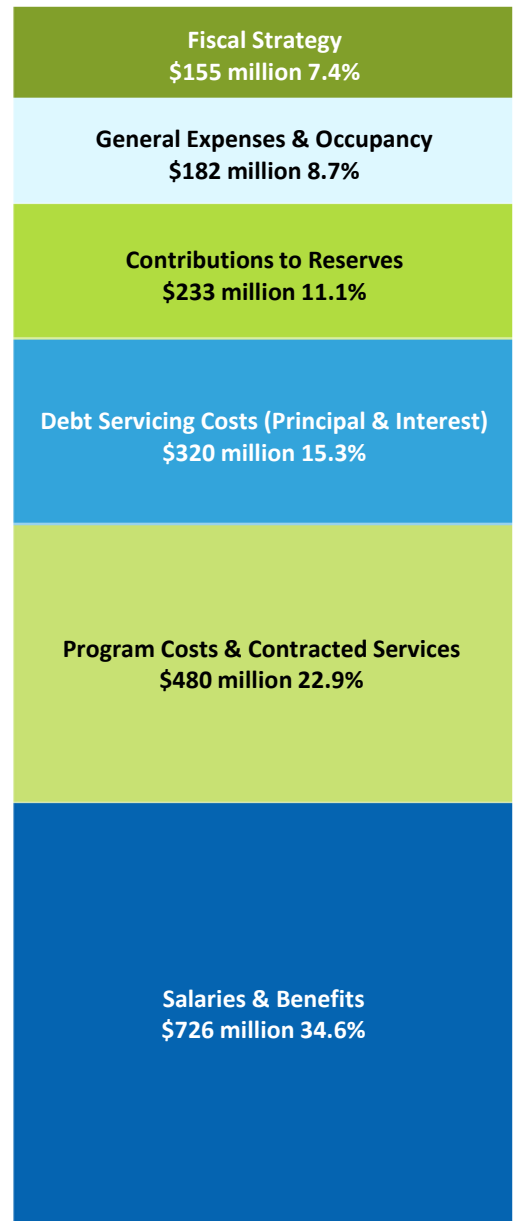
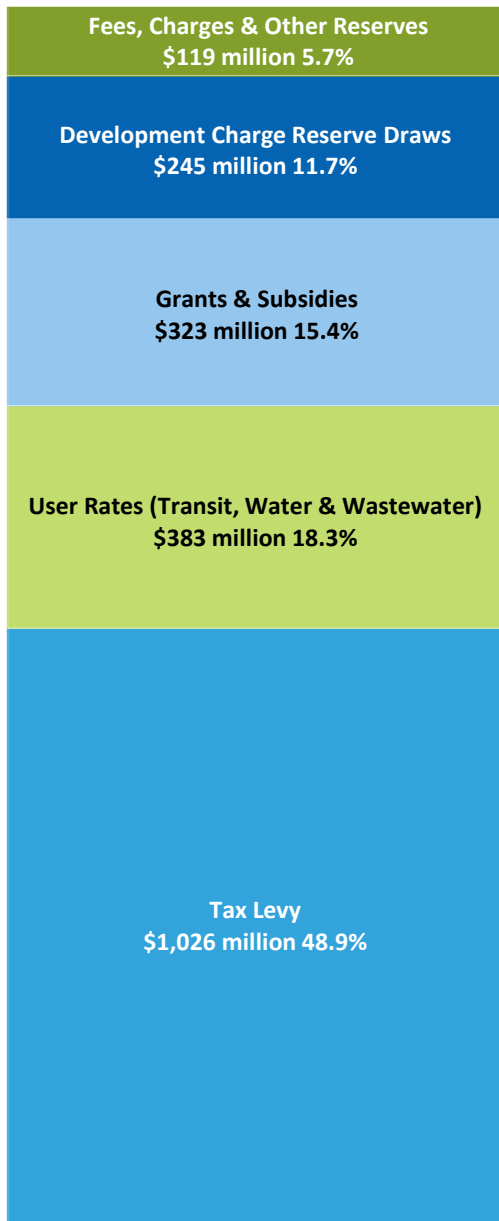
In addition, several financial items are funded by the operating budget. These include interest charges, debt repayments and the Regional fiscal strategy. The section on financial sustainability, which starts on page 205, provides more details on the fiscal strategy that has been put in place to improve the Region’s long-term fiscal health.

2017 and 2018 budget highlights

- Additional support to low and moderate income individuals through an expanded Homelessness Prevention Program and Rent Supplement Program supporting housing stability
- Enhanced YRT/VIVA communications, customer service and system efficiency through innovative technology such as WiFi at Richmond Hill Terminal and transit-related mobile apps
- 43 additional York Regional Police staff in 2017 and 22 additional staff in 2018, due largely to the needs of a larger population, with further funding to support the accelerated hiring of new officers in 2017 and 2018 to prepare for the impact of anticipated retirements
- Continued implementation of 32 initiatives under the SM4RT Living Plan focused on the 4 Rs (reduce, reuse, recycle and recover) and the expected achievement by 2016 year-end of the Region’s target of diverting 90% of waste from landfill
- Improved real time monitoring, coordination and response times related to road disruptions, traffic congestion, and road closures through installing traffic cameras and upgrading traffic signal controllers
- 32 new Paramedic Services staff to support Regional growth

Where funds come from...

... and where they go



**2017 Operating Budget Balances Funding and Spending
\$2,097 Million**

Note: Numbers may not add due to rounding

Changes to 2017 operating outlook

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

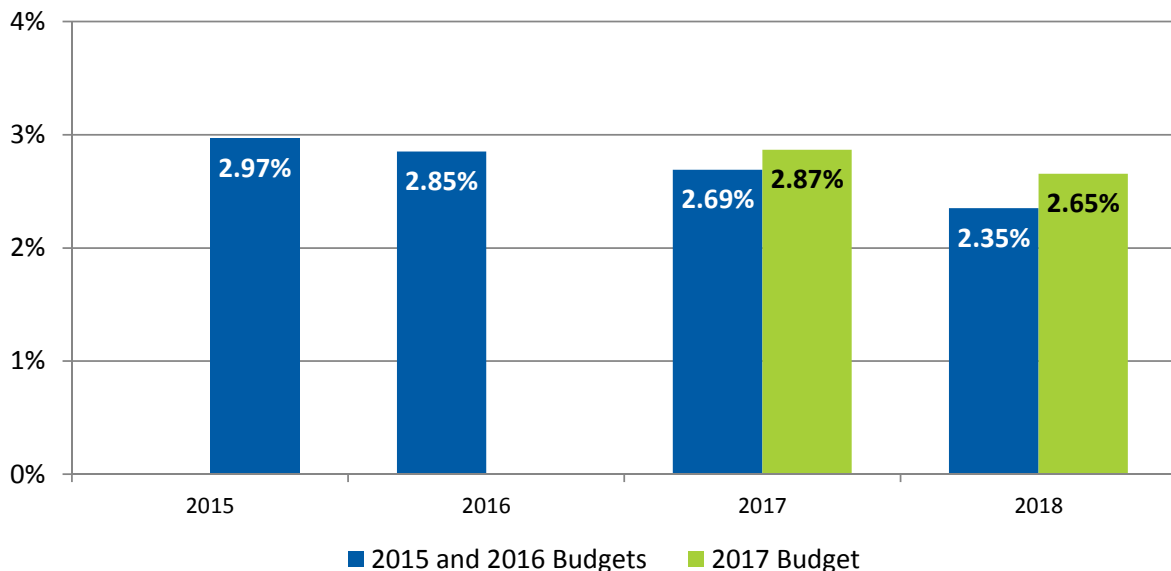
Regional departments were able to manage spending pressures in the 2017 budget and 2018 outlook through finding efficiencies and offsets.

The operating budget for York Regional Police, which is reviewed and approved separately by the Police Services Board, presented pressures that required additional resources compared to the approved outlook. These included the need to hire more staff as population grows and to prepare for expected retirements. As well, for 2017, police revenues related to motor vehicle accident reports and alarm responses are expected to be lower than planned.

On the revenue side, the forecast for assessment growth revenue was reduced from \$18.0 million in both 2017 and 2018 to \$17.2 million in 2017 and \$16.8 million in 2018. The reductions reflect lower-than-forecast housing and population growth in recent years. These trends are discussed in more detail in the Economy and Demographics chapter.

These changes resulted in a modest adjustment to the tax levy increase needed in 2017 and 2018 to balance the Region's budget, as shown below.

Added police resources, slower assessment growth revenue result in tax levy rises



Managing ongoing pressures through operational improvements

The discussion above highlights the importance of ongoing efforts to manage operating costs to protect against unexpected pressures. These can arise from several sources, including sources outside the Region's control like changes in federal or provincial regulations or policy. For factors that are under greater Regional control, rigorous business planning is key to managing risks.

Departments work constantly to find ways of operating more efficiently, while providing the same or an improved level of service. Examples of efficiencies include:

- Adding pharmacy technicians to the Public Health team has improved service and reduced the risk of vaccine wastage by introducing 24-hour monitoring of refrigeration temperatures, better inventory control and more accurate and timely ordering.
- York Region hospitals have been working to reduce the time it takes to transfer a patient from Paramedic Services into their care. To enhance efforts, Paramedic Services in 2016 retained outside experts to help standardize transfer-of-care processes at all three hospitals. With the resulting time savings, Paramedic Services has been able to maintain emergency response time performance even with higher-than-expected emergency call volumes.
- To better manage continual increases in referrals of children with special needs, a staff-led divisional reorganization, technological innovation and hoteling are allowing Integrated Children's Services to do more for these children and their families. They have reduced the wait list by 30% with basically the same resources, even though the province has increased their responsibilities.
- Homelessness Community Programs and Integrated Children's Services staff are providing program operators in the community with active, targeted in-person and webinar-based professional development so they can provide better ongoing service and take on new roles mandated by the province. Giving operators the know-how and capacity to make decisions based on the needs of the residents they directly serve is more empowering, as well as being more cost-efficient.
- Better preventative maintenance is lowering spending on water and wastewater equipment repairs, with expected savings of \$725,000 in 2017.
- The new Bill Fisch Forest Stewardship and Education Centre, which was designed to use no net energy or water and is able to sell surplus electrical power back to the provincial grid, shows leadership in energy and water efficiency.
- A four-year energy audit program underway for 27 Regional facilities, such as office buildings, health centres and police stations, will recommend upgrades and retrofits to improve energy performance and reduce energy costs.
- In the YRT/Viva fleet, several measures have been taken to reduce greenhouse gas emissions and save on fuel costs. These include introducing new technologies that improve fuel economy and energy consumption and encourage less engine idling.

- Transportation Services recycled asphalt from road work on Warden Avenue by pulverizing and mixing it with standard aggregate material, which saved more than \$200,000 and allowed for the upkeep of more kilometres of road shoulder.
- A sector model of policing pilot project in the City of Markham and the Town of Whitchurch-Stouffville identified a number of positive outcomes, including a more balanced workload for officers, an alignment of shift times with demands for service, and enhanced opportunities for proactive police work and community engagement. York Regional Police plans to build on the success of this pilot through Region-wide implementation.
- Several new tools and processes are promoting greater corporate efficiency, including developing a new on-line system for completing health and safety reports, streamlining the process for compiling daily media clippings, and a new method of allocating space costs that supports increased efficiency in facilities management.

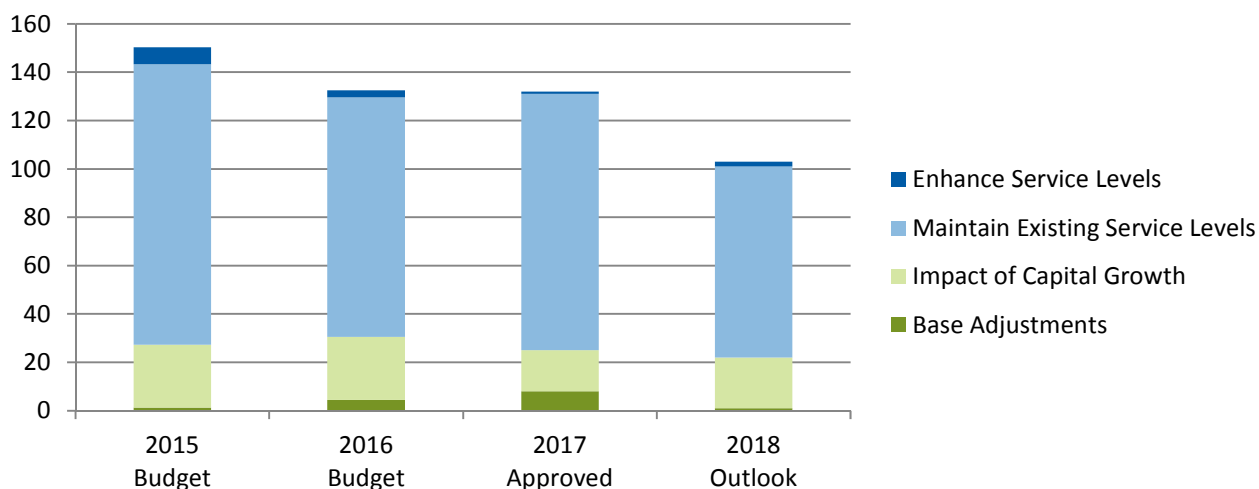
Delivering service to a larger population

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

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

Drivers of staffing growth

of Full-Time Equivalents



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

Reliance on the tax levy varies across service areas

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

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

2017 share of operating spending versus share of tax levy

	Share of Operating Spending	Share of Tax Levy
Environmental Services	27%	5%
Transportation Services	16%	20%
Community & Health Services	24%	17%
York Regional Police	16%	30%
Other	17%	28%

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

Transportation Services includes both the road program, which is very reliant on the tax levy, and transit, which is about 40% funded by fares and other transit-related revenues.

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

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

The "other" category includes corporate departments and the fiscal strategy, which are largely funded by the tax levy.

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

Most of the discussion in this section has focused on the approved change in the operating budget from the outlook for 2017 presented in the multi-year budget. This section instead looks at the trend in the operating budget from 2016 to 2017.

At \$2,096.7 million, the 2017 operating budget has increased by \$93.7 million from the \$2,003.0 million budget for 2016. Some \$1,026.1 million, or about 49%, of this is funded by the tax levy. This represents a net increase of \$45.3 million from the 2016 base.

The table and analysis that follows focus on net pressures on the tax levy. The discussion excludes the water and wastewater budget because those costs are fully covered from user rate revenues.

The major factors in the tax levy change from 2016 to 2017 are:

- **Base adjustments.** Inflationary pressure on the cost of goods, services and staffing is the major driver of base adjustments, accounting for an increase of \$23.0 million. This is partially offset by increases of \$10.8 million in revenues, mainly provincial grants and subsidies for Community and Health Services programs, and drawdowns from non-capital reserves.
- **Efficiencies and program reductions.** This item, totaling \$3.2 million, reflects efforts that departments have made to contain costs.
- **Legislated and contractual.** This item includes services the Region is mandated to provide under legislation, as well as its contractual commitments. In 2017, these will add \$3.4 million to the costs funded by the tax levy.
- **Fiscal strategy.** Contributions to the Debt Reduction Reserve and the Capital Asset Replacement reserve are the two elements of this item, and together they account for \$28.3 million of the increase. As a result of these contributions, the Region is reducing its reliance on debt. For more information, see the Achieving Financial Sustainability section starting on page 205.
- **Impact of capital.** This reflects changes in operating costs as new capital assets go into service and debt-service costs related to capital. Overall, the net impact in 2017 is \$0.5 million in relief due in

Year-over-year drivers of the 2017 and 2018 tax levy increases

(in \$ Millions)	2017 Approved \$	2018 Outlook \$
Base Adjustments:		
Inflation	23.0	22.8
Revenues	(10.8)	(7.8)
Reserves, Allocations, and Capital Recoveries	(7.0)	(1.3)
Efficiencies & Program Reductions	(3.2)	(1.6)
Legislated & Contractual	3.4	5.3
Fiscal Strategy	28.3	15.8
Impact of Capital	(0.5)	3.6
Growth & Service Enhancements	12.0	7.2
Total Budget Change	45.3	44.0

Notes:

Water and wastewater services are excluded as they are fully funded through user rates. See page 41.
Numbers do not add due to rounding.

part to lower interest and principal repayment costs for tax-levy debt. The latter reflects the fiscal strategy, which has eliminated the need for new tax-levy debt.

- **Growth and service enhancements.** As the Region grows, operating costs must generally increase to maintain existing service levels. Costs may also rise to provide a higher level or new services. Together, these factors account for \$12.0 million in pressure.

Major capital initiatives with ongoing operating impacts

Capital projects with significant operating impacts in the current four-year budget include:

- New Viva bus rapidways and a new bus operations, maintenance and storage facility
- Expansions and upgrades of roads to help manage traffic
- Two new transitional/emergency housing facilities
- Building and rehabilitating paramedic stations
- Expansions and upgrades of water and wastewater infrastructure.

These and other capital projects will increase operating costs by about \$6 million in 2017 and a further \$5 million in 2018, as indicated in the table on page 17. In 2017, major sources of the increase relate to Transportation (42%), mainly because of new and existing bus facilities, the opening of new segments of Viva rapidways (18%), and staffing and other resources for new paramedic stations (33%). These increases do not reflect offsetting revenues, for example from transit fares or increased funding from other levels of government.

Net tax levy calculation

(in \$000s)	2015 Approved	2016 Approved	2017 Approved	2018 Outlook
Operating Expenditures	1,761,887	1,911,344	1,991,678	2,059,799
Capital Contributions	88,256	49,647	45,062	44,649
Fiscal Strategy	105,566	127,479	155,299	171,191
Allocations & Recoveries	(54,630)	(85,509)	(95,344)	(97,773)
Total Operating Budget	1,901,079	2,002,961	2,096,696	2,177,866
Less: Revenues	(963,475)	(1,022,152)	(1,070,556)	(1,107,727)
Total Tax Levy	937,604	980,809	1,026,140	1,070,139
Less: Revenue from Assessment Growth			17,210	16,760
Tax Levy Net of Assessment Growth			1,008,930	1,053,379

Note: Numbers do not add due to rounding.

Outlook for 2018

The outlook for 2018 continues to reflect inflation and population growth as well as service enhancements, which together are expected to result in an increase from 2017 of about \$30 million in net tax levy. Legislated and contractual needs will add a further \$5.3 million pressure, reflecting higher rates for certain community resources such as child care operators.

The increases to contributions to the fiscal strategy continue in 2018, but growth in the contribution level will moderate. In 2017, the increase in contribution to capital replacement reserves will achieve the target level of 2% of the previous year's tax levy, ending a five-year phase-in from the previous level of 1%. With the phase-in complete, the year-over-year increase will fall from \$28.3 million to \$15.8 million.

The operating impacts of capital will provide a net \$3.6 million pressure, as the costs to operate new assets will be greater than the relief provided by lower financing needs. While costs related to physical assets will go up, the increase will be less than in 2017 because fewer new assets will be brought into service.

The Operating Budget 2017 to 2018

Consolidated Financial Summary

(in \$000s)	2016 Budget	2017 Approved	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	1,911,344	1,991,678	80,335	2,059,799	68,121
Contribution to Capital	49,647	45,062	(4,585)	44,649	(414)
Fiscal Strategy	127,479	155,299	27,820	171,191	15,892
Revenues	(1,022,152)	(1,070,556)	(48,404)	(1,107,727)	(37,171)
Allocations and Recoveries	(85,509)	(95,344)	(9,835)	(97,773)	(2,430)
Net Budget	980,809	1,026,140	45,331	1,070,139	43,999
Assessment Growth Revenue		(17,210)		(16,760)	
Net Budget After Assessment Growth Revenue		1,008,930		1,053,379	
% Change			2.87%		2.65%
% Change - Outlook			2.69%		2.35%

Consolidated Incremental Changes to Budget

(in \$000s)	2017 Approved		2018 Outlook		
	Gross	Net	Gross	Net	
Restated Base	2,002,961	980,809	2,096,696	1,026,140	
Base Adjustments	16,096	(16,464)	23,619	(8,426)	
Efficiencies & Program Reductions	(5,796)	(4,822)	(2,026)	(1,558)	
Legislated & Contractual	9,867	3,438	3,970	5,283	
Fiscal Strategy	27,820	28,318	15,892	15,792	
Impact of Capital	29,161	19,236	26,917	23,422	
Growth & Service Enhancements	16,586	15,625	12,798	9,486	
Total Budget	2,096,696	1,026,140	2,177,866	1,070,139	
Assessment Growth Revenue		(17,210)		(16,760)	
Total Budget After Assessment Growth Revenue	2,096,696	1,008,930	2,177,866	1,053,379	
Change from Prior Year Before Assessment Growth Revenue	\$	93,735	45,331	81,170	43,999
Change from Prior Year After Assessment Growth Revenue	%	4.68%	4.62%	3.87%	4.29%
Change from Prior Year Before Assessment Growth Revenue	\$		28,121		27,239
Change from Prior Year After Assessment Growth Revenue	%		2.87%		2.65%

Consolidated Staffing Summary

	2017 Approved	% Change	2018 Outlook	% Change
Budget Base	5,574.6		5,706.6	
New	121.0	2.2%	98.0	1.7%
Conversions	11.0	0.2%	5.0	0.1%
Program Reductions	-		-	
Total Full-Time Equivalents	5,706.6	2.4%	5,809.6	1.8%
Outlook	5,679.6	1.9%	5,779.1	1.8%

Consolidated Tax Levy Summary 2016 to 2018

(in \$000s)	2016 Budget		2017 Approved		% Change	2018 Outlook		% Change
	Gross	Net	Gross	Net	Net	Gross	Net	Net
Transportation Services								
York Region Transit/Viva	184,319	96,311	188,121	96,722	0.43%	193,390	98,639	1.98%
Contribution to Pay-As-You-Go Capital	9,100	9,100	9,100	9,100	-	9,100	9,100	-
Roads & Traffic	77,980	51,728	92,652	54,316	5.00%	97,254	56,557	4.12%
Contribution to Pay-As-You-Go Capital	32,185	32,185	29,185	29,185	(9.32%)	29,185	29,185	-
Transportation Program Support	16,071	16,056	17,977	17,917	11.59%	18,786	18,716	4.46%
Sub Total	319,655	205,380	337,035	207,241	0.91%	347,715	212,196	2.39%
Environmental Services								
Waste Management	62,636	42,543	64,674	43,813	2.99%	67,566	45,413	3.65%
Water & Wastewater Services	470,639	-	488,965	-	-	509,311	-	-
Natural Heritage & Forestry	7,834	6,804	8,351	7,271	6.86%	8,376	7,296	0.35%
Contribution to Pay-As-You-Go Capital	1,210	1,210	967	967	(20.08%)	818	818	(15.41%)
Energy Management	624	544	895	740	36.04%	963	755	2.09%
Sub Total	542,943	51,101	563,851	52,791	3.31%	587,034	54,282	2.82%
Community & Health Services								
Employment & Financial Support	98,132	17,367	99,939	17,752	2.22%	101,548	18,378	3.52%
Integrated Children's Services	115,041	15,191	116,505	15,361	1.12%	116,920	15,729	2.40%
Housing Services	76,831	47,438	82,231	48,168	1.54%	80,477	48,941	1.61%
Public Health	62,107	13,819	62,574	14,896	7.80%	64,395	15,899	6.73%
Paramedic Services	71,963	33,365	75,783	35,100	5.20%	79,186	36,877	5.07%
Seniors Services	33,332	12,403	33,576	12,449	0.37%	34,123	12,711	2.11%
Strategies & Partnerships	14,446	14,197	14,564	14,374	1.25%	14,968	14,968	4.13%
Business Operations & Quality Assurance	18,672	18,672	18,719	18,719	0.25%	19,130	19,130	2.19%
Sub Total	490,524	172,452	503,892	176,819	2.53%	510,745	182,633	3.29%
Corporate Management								
Chair & Council	2,312	2,312	2,352	2,352	1.73%	2,392	2,392	1.73%
Office of the C.A.O.	5,944	5,605	6,075	5,733	2.30%	6,347	6,004	4.72%
Legal Services	6,087	5,683	6,313	5,903	3.86%	6,746	6,329	7.22%
Financial Management	17,616	15,731	17,920	16,191	2.92%	18,661	16,793	3.71%
Information Technology Services	26,548	26,548	26,941	26,941	1.48%	27,581	27,581	2.38%
Communications, Information and Data	12,873	12,610	13,539	13,274	5.27%	14,472	14,204	7.00%
Human Resource Services	8,652	8,588	8,953	8,873	3.31%	9,276	9,196	3.65%
Planning and Economic Development	9,252	6,957	9,729	7,087	1.86%	9,923	7,281	2.74%
Property Services	5,065	4,116	5,184	4,395	6.77%	5,390	4,596	4.58%
Contribution to Pay-As-You-Go Capital	332	332	80	80	(75.90%)	80	80	-
Sub Total	94,680	88,483	97,085	90,829	2.65%	100,868	94,457	3.99%
Recovery from WWw (User Rate)		(5,407)		(6,014)	11.23%		(6,200)	3.08%
Total Regional Programs	1,447,802	512,008	1,501,864	521,665	1.89%	1,546,362	537,369	3.01%
Court Services	12,626	(742)	13,170	(2,384)	221.42%	13,357	(2,422)	1.61%
Financial Initiatives								
Fiscal Strategy	127,479	118,326	155,299	146,644	23.93%	171,191	162,436	10.77%
Non-Program and Financial Management	18,917	7,230	17,239	5,555	(23.17%)	14,839	4,246	(23.55%)
Sub Total	146,396	125,556	172,538	152,199	21.22%	186,031	166,682	9.52%
Boards & Authorities								
Conservation Authorities	5,703	5,703	5,948	5,948	4.29%	6,107	6,107	2.67%
Hospital Capital Funding	14,176	14,176	14,424	14,424	1.75%	14,660	14,660	1.63%
Property Assessment (MPAC)	18,729	18,729	18,673	18,673	(0.30%)	19,221	19,221	2.93%
GO Transit	2,500	-	2,500	-	-	2,500	-	-
Sub Total	41,109	38,609	41,546	39,046	1.13%	42,488	39,988	2.41%
York Region Rapid Transit Corporation	24,155	7,878	24,884	4,667	(40.76%)	31,535	4,441	(4.83%)
Total Operating Programs	1,672,088	683,310	1,754,001	715,192	4.67%	1,819,772	746,058	4.32%
Police Services	330,874	297,499	342,695	310,947	4.52%	358,093	324,081	4.22%
Total Operating Budget	2,002,961	980,809	2,096,696	1,026,140	4.62%	2,177,866	1,070,139	4.29%
Less Assessment Growth Revenue				(17,210)	(1.75%)		(16,760)	(1.63%)
Total After Assessment Growth	2,002,961	980,809	2,096,696	1,008,930	2.87%	2,177,866	1,053,379	2.65%

Consolidated Net Tax Levy Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	2,002,961	980,809	2,096,696	1,026,140
Base				
Compensation and Inflation	27,781	26,362	28,772	28,098
Legislated Program Requirements	546	5	1,606	1,045
Contractual Commitments and Rate Adjustments	9,321	3,433	2,364	4,237
Contributions to Non-Capital Reserves	(5,922)	(2,534)	(1,066)	1,437
Direct Charges, Allocations and Recoveries	(5,364)	(4,079)	(3,020)	(2,387)
Revenues				
Provincial/Federal Funding	(31)	(9,004)	(25)	(5,761)
Transit Fare Revenue	-	(4,975)	-	(1,421)
Provincial Offences Court Fine Revenue	-	(599)	-	(218)
Other Revenues	(367)	(21,635)	(1,042)	(28,175)
Program Reductions and Efficiencies	(5,796)	(4,822)	(2,026)	(1,558)
	20,168	(17,848)	25,562	(4,701)
Fiscal Strategy				
Debt Reduction	8,177	8,426	11,113	11,063
Capital Asset Replacement	19,643	19,892	4,779	4,729
	27,820	28,318	15,892	15,792
Impact of Capital				
Contributions to Capital Reserves	25,099	25,099	34,644	34,644
Net Debenture Financing of Capital Projects	(2,350)	(12,275)	(12,801)	(16,205)
Operating Impact of New Capital	5,276	5,276	3,557	3,466
VivaNext Impact on Operating	1,135	1,135	1,517	1,517
	29,161	19,236	26,917	23,422
Growth and Service Enhancements				
Maintaining Existing Service Levels	13,444	14,399	12,061	9,470
Enhancing Service Levels	3,142	1,225	738	16
	16,586	15,625	12,799	9,486
Total Budget	2,096,696	1,026,140	2,177,866	1,070,139
Change from Prior Year	\$	93,735	45,331	81,170
	%	4.7%	4.6%	3.9%
			4.3%	

Intentional Blank



CAPITAL BUDGET

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

To support that goal, York Region’s capital budget for the 10 years from 2017 to 2026 totals \$6.1 billion, including \$942 million in 2017.

Capital Spending Authority is the authority from Council to commit funding to a capital project. Where necessary, it gives multi-year authority for projects that will be spread over several years. Debt requirements associated with Capital Spending Authority are the basis for ensuring the Region will comply with the annual repayment limit that the province imposes on municipal borrowings.

The Capital Spending Authority associated with the 2017 budget is \$2.6 billion.

Capital plan supports growth and asset management

While the operating budget focuses mainly on the four-year term of Council, the capital budget takes a longer view because of the time involved in putting infrastructure in place and the length of its service life once it is commissioned. Projects, which are typically costly, must also mesh with expected growth.

Because of the long time horizons and costs of major projects, capital planning is guided by infrastructure master plans, especially those developed by Transportation Services and Environmental Services, and the Regional fiscal strategy.

Because of the link to expected growth, the capital plan is also informed by the outlook for development charge collections, which are the major funding source for growth-related infrastructure investments, and by the Regional official plan, which helps to determine where growth will be focused.

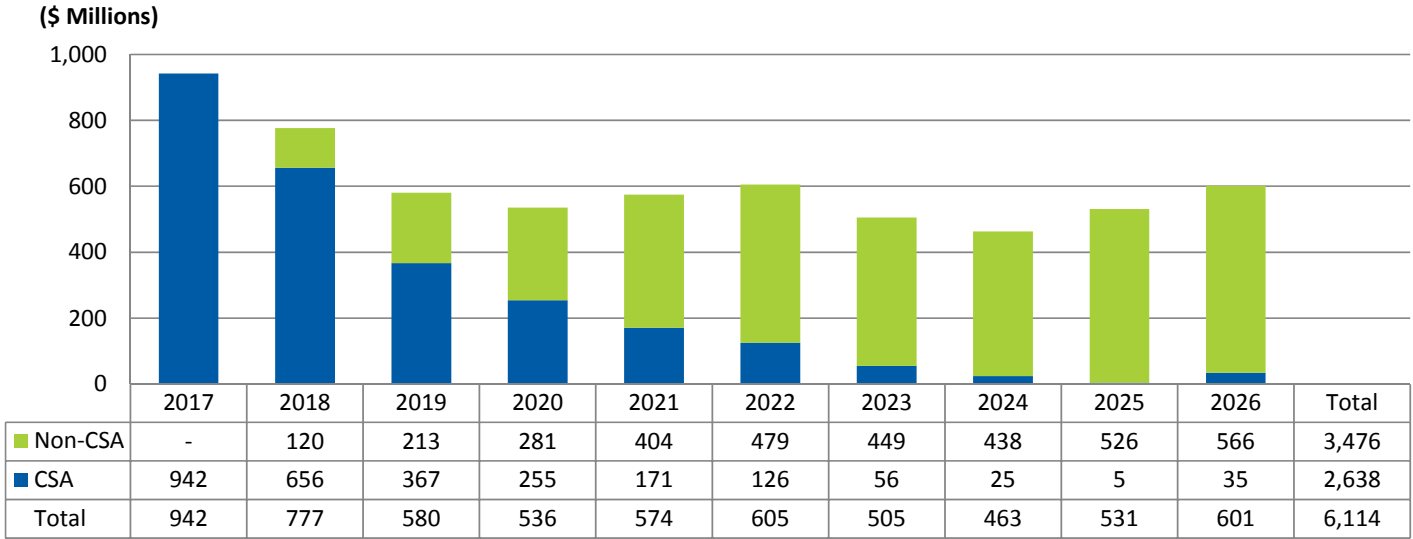
Many of the elements that intersect with capital planning are currently evolving:

- Master plans for both Transportation Services and the water and wastewater function of Environmental Services were updated in 2016, as discussed on pages 66 and 98, respectively
 - The Regional official plan, which ensures consistency with provincial direction on land use, is currently being updated, as are four provincial plans that affect the Region
 - A background study is underway that will help feed into the drafting of a new development charge bylaw in 2017.
- Continued on page 48*

Capital investment helps the Region grow and prosper

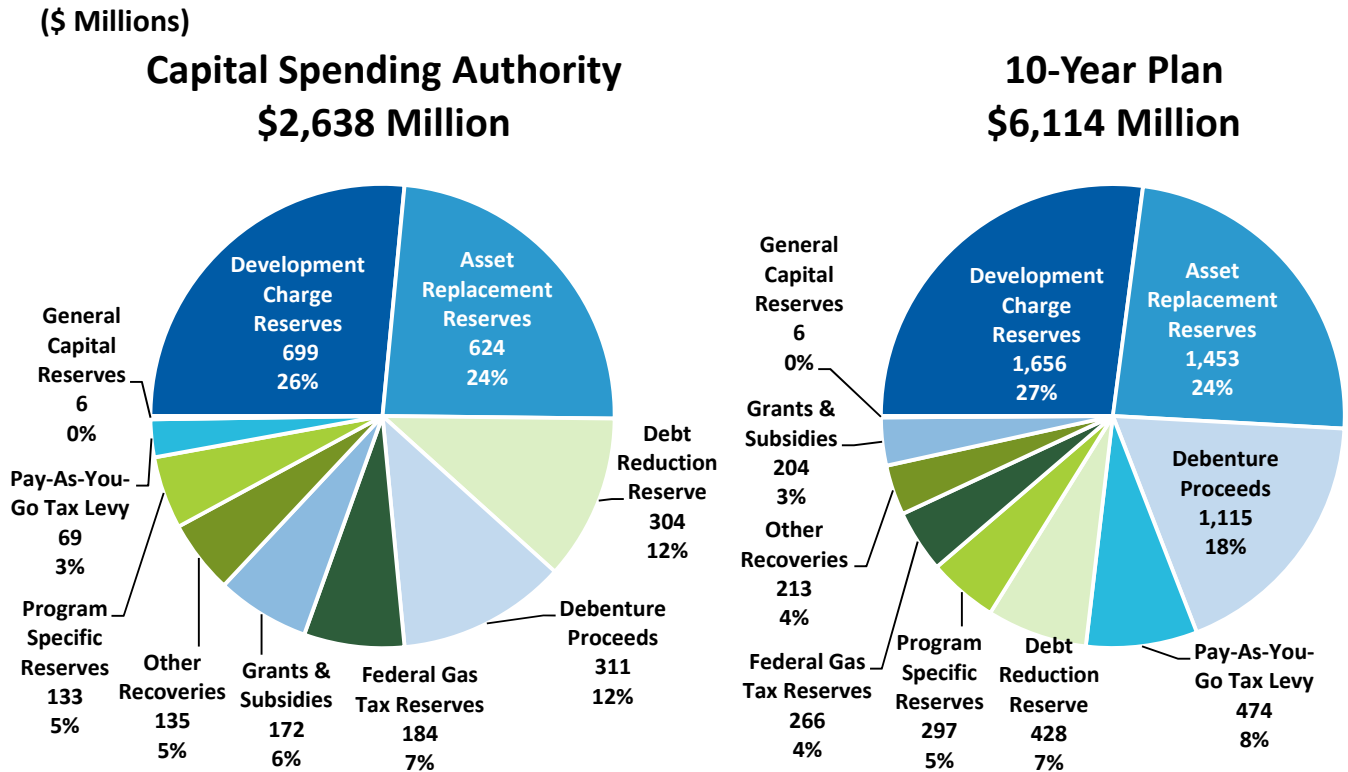
- There will be record levels of investment in roads during the current term of Council, with \$168 million planned for 2017 and \$177 million as the outlook for 2018
- In addition to York Region's own investments in transit, the province is funding the Viva bus rapidways, and federal and provincial contributions support the Toronto-York Spadina Subway Extension and planning work on the proposed Yonge subway extension into York Region
 - ◆ Several rapidway segments are already in service, reducing travel time compared to mixed traffic, and work is underway to add more
 - ◆ The Spadina subway extension, which is being managed by the Toronto Transit Commission (TTC) and partially funded by the Region, is expected to start operation at the end of 2017
- For water and wastewater, Upper York Sewage Servicing is a strategic growth project, while user rates are allowing more spending on rehabilitation of existing assets
- The Annex, a new Regional building, will bring together a variety of services in one location in Newmarket that is easy to reach by transit

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



Note: Numbers may not add due to rounding.

2017 Capital Spending Authority and 10-year capital plan funding

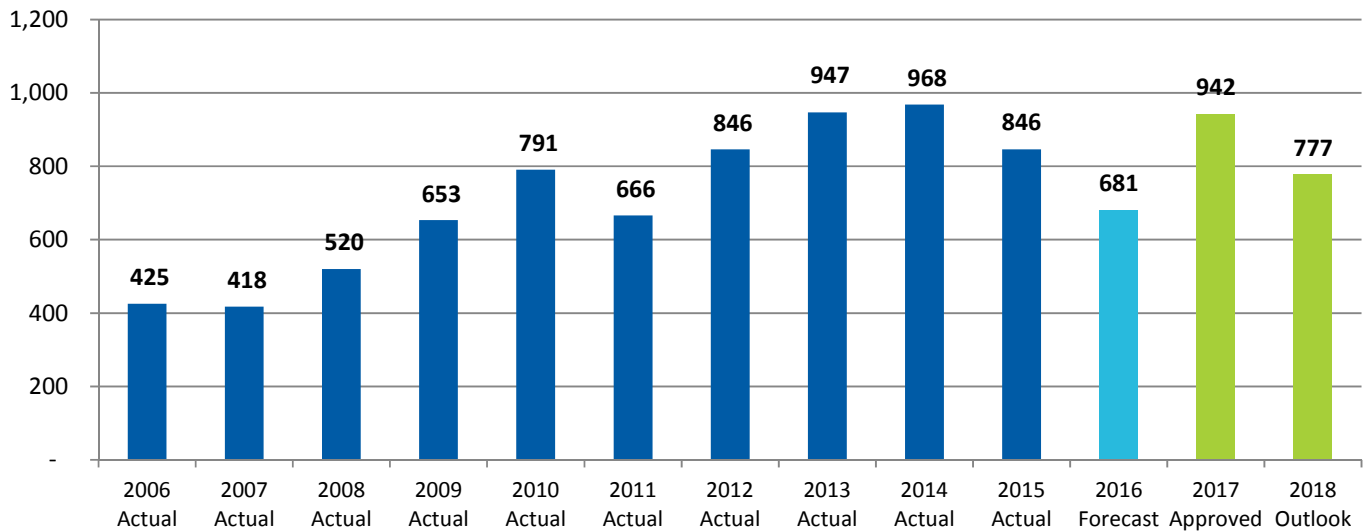


Continued from page 46

A major focus of the capital plan is transportation, which accounts for the largest share of planned capital spending in 2017. While investing in roads, the Region is also encouraging residents to use other modes of transportation, including transit, cycling and walking, in addition to or instead of the single-occupant car.

Significant capital investments continue over the remaining term of Council

(\$ Millions)



Major investments in building bus rapidways and extending the Spadina subway into York Region are supporting this shift toward other modes of transportation. In 2017, as well, the budget includes funding for preliminary design work on the extension of the Yonge subway line into York Region.

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

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

At \$6.1 billion, the 10-year capital plan in this budget aligns with the 10-year plan from the 2016 budget and reflects largely the same portfolio of projects.

Projects being carried out by York Region Rapid Transit Corporation, project manager for major transit capital projects in the Region, account for the largest share of the \$942 million expected to be spent on capital in 2017. The total of \$310 million, or about one-third of plan for 2017, largely reflects ongoing work on the Toronto-York Spadina Subway extension and preliminary work on an

extension of the Yonge subway line into York Region. Both projects are key components of a comprehensive transit network for the Region that is discussed in more detail in the box on page 50.

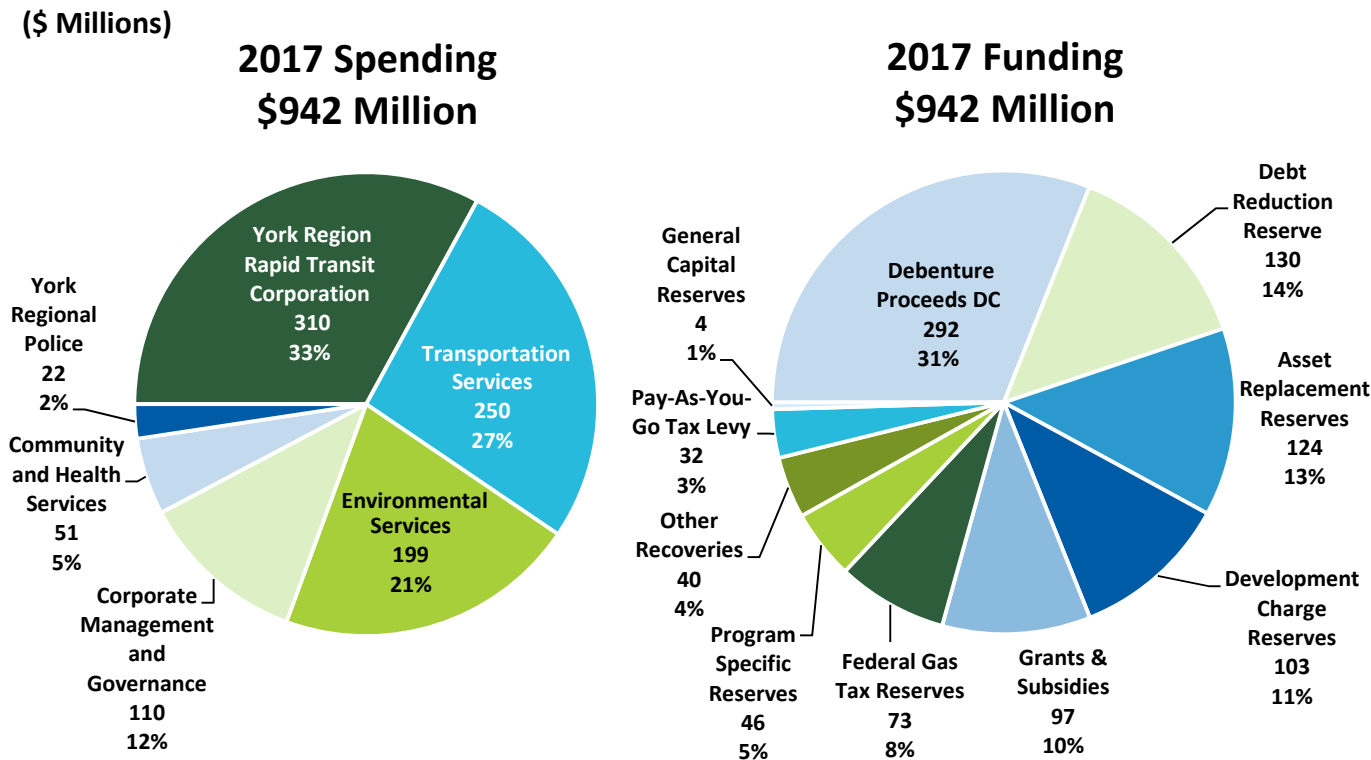
Some transit projects are not included in the capital plan presented here. For Viva rapidway projects, the Region receives full funding from Metrolinx that it uses to build assets which, when completed, are largely owned by Metrolinx. These amounts are reported in the Region’s financial statements at year end but are not included in the budget. For comparability with year-end results, however, they are included in the Accrual Budget Presentation section starting on page 23.

Transportation Services projects, including road and other transit projects, account for the next-largest share of the 2017 capital plan at \$250 million, or just over one-quarter. Projects are described in more detail in the Transportation Services section.

For Environmental Services, as noted on the previous page, capital projects are increasingly focusing on rehabilitation and renewal, as well as meeting the needs of growth. There is also an increasing emphasis on green infrastructure and conservation. The Environmental Services section discusses these approaches in more detail.

Projects in other departments and York Regional Police also support more efficient delivery of service with greater reliability and safety. Examples include new paramedic response stations, a new training centre for police officers, updated information technology systems, and facilities that make it easier for residents to access services.

Because of the Regional fiscal strategy and approval of full cost recovery water and wastewater rates, this 10-year plan — one of the largest in Ontario outside Toronto — will be achieved without additions to user-rate or tax-levy-supported debt. Major sources of funding include development charges, the use of reserves, and funding from other levels of government.



The future of transit in York Region

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

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

Barrie Rail Corridor

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

Stouffville Rail Corridor

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

Richmond Hill Rail Corridor

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

In June 2016, the province announced three new GO train stations along the Barrie line as part of Regional Express Rail. Two will be located in York Region — one in the area of Kirby Road in Vaughan, and the other at Mulock Drive in Newmarket.

In early 2015, work began on second-tracking a six-kilometre section of the Barrie line from north of the York University station. The rest of the second-tracking is in the planning and design phase.

Work began in August 2015 on second-tracking a five-kilometre section of the Stouffville corridor as the first part of a multi-year improvement project from Scarborough Junction to Unionville GO Station.

The Metrolinx board has also given the go-ahead to further work on the northward extension of the Yonge subway line. The section on York Region Rapid Transit, starting on page 83, provides details.

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

The Region, province and federal government must think ahead to the next steps in a comprehensive transit network. These investments would support not only Regional growth, but that of the Greater Toronto and Hamilton Area as a whole. Costs are likely to be in the billions of dollars, a level that is beyond the fiscal capacity of the Region alone. The federal and provincial commitments to the Yonge North Subway Extension are an encouraging sign that this reality is being recognized. As the federal and provincial governments make longer-term investment decisions, it will be essential for them to address the pressing need for ongoing support.

2017 Capital Spending Authority major projects

Project	Delivered by	\$ Millions
Spadina Subway Extension	York Region Rapid Transit Corporation	287
Annex	Corporate Services	200
Duffin Creek Incinerator	Environmental Services	168
Upper York Sewage Servicing	Environmental Services	164
Southeast Collector Rehabilitation	Environmental Services	107
Southeast Transit Garage	Transportation Services	101
Yonge Subway Extension	York Region Rapid Transit Corporation	91
Toronto Water Supply	Environmental Services	74
Unionville Housing Redevelopment	Community and Health Services	74
Trunk Sewer (Rehabilitation)	Environmental Services	68

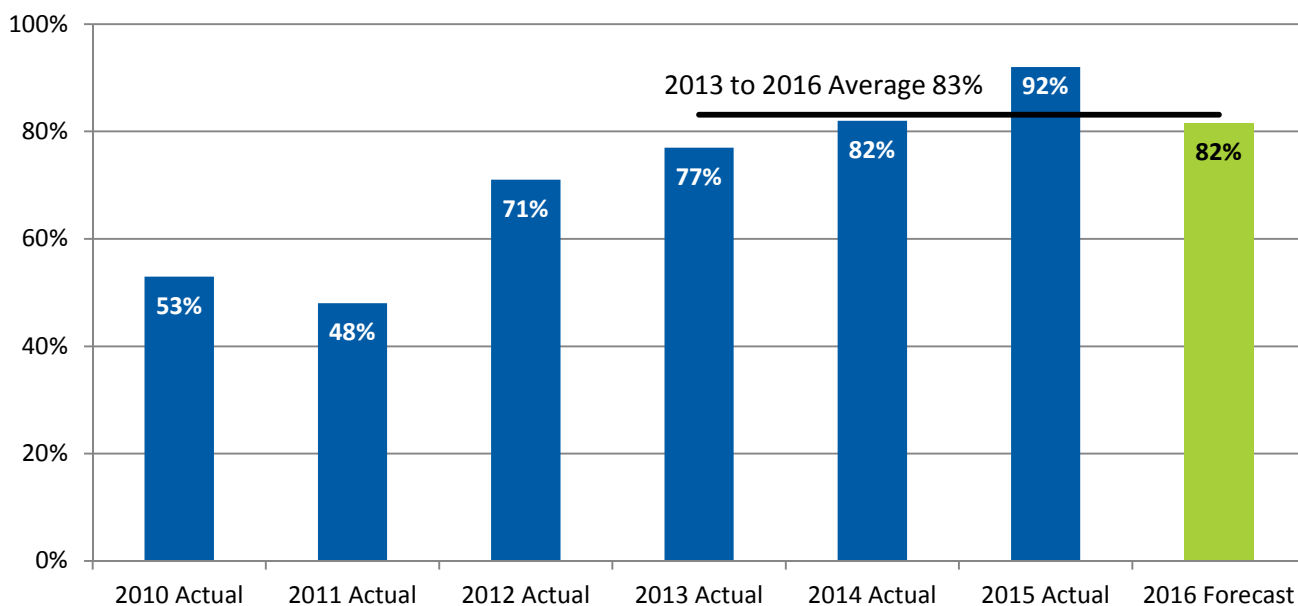
Seeing the results of better budgeting and capital delivery

The graph below shows that the Region has generally been delivering a higher percentage of the capital budget each year. The improvement reflects budget changes and greater focus on delivery.

Before 2012, the budgeting process allowed departments to carry forward unused capital funds from a previous year. The request for funding for the next year was essentially an increment to the funds already available to a department. This reduced transparency and accountability in the capital budget process, and provided little incentive to move projects ahead as quickly as possible. When borrowing to fund projects, it also increased interest and other financing costs.

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

Capital delivery performance to budget has improved



10-Year Capital Plan Gross Expenditures

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Plan Total	Balance to Complete	Total Plan
	Transportation Services												
York Region Transit	81,724	85,084	54,917	34,749	111,966	103,877	54,868	31,716	54,021	65,794	678,716	242,570	921,286
Roads	168,241	177,256	163,432	161,925	158,591	194,719	165,756	133,745	132,113	135,156	1,590,934	1,314,789	2,905,723
Sub Total	249,965	262,340	218,349	196,674	270,557	298,596	220,624	165,461	186,134	200,950	2,269,650	1,557,359	3,827,009
Environmental Services													
Water	77,801	62,142	57,682	41,194	33,399	24,250	33,228	74,278	105,076	126,535	635,585	310,633	946,218
Wastewater	106,132	145,160	129,402	188,957	214,571	215,619	187,784	168,651	172,328	171,480	1,700,085	695,061	2,395,145
Waste Management	12,100	7,411	714	1,419	1,640	3,894	964	547	9,900	8,668	47,257	246,630	293,887
Natural Heritage and Forestry	2,022	1,528	1,746	2,105	1,432	1,500	1,480	1,410	1,940	1,480	16,643	3,970	20,613
Energy Management	770	3,670	355	386	378	340	295	484	5,534	466	12,678	8,945	21,623
Sub Total	198,825	219,911	189,899	234,061	251,420	245,603	223,751	245,370	294,778	308,629	2,412,248	1,265,239	3,677,486
Community and Health Services													
Housing Services	23,031	45,680	33,867	32,216	6,080	15,080	15,080	80	80	30,080	201,274	25,000	226,274
Paramedic Services	24,058	14,324	15,944	4,281	7,916	3,844	3,751	7,464	5,624	7,736	94,942	-	94,942
Seniors Services	3,432	1,386	1,828	3,603	1,053	868	853	703	641	1,466	15,833	313	16,146
Sub Total	50,521	61,390	51,639	40,100	15,049	19,792	19,684	8,247	6,345	39,282	312,049	25,313	337,362
Corporate Management and Governance													
Information Technology Services	19,731	14,522	18,190	19,908	16,100	15,058	15,390	17,332	20,692	22,610	179,533	117,218	296,751
Property Services	88,723	92,135	56,410	14,504	8,410	10,123	14,758	12,964	13,701	13,867	325,595	-	325,595
Planning and Economic Development	1,458	-	-	-	-	-	-	-	-	-	1,458	-	1,458
Sub Total	109,912	106,657	74,600	34,412	24,510	25,181	30,148	30,296	34,393	36,477	506,586	117,218	623,804
York Region Rapid Transit Corporation	310,413	104,171	14,674	12,040	1,122	-	-	-	-	-	442,420	-	442,420
York Regional Police	22,450	22,261	30,944	18,214	11,533	15,916	10,676	13,795	9,305	15,578	170,672	-	170,672
York Region	942,086	776,730	580,105	535,501	574,191	605,088	504,883	463,169	530,955	600,916	6,113,625	2,965,129	9,078,753

2017 Capital Spending Authority Gross Expenditures

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Plan Total	Total Plan
Transportation Services												
York Region Transit	81,724	66,371	14,621	7,929	33,000	34,000	-	-	-	-	237,645	237,645
Roads	168,241	121,487	88,330	62,728	23,362	6,886	-	-	-	-	471,034	471,034
Sub Total	249,965	187,858	102,951	70,657	56,362	40,886	-	-	-	-	708,679	708,679
Environmental Services												
Water	77,801	52,954	37,657	15,752	5,637	2,973	5,224	4,100	2,808	32,025	236,931	236,931
Wastewater	106,132	139,597	119,447	112,104	91,465	67,088	50,593	21,221	1,799	2,709	712,156	712,156
Waste Management	12,100	6,282	100	15	-	-	-	-	-	-	18,497	18,497
Natural Heritage and Forestry	2,022	50	-	-	-	-	-	-	-	-	2,072	2,072
Energy Management	770	3,455	35	-	-	-	-	-	-	-	4,260	4,260
Sub Total	198,825	202,338	157,239	127,872	97,102	70,061	55,817	25,321	4,607	34,734	973,916	973,916
Community and Health Services												
Housing Services	23,031	45,000	30,787	21,136	-	-	-	-	-	-	119,954	119,954
Paramedic Services	24,058	13,089	1,890	-	-	-	-	-	-	-	39,037	39,037
Seniors Services	3,432	-	-	-	-	-	-	-	-	-	3,432	3,432
Sub Total	50,521	58,089	32,677	21,136	-	-	-	-	-	-	162,423	162,423
Corporate Management and Governance												
Information Technology Services	19,731	14,522	18,190	19,908	16,100	15,058	-	-	-	-	103,509	103,509
Property Services	88,723	82,580	41,728	3,001	-	-	-	-	-	-	216,032	216,032
Planning and Economic Development	1,458	-	-	-	-	-	-	-	-	-	1,458	1,458
Sub Total	109,912	97,102	59,918	22,909	16,100	15,058	-	-	-	-	320,999	320,999
York Region Rapid Transit Corporation	310,413	104,171	14,674	12,040	1,122	-	-	-	-	-	442,420	442,420
York Regional Police	22,450	6,699	-	-	-	-	-	-	-	-	29,149	29,149
York Region	942,086	656,257	367,459	254,614	170,686	126,005	55,817	25,321	4,607	34,734	2,637,586	2,637,586

10-Year Capital Plan Financing Sources

(in \$000s)	10-Year Plan Total	Pay-As-You- Go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserves	Development Charge Reserves	Federal Gas Tax Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
Transportation Services											
York Region Transit	678,716	117,400	54,740	239,245	3,749	-	83,052	180,276	254	-	-
Roads	1,590,934	321,538	68,466	32,688	-	-	841,107	12,413	-	116,706	198,016
Sub Total	2,269,650	438,938	123,206	271,933	3,749	-	924,159	192,689	254	116,706	198,016
Environmental Services											
Water	635,585	-	-	391,523	-	-	200,122	-	-	3,920	40,020
Wastewater	1,700,085	-	-	574,638	-	-	351,678	-	-	77,805	695,964
Waste Management	47,257	-	10,000	-	37,257	-	-	-	-	-	-
Natural Heritage and Forestry	16,643	8,212	-	-	-	-	8,431	-	-	-	-
Energy Management	12,678	-	-	-	12,598	-	-	-	-	80	-
Sub Total	2,412,248	8,212	10,000	966,161	49,855	-	560,231	-	-	81,805	735,984
Community and Health Services											
Housing Services	201,274	-	-	-	82,394	-	19,811	-	65,694	-	33,375
Paramedic Services	94,942	-	28,454	42,273	-	-	16,812	-	-	-	7,403
Seniors Services	15,833	-	12,413	3,270	-	150	-	-	-	-	-
Sub Total	312,049	-	40,867	45,543	82,394	150	36,623	-	65,694	-	40,778
Corporate Management and Governance											
Information Technology Services	179,533	-	-	103,808	75,725	-	-	-	-	-	-
Property Services	325,595	27,117	206,093	9,407	82,978	-	-	-	-	-	-
Planning and Economic Development	1,458	146	-	-	-	-	1,312	-	-	-	-
Sub Total	506,586	27,263	206,093	113,215	158,703	-	1,312	-	-	-	-
York Region Rapid Transit Corporation											
	442,420	-	3,438	-	566	5,848	91,602	73,505	138,242	12,010	117,209
York Region Police											
	170,672	-	44,248	56,512	1,415	-	42,194	-	-	2,925	23,378
York Region	6,113,625	474,413	427,852	1,453,364	296,682	5,998	1,656,121	266,194	204,190	213,446	1,115,366

2017 Capital Spending Authority Financing Sources

(in \$000s)	10-Year Plan Total	Pay-As-You-Go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserves	Development Charge Reserves	Federal Gas Tax Reserves	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Transportation Services											
York Region Transit	237,645	9,100	39,377	50,524	100	-	30,112	108,277	155	-	-
Roads	471,034	58,591	29,235	4,048	-	-	237,391	2,665	-	63,995	75,109
Sub Total	708,679	67,691	68,612	54,572	100	-	267,503	110,942	155	63,995	75,109
Environmental Services											
Water	236,931	-	-	107,893	-	-	93,748	-	-	3,920	31,370
Wastewater	712,156	-	-	389,794	-	-	217,296	-	-	52,801	52,265
Waste Management	18,497	-	-	-	18,497	-	-	-	-	-	-
Natural Heritage and Forestry	2,072	1,347	-	-	-	-	725	-	-	-	-
Energy Management	4,260	-	-	-	4,260	-	-	-	-	-	-
Sub Total	973,916	1,347	-	497,687	22,757	-	311,769	-	-	56,721	83,635
Community and Health Services											
Housing Services	119,954	-	-	-	52,749	-	15,136	-	33,194	-	18,875
Paramedic Services	39,037	-	19,755	6,089	-	-	5,790	-	-	-	7,403
Seniors Services	3,432	-	2,639	643	-	150	-	-	-	-	-
Sub Total	162,423	-	22,394	6,732	52,749	150	20,926	-	33,194	-	26,278
Corporate Management and Governance											
Information Technology Services	103,509	-	-	59,444	44,065	-	-	-	-	-	-
Property Services	216,032	-	204,098	412	11,522	-	-	-	-	-	-
Planning and Economic Development	1,458	146	-	-	-	-	1,312	-	-	-	-
Sub Total	320,999	146	204,098	59,856	55,587	-	1,312	-	-	-	-
York Region Rapid Transit Corporation											
	442,420	-	3,438	-	566	5,848	91,602	73,505	138,242	12,010	117,209
York Regional Police											
	29,149	-	5,289	5,089	1,415	-	6,188	-	-	2,225	8,943
York Region	2,637,586	69,184	303,831	623,936	133,174	5,998	699,300	184,447	171,591	134,951	311,174

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WATER AND WASTEWATER USER RATES

In October 2015, York Regional Council approved a six-year water and wastewater rate structure. It is based on user rates that are designed to yield the revenue needed to cover all costs of providing water and wastewater services in 2021.

The first annual increases under the new rate structure went into effect on April 1, 2016. Staff are currently monitoring actual results against the projections made in the study that proposed the new rate structure. To date, results have not varied significantly from projection.

User rate revenues fund critical activities of the water and wastewater area of Environmental Services, including:

- Purchasing drinking water from the City of Toronto and Peel Region, and pumping and treating water from the Region's own sources
- Collecting wastewater and conveying it for treatment in Durham Region and Peel Region, and operating its own water resource recovery facilities
- Meeting stringent provincial standards for the quality of drinking water and treated wastewater and the protection of drinking water at the source.

Pages 93 to 116 provide more details.

User rates support long-term system and fiscal health

Full cost recovery is key to the financial sustainability of water and wastewater systems. This is because rates that are too low bring higher risks and, ultimately, greater costs through watermain breaks and other asset failures, inability to retire outdated equipment and invest in new technologies, and rising debt to fill the gap between needs and resources.

As well as recognizing the need for full cost recovery, the new rate structure:

- Aligns with Vision 2051, the 2015–2019 strategic plan and the Regional fiscal strategy
- Supports asset management planning and sustainable development
- Aims to meet specific service levels and the needs of growth and intensification while operating and building as efficiently as possible
- Ensures compliance with current and expected regulations and operating standards
- Conserves and protects water and other resources

The rate structure includes provisions in the event that actual results differ significantly from projections. If contributions to reserves were significantly below plan, a future budget process might propose revised rates. The plan also includes a rate stabilization reserve in case of unforeseen one-time charges.

Principles strive for fairness, transparency and stability

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

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

Major features of the financial sustainability plan:

- Ensuring that funds are available to make the right investments in water and wastewater assets at the right time. In 2017, \$994 million is included in the 10-year capital plan for asset management.
- Doing away with the need to issue new user-rate-supported debt. As well, existing user-rate debt will essentially be paid off by 2034, versus 2043 under the old structure. Reduced reliance on user-rate debt will help improve the Region's fiscal health.

Water and wastewater rates included in the 2016 to 2018 Budget

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

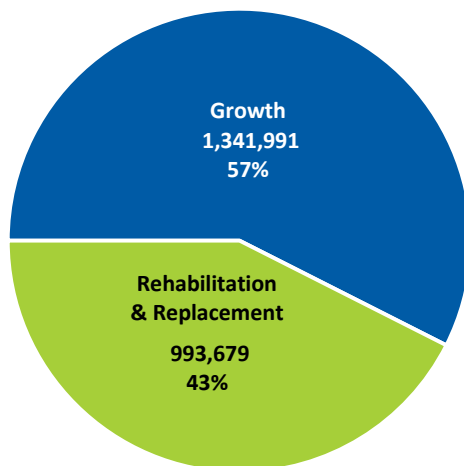
Notes: Rates are effective April 1st of each year.

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

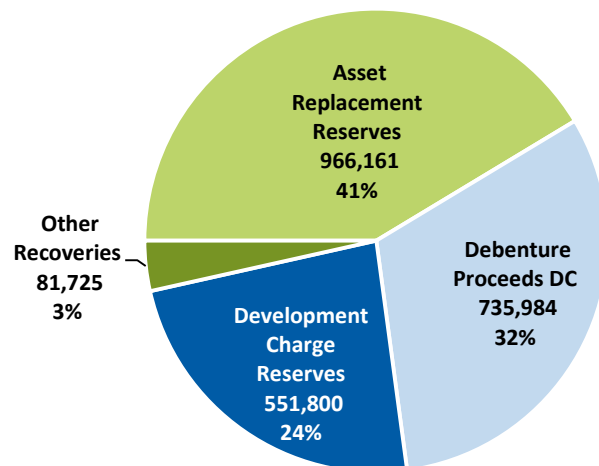
User rates allow spending on renewal and rehabilitation without adding debt

(in \$ 000s)

10-Year Plan Spending \$2,336 Million*



10-Year Plan Funding \$2,336 Million*



* Numbers may not add due to rounding

Note: In these charts, rehabilitation and replacement costs include cost of growth projects funded by replacement reserves

The last of these principles speaks to concerns about affordability as water rates increase. The Region manages two programs, the Housing Stability Program and the Homelessness Prevention program, that provide financial assistance for rent, mortgage payments, utilities and other housing costs. To date, staff in these programs are not aware of any requests for financial help specifically for a water bill. The Region will continue to monitor to see if any requests arise. If they do, it is expected that they can be accommodated under the existing programs.

Equal contributions ensure fairness to customers over time

York Region addressed the issue of fairness to current and future customers (also called “intergenerational equity”) by choosing a rate structure based on equality of contributions. The user rate for each customer will reflect (after taking inflation into account) the same amount over time for capital costs, reserve contributions, and financing, once full-cost pricing is in effect.

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

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

Communicating the value of water and the complexity of providing it

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

The Water Is campaign also plays an important role in building awareness of the complexity involved in delivering water and wastewater services in the Region, which in turn has helped to develop a deeper understanding of the importance of continued investment to ensure safe and reliable services.

Water and Wastewater Rate Financial Summary 2016 to 2018

	2016 Budget		2017 Approved			2018 Outlook		
	Amount in \$000s	(\$/m ³)	Amount in \$000s	(\$/m ³)	% Change	Amount in \$000s	(\$/m ³)	% Change
Expenditures								
General Expenditures	73,275	0.60	77,679	0.64	6.1%	81,949	0.68	5.6%
Purchased Services								
Purchased Water	43,199	0.36	45,840	0.38	6.2%	48,235	0.40	5.3%
Wastewater Treatment	33,289	0.27	33,848	0.28	1.8%	35,060	0.29	3.7%
Financing Costs (Principal & Interest)								
Growth Related	191,315	1.57	185,055	1.52	(3.2%)	178,134	1.47	(3.6%)
Non-Growth Related	40,607	0.33	33,381	0.27	(17.7%)	18,797	0.15	(43.6%)
Contribution to Reserves								
Contribution to Rate Stabilization Reserve	751	0.01	800	0.01	6.7%	1,000	0.01	25.1%
Contribution to Water and Wastewater Reserve ¹	102,749	0.85	130,359	1.07	27.0%	165,208	1.36	26.9%
Allocations and Capital Recoveries	(16,417)	(0.14)	(17,997)	(0.15)	9.7%	(19,072)	(0.16)	6.1%
Gross Expenditures	468,767	3.86	488,965	4.03	4.4%	509,311	4.20	4.3%
Recoveries								
Fees and Charges	(2,166)	(0.02)	(2,231)	(0.02)	3.1%	(2,345)	(0.02)	5.2%
Development Charge Recovery	(191,315)	(1.57)	(185,055)	(1.52)	(3.2%)	(178,134)	(1.47)	(3.6%)
Total Recoveries	(193,481)	(1.59)	(187,286)	(1.54)	(3.1%)	(180,479)	(1.49)	(3.5%)
Corporate Allocations	7,279	0.06	6,014	0.05	(17.3%)	6,200	0.05	3.2%
Gross Expenditures less Recoveries²	282,565	2.32	307,693	2.53	9.0%	335,032	2.76	9.0%
User Rate Revenue								
Water	(115,736)	(0.95)	(120,338)	(0.99)	4.1%	(131,471)	(1.08)	9.4%
Wastewater	(166,829)	(1.37)	(187,355)	(1.54)	12.4%	(203,561)	(1.68)	8.8%
Water and Wastewater Rate Revenue²	(282,565)	(2.32)	(307,693)	(2.53)	9.0%	(335,032)	(2.76)	9.0%

Notes:

- Contributions to the water and wastewater reserves are used to fund asset rehabilitation and replacement in the current and future years.
- The rates shown in the table above reflect the blended rate for the full year. The table on page 59 shows the effective rate as of April 1st each year.

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TRANSPORTATION SERVICES

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

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

Managing congestion to keep the Region moving

The Transportation Services Department plans, builds, operates and maintains the Regional transportation network, including both roads and the public transit system. Transportation Services accounts for \$337 million, or 16.1%, of the York Region gross operating budget. Almost two-thirds of that amount is funded from the tax levy, with development charges and user fees (mainly transit fares) accounting for the remainder.

The department manages about \$4.2 billion of transportation and related infrastructure, including roads, bridges, transit terminals, fleet vehicles and maintenance facilities.

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

Recent department accomplishments align with those goals:

- Receiving Council endorsement of the 2016 Transportation Master Plan, including new policy directions and actions, with details provided on page 66
- Completing *Moving to 2020*, the YRT/Viva 2016-2020 Strategic Plan, and implementing the 2016 Annual Service Plan to continuously improve transit service
- Commissioning and putting into operation 2.6 km of Viva rapidway on Davis Drive in Newmarket and 3.3 km on Highway 7 from Edgeley Boulevard to Bowes Road in Vaughan
- Celebrating a YRT/Viva staff member's win of the American Public Transit Association Call Centre Challenge as an example of its commitment to customer service excellence
- Confirming two new GO stations on the Barrie line in York Region, at Kirby Road in Vaughan and Mulock Drive in Newmarket, as part of the Regional Express Rail program

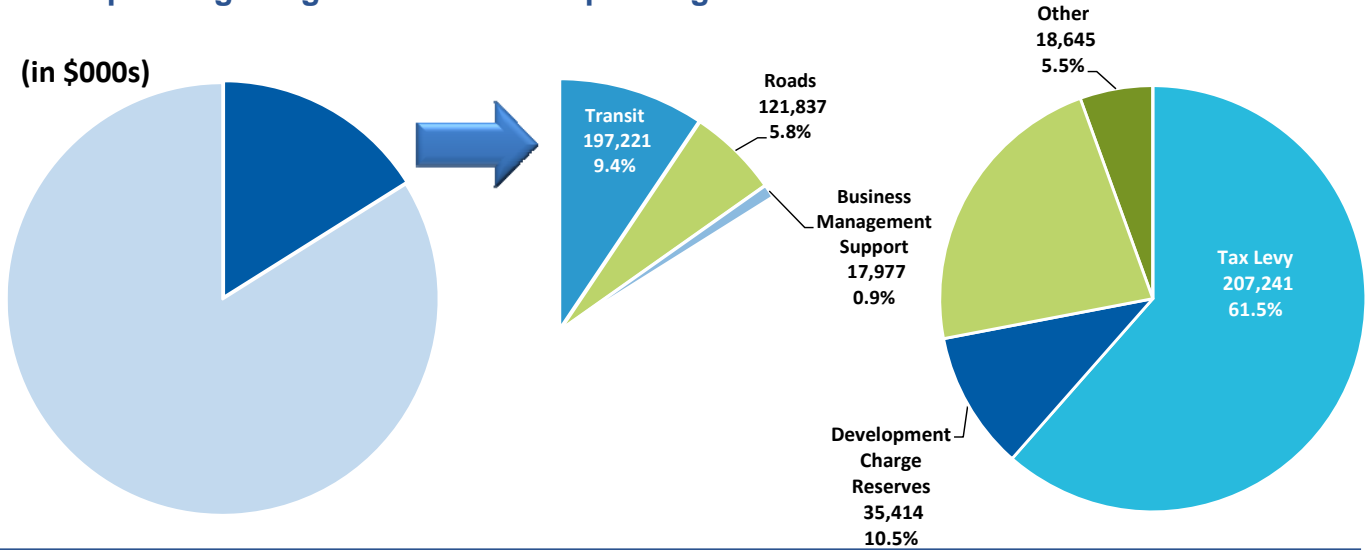
Continued on page 67

Major initiatives planned and underway

In late 2017, the TTC subway will extend beyond the City of Toronto for the first time when the Toronto-York Spadina Subway Extension begins regular service to Vaughan Metropolitan Centre and two other stations in the Region. In addition, the department is:

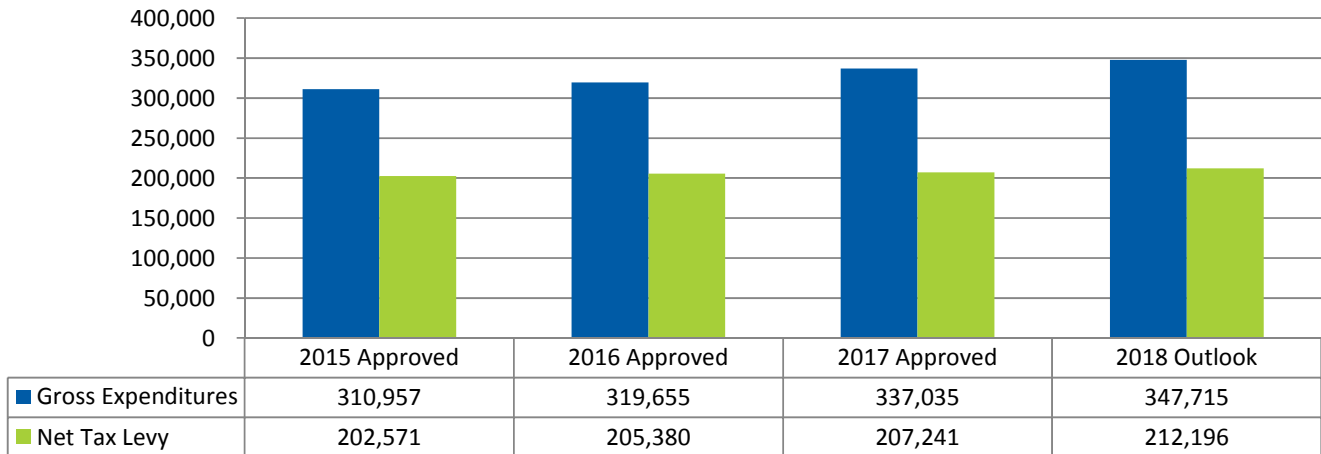
- Developing a Congestion Management Plan, as an action of the Transportation Master Plan, which is discussed in more detail in the box on page 67
- Continuing to work with provincial partners to advance key projects like the Highway 427 Extension, Regional Express Rail service and the Yonge North Subway Extension

2017 operating budget share of total spending and how it's funded



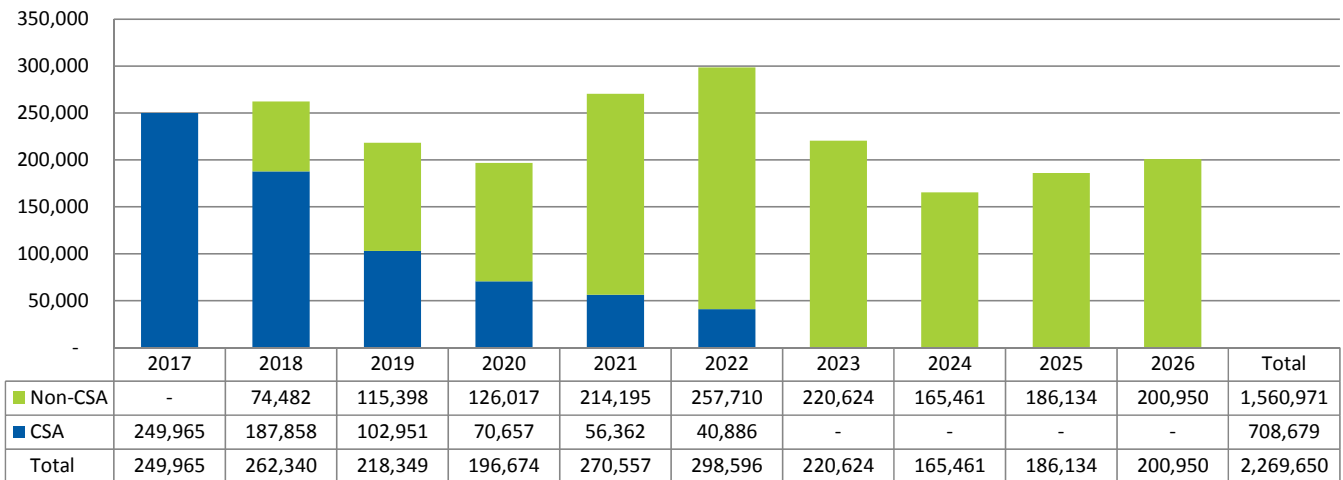
4-year operating budget spending

(in \$000s)



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

(in \$000s)



Updated Transportation Master Plan will address needs out to 2041

In June 2016, Regional Council endorsed the updated Transportation Master Plan, which sets out infrastructure and policy needs to the year 2041 and beyond to expand and improve the transit and road network, take advantage of innovations, and provide more options for those who walk and cycle. The Transportation Master Plan's five objectives are outlined below. Under each objective, there is an explanation of the objective and priority actions in the plan over the next two years to support it.

1. Create a World-Class Transit System

The Region will build on past successes to deliver transit services that attract more riders and are better integrated with other travel modes and transit in other jurisdictions. Actions in the short term include developing a transit Ridership Growth Strategy, opening the Toronto-York Spadina Subway Extension, delivering a Frequent Transit Network by increasing service on certain conventional YRT routes, achieving greater fare integration, and undertaking the Region's first commuter parking strategy.

2. Develop a Road Network Fit for the Future

Achieving this objective will involve using new technology, completing missing links (critical gaps) in the transportation network and adding more midblock crossings, which carry local municipal roads over 400-series highways. Actions in the short term include starting environmental assessments for missing links and midblock crossings, establishing a high-occupancy vehicle network, working with Metrolinx for the planning of Regional Express Rail, and putting forward a plan to provide funding to local municipalities to build collector road segments over barriers like rail lines that they could not afford on their own.

3. Integrate Active Transportation in Urban Areas

This objective focuses on building networks for walking, cycling and other modes of active transportation, making it easier to combine active transportation and public transit, and encouraging consistent infrastructure for walking and cycling across local municipalities. Actions in the short term include developing a Regional boulevard jurisdiction policy, building a Highway 400/Highway 7 median bike facility, and developing design guidelines for pedestrian and cycling infrastructure.

4. Maximize the Potential of Employment Areas

The main aim of this objective is to move goods more efficiently throughout the Region. Actions in the short term include developing an overall goods movement strategy and a strategic goods movement network and beginning environmental assessments for the Langstaff Road missing link, which would build a bridge over the busiest intermodal rail yard in North America. In partnership with the province and local municipalities, achieving this objective also involves extending Highway 427 to Major Mackenzie Drive and completing the Highway 7/Highway 404 ramp extension.

5. Make the Last Mile Work

The Region wants to make it easier for people to get to or from their homes or workplaces to transit. This will involve better planning to integrate transit into existing and new communities and ensuring more destinations are within walking or cycling range, adopting innovations and using demand management tools. Short-term actions include creating new parking lot programs, developing a strategy to manage the changes that advances like self-driving cars will bring and continuing to improve the transit customer experience with smartphone apps and WiFi. The Region will also continue working on a parking and station access study with Metrolinx and on partnerships with sharing economy industries.

Continued from page 64

- Improving technology to better manage traffic flow throughout the Region, including:
 - Installing 21 Bluetooth sensors along Bayview Avenue and Bathurst Street to monitor travel time and collect data by late October 2016
 - Adding 29 new traffic cameras, bringing the Regional total to 137
 - Adding 20 new red light cameras as part of the Traffic Safety Program
 - Installing 105 Centracos controllers along rapidways and key corridors
 - Optimizing signal timings at 140 intersections on 16 corridors
- Continuing several road widening projects to add 117 lane-kilometres of road by 2018. This number includes approximately 52 lane-kilometres uploaded from the City of Vaughan during 2017 and 2018.
- Rehabilitating/resurfacing approximately 184 lane-kilometres of road in 2016

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

Transportation's 2017 10-year capital program has a total budget of \$2.3 billion. This includes both roads and transit projects, except transit projects being carried out by York Region Rapid Transit Corporation, which are discussed in the section that follows.

A new plan tackles congestion

Congestion is consistently cited as the top concern of York Region residents. The Region's first Congestion Management Plan will help address that concern with short- to medium-term measures that complement initiatives in the longer-term Transportation Master Plan.

The Congestion Management Plan, to be presented to Council in 2017, provides guidelines to identify initiatives and programs to be implemented over the next five years that aim specifically to meet the following four goals:

- Optimize the safe and efficient use of the transportation network
- Improve the reliability of travel throughout the Region
- Leverage technologies and practices that facilitate transit use and on-time performance
- Inform travelers of mobility options and real time traffic conditions

The plan is founded on several successful existing initiatives, such as coordinated timing of traffic signals, priority signals for transit and emergency vehicles, an advanced traffic management system, permanent signs that can display real-time messages about traffic or construction problems, emergency detour routes and ongoing bottleneck assessments.

Looking ahead, the plan will take into account the results of a pilot program using in-road Bluetooth sensors to monitor travel times and will prepare infrastructure for the introduction of connected and autonomous vehicles on Regional roads, along with other new technologies and initiatives.

Together, the plan's initiatives will enable the Region to take a comprehensive approach to identify optimum measures to manage congestion and allow people to choose travel options that best meet their needs. The plan also includes performance measures specifically tailored to York Region to track the success of these initiatives.

Providing travel options for modes other than single-occupant vehicles is vital to managing congestion in the long-term. As more Viva rapidways are built throughout the Region, YRT/Viva is becoming a viable alternative to the car by ensuring that transit users arrive at their destination more quickly and reliably, and that they are able to connect easily to other modes of transportation.

The Transportation Master Plan, which aligns transportation investments with the goals of Vision 2051, provides long-term guidance for the Region's transit and road networks. York Region has recently updated this guiding document and is moving quickly to deliver actions on it, as discussed on page 66.

Funding for additional capital projects to support growth to 2041 will reflect the update to the Region's development charge bylaw in 2017 that is discussed on page 20. The 2018 10-year capital plan will be the first to be based on projected revenues from the updated development charges.

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

Transit — YRT/Viva

York Region Transit (YRT/Viva) operates three types of service: Viva bus rapid transit, conventional bus and Mobility Plus, the Region's door-to-door shared ride accessible public transit service for people with disabilities. Viva buses provide rapid transit service on major corridors, such as Highway 7 and Yonge Street. Viva rapidways, bus-only lanes in the centre of the road, can reduce rush-hour travel time for a bus passenger by up to 30% compared to service in mixed traffic. Conventional buses provide local travel, with more frequent bus stops. Mobility Plus provides service to residents with disabilities who cannot use the other bus services for all or part of their trip.

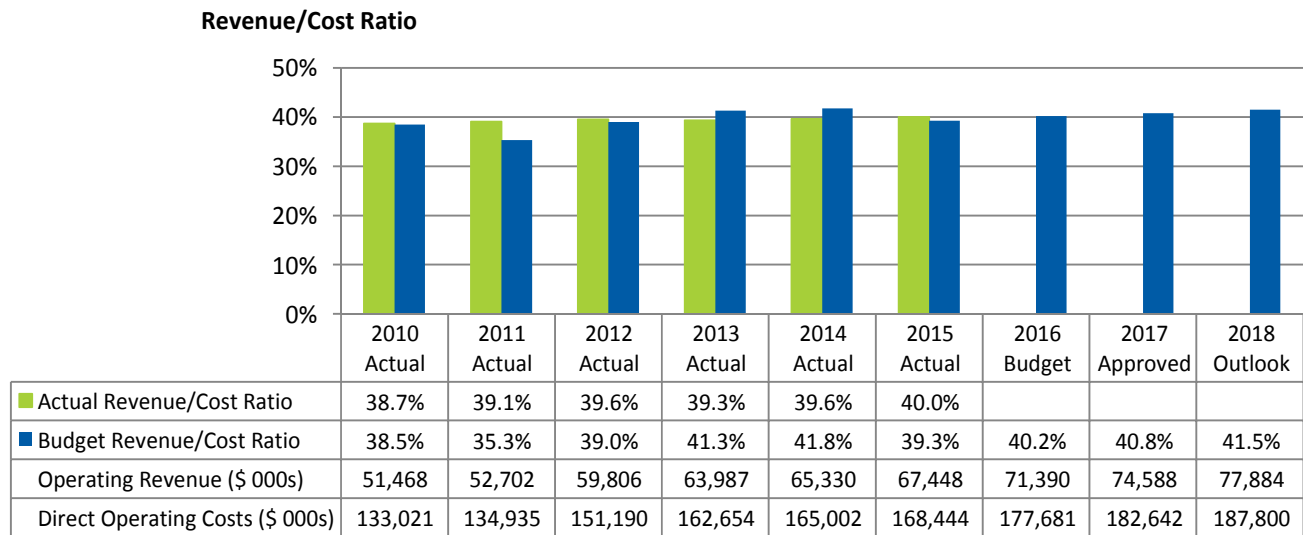
All three services are integrated and passengers can transfer from one to another. The YRT/Viva system is fully accessible and programs are in place to give Mobility Plus clients the option to access the entire system, as legislated by the provincial Accessibility for Ontarians with Disabilities Act.

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

Transit operating costs are projected to be \$197.2 million in 2017, or just under 60% of the department's total operating budget of \$337.1 million. This percentage is expected to remain stable out to 2018, while revenues — which come mainly from transit fares — are expected to rise.

YRT/Viva currently operates more than 500 vehicles, a number that is projected to reach 600 in the next 10 years. To better manage the transit fleet, YRT/Viva has introduced a comprehensive

Revenues projected to rise faster than costs as ridership grows



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

program to ensure proper asset management, including regular, proactive maintenance. As a result, buses break down less often, thereby reducing service disruptions.

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

The Transit branch's capital investments are mainly in vehicles and related service and maintenance facilities. The table on page 79 shows that under the approved 2017 Capital Spending Authority, growth-related transit investment would be \$177.8 million.

Other investments are needed to create the new Viva rapidways and the infrastructure related to them. The building of Viva rapidways is supported by a \$1.8 billion provincial investment. The construction of Viva rapidways and related facilities is planned and delivered by York Region Rapid Transit Corporation, as discussed in more detail starting on page 83.

Looking ahead:

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

Innovation helps YRT/Viva deliver service excellence

The objectives of Moving to 2020, the YRT/Viva 2016-2020 strategic plan, are intended to help achieve the vision of becoming the preferred choice for travel in and around York Region. As part of that effort, YRT/Viva is constantly seeking opportunities to be innovative to improve the customer experience and system efficiency.

Over the past two years, YRT/Viva innovation successes have included introducing Wi-Fi at the Richmond Hill Centre Terminal, frequently upgrading mobile apps and websites, and partnering with the Canadian Urban Transit Research and Innovation Consortium on a zero-emissions bus trial. YRT/Viva will continue to lead innovation in the transit industry over the next year by:

- Piloting WiFi on select routes and vehicles, including on four buses on the new Route 320 Newmarket-Beaver Creek Express
- Announcing and implementing the new YRT/Viva Pay App, which will continue the transition to a paperless system by allowing customers to pay transit fares using their smartphone
- Launching Route Match Web and Mobile App, which will allow Mobility Plus customers to schedule, plan and, if necessary, cancel trips from their smartphone
- Continuing to expand and promote the TapRide App, launched in June 2016, which allows customers in low-demand service areas to book on-demand transit trips using their smartphone

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

- Working with partners to integrate rapid transit initiatives throughout the Greater Toronto and Hamilton Area
- Implementing the 2017 Annual Service Plan and Moving to 2020, YRT/Viva's 2016-2020 Strategic Plan and developing the 2018 Annual Service Plan
- Developing a Fare and Ridership Growth Strategy that will address integration with other systems
- Generating revenues from new sources such as digital advertising at Viva stations and terminals, and building a vendor concession at Richmond Hill Centre Terminal
- Continuing to acquire land and build new transit facilities
- Using new communications tools, such as Talk2YRT.ca, Tumblr and Pinterest.

Roads and Traffic Operations

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

Traffic has been outpacing growth in the Region's population over the past five years. Car trips to and from York Region increased by 18% over the past 5 years, reaching more than 2.1 million daily weekday trips in 2015. By comparison, York Region's population has increased by 14% over the same period. Analysis of surveys and other data shows that the growth in car trips is largely caused by non-work related trips, such as shopping and school and daycare drop-offs and pick-ups.

Traffic incidents and customer feedback on congestion and safety are increasing in line with worsening congestion. In response, the branch communicates with road users through multiple channels. With heavier traffic and more construction work on roads, social media posts and updates to webpages are increasingly important as sources of information for residents. Between January and September 2016, more than 8,500 people had visited the road construction schedule webpage, up from over 7,000 in 2015.

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

Collisions on Regional roads may sometimes cause damage to Regional infrastructure, such as traffic signals, guard rails or transit shelters. The department has policies and processes in place to recover the costs of this damage. In 2015, \$1,079,000 was recovered, representing 98% of costs incurred. In 2016, the Region expects to recover \$1,484,000, representing a similar percentage of costs.

Looking ahead:

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

As a result of increasing traffic volumes and in response to residents' concerns, the Roads and Traffic Operations branch is developing a Congestion Management Plan. The goal is to maximize the efficiency of the existing network to manage congestion and improve transportation service. An important element of this is leveraging the capacity of each component of the network, so that road users have more travel options and transportation demand is more evenly distributed throughout the Region. Additional information on the plan appears on page 67.

Excellent asset management requires sustainable support

The long-term ability of the Region to deliver services depends on the prudent management of assets. York Region's Corporate Asset Management Policy is designed to ensure the Region invests in the renewal of assets in a consistent and timely manner.

In support of this policy, Transportation Services has adopted a "State of Good Repair" approach that focuses on:

- Maintaining infrastructure assets to a specific level of service
- Minimizing asset life cycle costs while avoiding negative impacts to service
- Performing timely maintenance, rehabilitation and replacement activities
- Reducing the Region's backlog of unmet capital needs

Based on current estimates, the replacement cost of Transportation Services' portfolio of assets is \$4.2 billion. The department will continue to assess and refine the replacement cost of all major assets.

In 2016, the department completed asset management plans for pavement and structures. Ensuring the sustainability of these and other important assets may, however, require new and innovative funding sources. These may include redirecting existing revenue streams, seeking new revenue streams allocated entirely to asset management and using the asset management reserves to fund key life-cycle rehabilitation events.

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

Capital Planning and Delivery

The Capital Planning and Delivery branch builds new infrastructure to add capacity and renews infrastructure through its State of Good Repair program. The 2017 10-Year Roads Capital Construction Program has a total budget of \$1.5 billion.

During the 2015-18 multi-year budget, projected spending is \$611 million, an increase from \$475 million in the 2011-2014 term of Council. In the current term, \$511 million will be for growth-related projects to expand the road network, and \$100 million for renewal projects on existing road infrastructure.

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

Looking ahead:

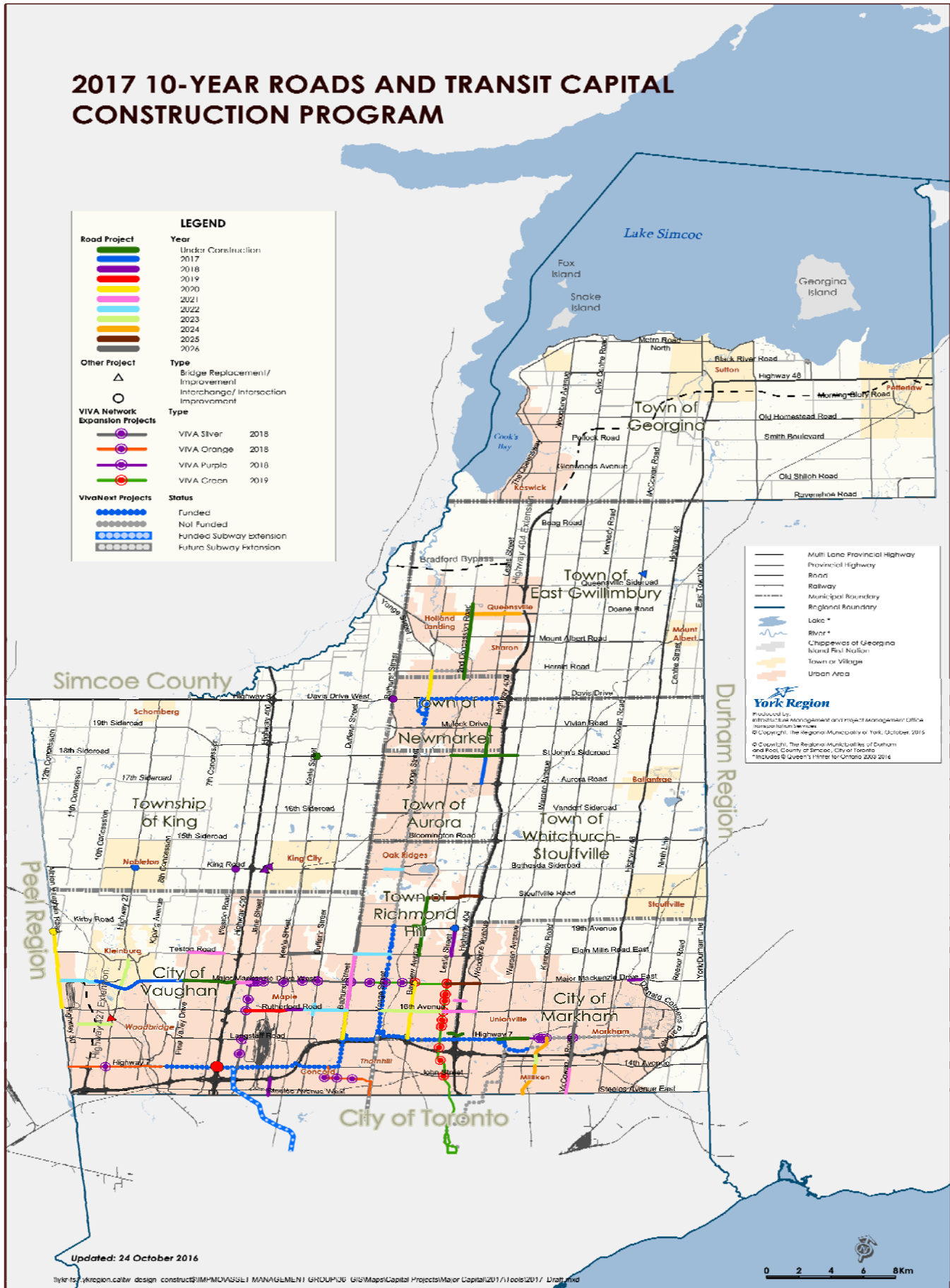
The map on page 73 shows planned tender dates for capital growth projects over the next 10 years. The Council-endorsed Transportation Master Plan identified \$22.1 billion of required infrastructure. The plan is discussed in more detail on page 66.

The Transportation Master Plan update refines the 10-year capital plan. In addition, provincial policies and programs, such as Regional Express Rail, may affect both funding and costs for Transportation Services. The Region is in the process of updating its development charge bylaw, which will also have implications for capital funding. These developments will require further refinement to the 2018 10-year capital plan.

2017 10-YEAR ROADS AND TRANSIT CAPITAL CONSTRUCTION PROGRAM

LEGEND

Road Project	Year
	Under Construction
	2017
	2018
	2019
	2020
	2021
	2022
	2023
	2024
	2025
	2026
Other Project	Type
	Bridge Replacement/Improvement
	Interchange/Intersection Improvement
VIVA Network Expansion Projects	Type
	VIVA Silver 2018
	VIVA Orange 2018
	VIVA Purple 2018
	VIVA Green 2019
VivaNext Projects	Status
	Funded
	Not Funded
	Funded Subway extension
	Future Subway Extension



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

York Region

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 *Includes St. Jacobs's transfer for Ontario 2016

Updated: 24 October 2016

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The Operating Budget 2017 to 2018

Transportation Services Financial Summary

(in \$000s)	2016 Budget	2017 Approved	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	295,579	316,716	21,137	328,509	11,793
Contribution to Capital	41,285	38,285	(3,000)	38,285	-
Revenues	(114,276)	(129,794)	(15,519)	(135,518)	(5,724)
Allocations and Recoveries	(17,208)	(17,966)	(757)	(19,080)	(1,114)
Net Budget	205,380	207,241	1,861	212,196	4,956
% Change			0.9%		2.4%
Outlook - Restated	205,380	207,241	1,861	212,196	4,956

Transportation Services Incremental Changes to Budget

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Restated Base	319,655	205,380	337,035	207,241
Base Adjustments	1,852	(3,484)	1,397	(251)
Efficiencies & Program Reductions	(765)	(765)	(1,178)	(1,178)
Legislated & Contractual	2,134	2,134	3,260	3,260
Impact of Capital	11,431	(301)	3,516	1,396
Growth & Service Enhancements	2,727	4,277	3,685	1,728
Total Budget	337,035	207,241	347,715	212,196
Change from Prior Year	\$	17,380	10,680	4,956
	%	5.4%	3.2%	2.4%

Transportation Services Staffing Summary

	2017 Approved	% Change	2018 Outlook	% Change
Budget Base	458.7		477.7	
New	19.0	4.1%	17.0	3.6%
Conversions	-		1.0	0.2%
Program Reductions	-		-	
Total Full-Time Equivalents	477.7	4.1%	495.7	3.8%
Outlook - Restated	477.7	4.1%	495.7	3.8%

Transportation Services Budget by Program

(in \$000s)	2016 Approved		2017 Approved		% Change
	Gross	Net	Gross	Net	Net
Transit - YRT/Viva					
Conventional & BRT Operations	168,967	81,824	170,792	80,488	(1.6%)
Mobility Plus Operations	15,353	14,487	17,329	16,235	12.1%
Program Support	9,100	9,100	9,100	9,100	0.0%
	193,419	105,411	197,221	105,822	0.4%
Roads &Traffic					
Roads Maintenance	98,716	74,059	109,880	73,304	(1.0%)
Traffic Management	7,381	6,310	7,918	6,681	5.9%
Capital Planning & Delivery	3,544	3,544	3,516	3,516	(0.8%)
Fleet Services	524	-	524	-	
	110,165	83,913	121,837	83,501	(0.5%)
Business Management Support	16,071	16,056	17,977	17,917	11.6%
Transportation Services	319,655	205,380	337,035	207,241	0.9%
Outlook - Restated	319,655	205,380	329,336	207,241	0.9%
(in \$000s)			2018 Outlook		% Change
	Gross	Net	Gross	Net	Net
Transit - YRT/Viva					
Conventional & BRT Operations			174,679	81,103	0.8%
Mobility Plus Operations			18,711	17,536	8.0%
Program Support			9,100	9,100	0.0%
			202,490	107,739	1.8%
Roads &Traffic					
Roads Maintenance			114,347	75,526	3.0%
Traffic Management			8,040	6,687	0.1%
Capital Planning & Delivery			3,528	3,528	0.3%
Fleet Services			524	-	
			126,439	85,742	2.7%
Business Management Support			18,786	18,716	4.5%
Transportation Services			347,715	212,196	2.4%
Outlook - Restated			344,468	212,196	2.4%

Note: Numbers may not add due to rounding.

Transit—YRT/Viva Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	193,419	105,411	197,221	105,822
Base				
Compensation and Inflation	627	627	472	472
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	2,134	2,134	3,260	3,260
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	(541)	(541)	(1,152)	(1,152)
Revenues				
Transit Fare Revenue	-	(4,975)	-	(1,421)
Program Reductions and Efficiencies	(384)	(384)	(880)	(880)
	1,836	(3,139)	1,699	278
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	(508)	(473)	(410)	(385)
Operating Impact of New Capital	1,856	1,856	367	367
VivaNext Impact on Operating	253	253	795	795
	1,601	1,637	751	776
Growth and Service Enhancements				
Maintaining Existing Service Levels	364	1,914	2,819	862
Enhancing Service Levels	-	-	-	-
	364	1,914	2,819	862
Total Budget	197,221	105,822	202,490	107,739
Change from Prior Year	\$ 3,801	412	5,269	1,917
	% 2.0%	0.4%	2.7%	1.8%

Transit—YRT/Viva Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	145.2	149.2
New	4.0	4.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	149.2	153.2

Roads & Traffic Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	110,165	83,913	121,837	83,501
Base				
Compensation and Inflation	168	168	1,067	1,067
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	566	250	407	191
Revenues	-	-	-	-
Program Reductions and Efficiencies	(381)	(381)	(297)	(297)
	353	37	1,177	961
Impact of Capital				
Contributions to Capital Reserves	(2,703)	(2,703)	192	192
Net Debenture Financing of Capital Projects	10,818	(949)	1,265	(879)
Operating Impact of New Capital	371	371	510	510
VivaNext Impact on Operating	663	663	591	591
	9,149	(2,618)	2,558	413
Growth and Service Enhancements				
Maintaining Existing Service Levels	1,169	1,169	867	866
Enhancing Service Levels	1,000	1,000	-	-
	2,169	2,169	867	866
Total Budget	121,837	83,501	126,439	85,742
Change from Prior Year	\$ 11,672	(412)	4,602	2,240
	% 10.6%	(0.5%)	3.8%	2.7%

Roads & Traffic Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	243.5	254.5
New	12.0	12.0
Conversions	-	-
Program Reductions	(1.0)	-
Total Full-Time Equivalents	254.5	266.5

Business Management Support Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	16,071	16,056	17,977	17,917
Base				
Compensation and Inflation	561	561	200	200
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	471	426	402	392
Revenues	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-
	1,032	987	602	592
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	461	461	75	75
VivaNext Impact on Operating	219	219	131	131
	680	680	206	206
Growth and Service Enhancements				
Maintaining Existing Service Levels	194	194	-	-
Enhancing Service Levels	-	-	-	-
	194	194	-	-
Total Budget	17,977	17,917	18,786	18,716
Change from Prior Year	\$ 1,906	\$ 1,861	\$ 809	\$ 799
	% 11.9%	% 11.6%	% 4.5%	% 4.5%

Business Management Support Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	71.0	74.0
New	3.0	1.0
Conversions	-	1.0
Program Reductions	-	-
Total Full-Time Equivalents	74.0	76.0

The Capital Budget 2017 to 2026

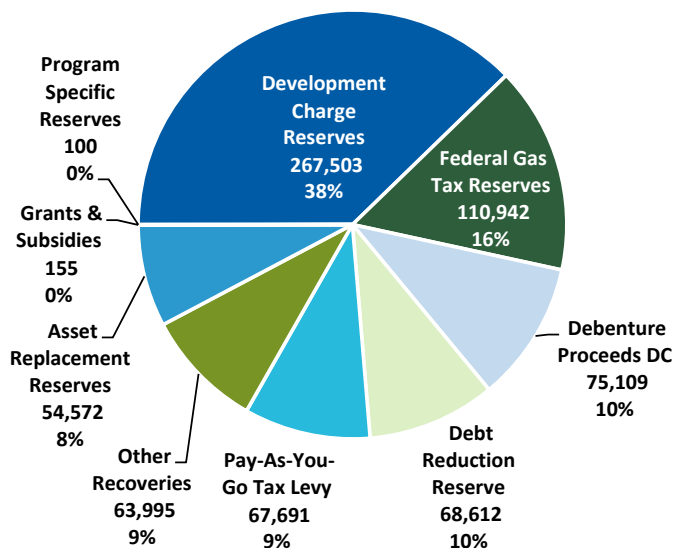
Transportation Services 2017 Capital Spending Authority and Funding

(in \$000s)	2017	2018	2019	2020	2021	2022	2023-2026	Total CSA
2017 Capital Spending Authority								
York Region Transit								
Rehabilitation and Replacement	20,879	39,000	-	-	-	-	-	59,879
Growth	60,845	27,371	14,621	7,929	33,000	34,000	-	177,766
Roads								
Rehabilitation and Replacement	21,408	1,400	-	-	-	-	-	22,808
Growth	146,833	120,087	88,330	62,728	23,362	6,886	-	448,226
Total Capital Spending Authority	249,965	187,858	102,951	70,657	56,362	40,886	-	708,679
Financing Sources for 2017 Capital Spending Authority								
Pay-As-You-Go Tax Levy	30,434	16,033	10,569	6,375	3,590	690	-	67,691
Debt Reduction Reserve	30,161	16,532	16,297	2,822	2,800	-	-	68,612
Asset Replacement Reserves	15,572	39,000	-	-	-	-	-	54,572
Program Specific Reserves	100	-	-	-	-	-	-	100
Development Charge Reserves	38,273	85,708	63,344	44,168	22,980	13,030	-	267,503
Federal Gas Tax Reserves	31,693	15,403	4,834	5,479	26,367	27,166	-	110,942
Grants & Subsidies	155	-	-	-	-	-	-	155
Other Recoveries	28,468	15,182	7,907	11,813	625	-	-	63,995
Planned Debenture Proceeds*	75,109	-	-	-	-	-	-	75,109
Total Financing Sources	249,965	187,858	102,951	70,657	56,362	40,886	-	708,679
*Planned Debenture Proceeds								
Development Charges	75,109	-	-	-	-	-	-	75,109
Total Debt Repayment Sources	75,109	-	-	-	-	-	-	75,109

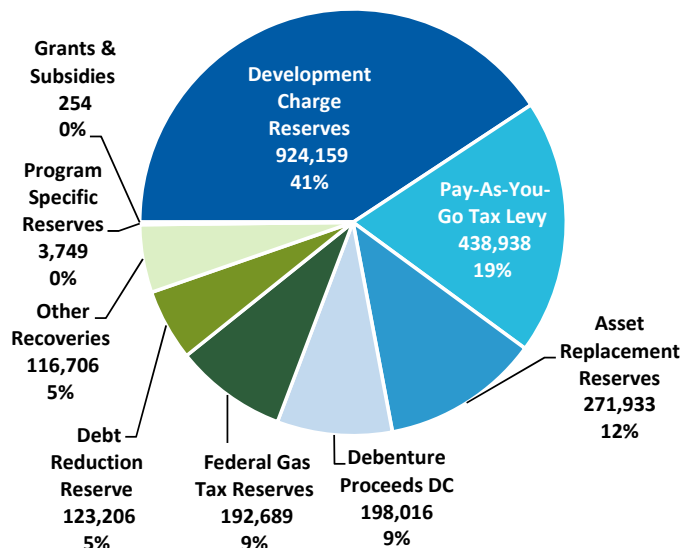
Capital reports including the details by project are included in the Appendix starting on page 239.

(in \$000s)

Capital Spending Authority \$709 Million

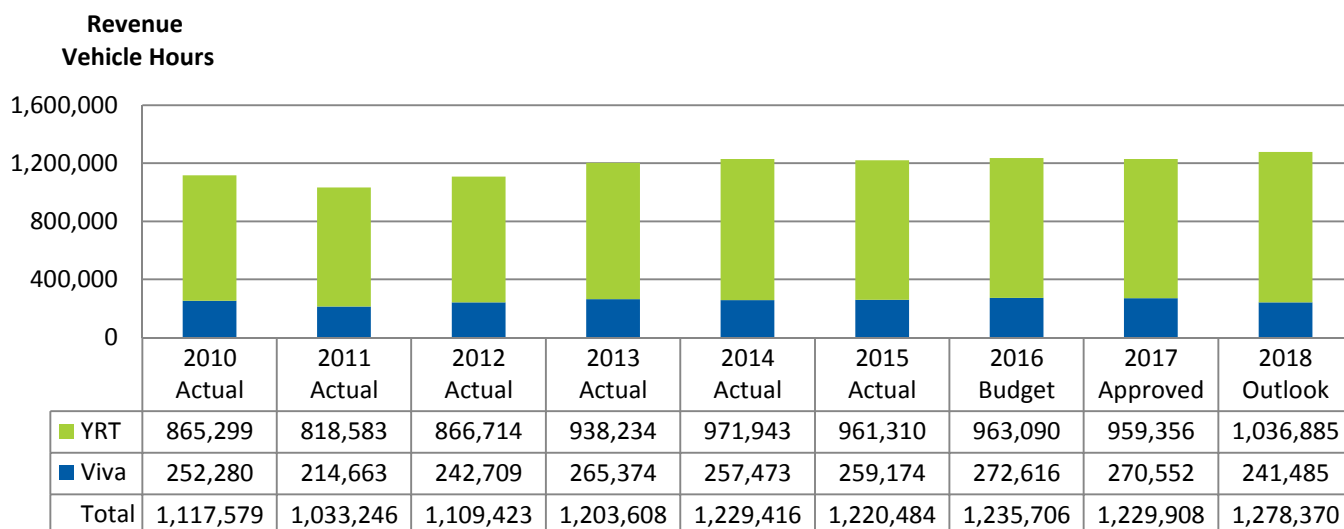


10-Year Plan \$2,270 Million



Transportation Services Metrics

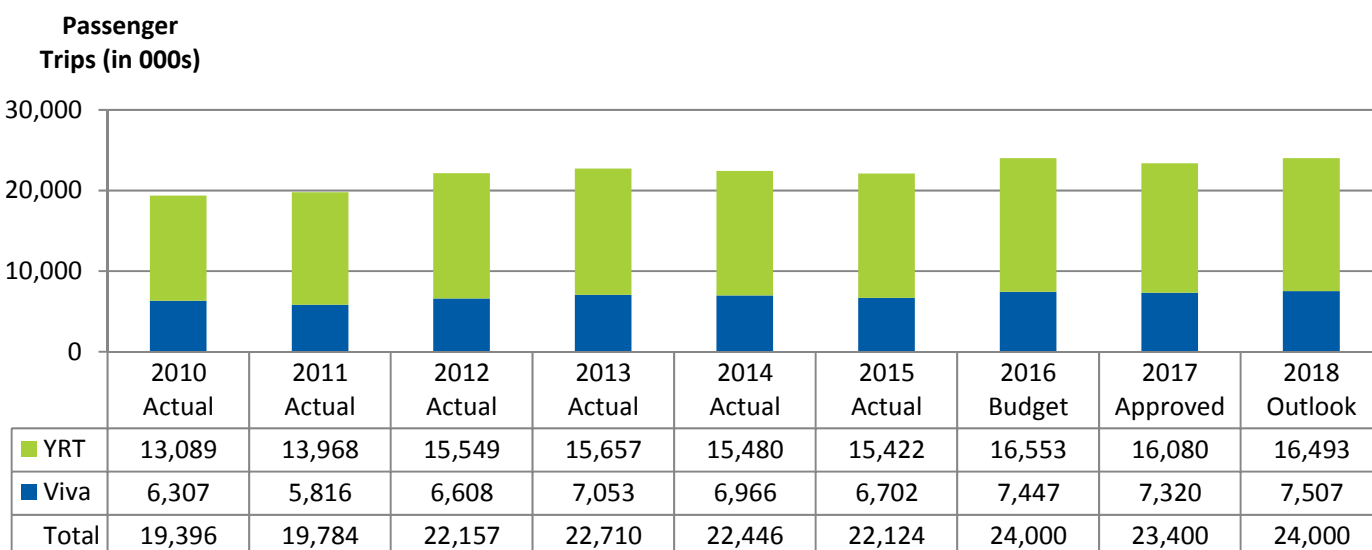
Expanded transit will increase vehicle service hours



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

From 2016 to 2018, the new Viva Yellow service, Viva Network Expansion Plan, rapidway rollout and Spadina subway extension are expected to result in an increase of approximately 43,000 revenue vehicle-hours, and Viva buses will account for an increasing share of service time.

Ridership expected to grow by roughly 2% a year

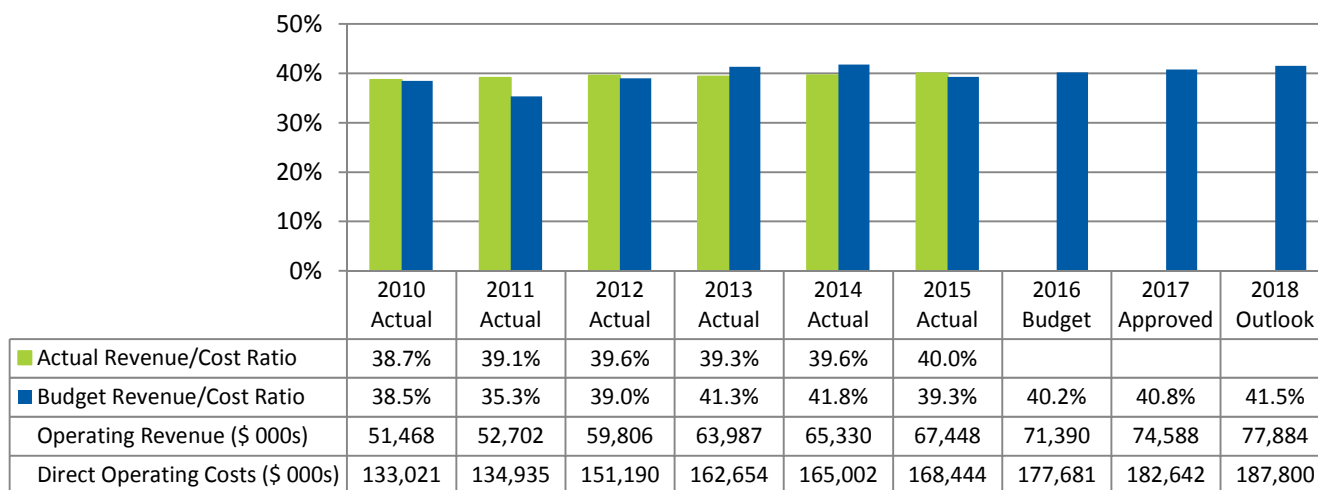


Note: Riding one way from origin to final destination counts as one regular service passenger trip, even if the trip involves transfers.

After below-projection results in 2015 owing mainly to a lower fuel price and VivaNext construction, ridership is targeted to reach 23.4 million in 2017 and grow by 2.6% in 2018, roughly keeping pace with population growth.

Revenues are expected to remain in line with costs

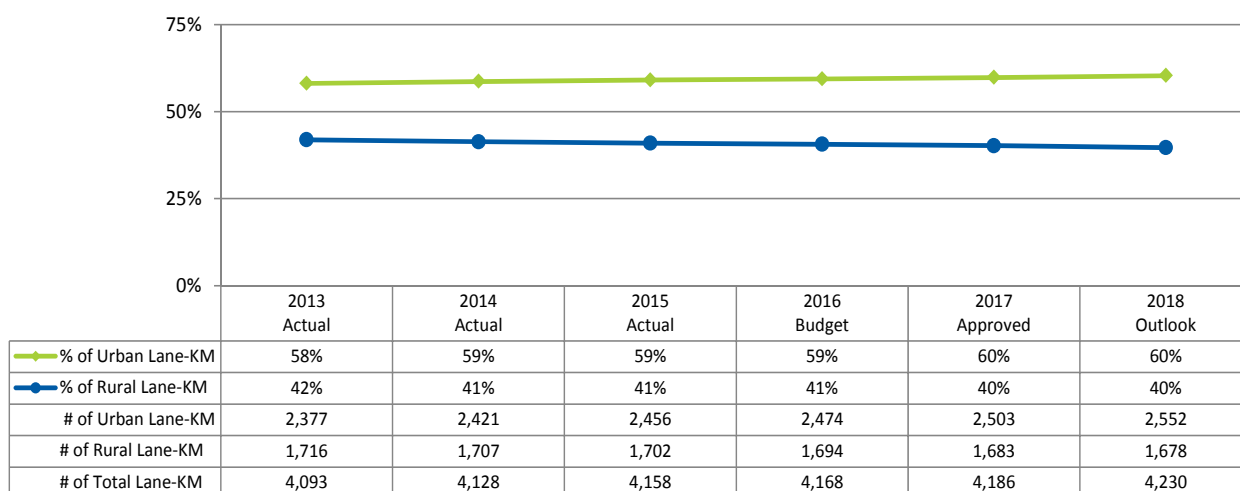
Revenue/Cost Ratio



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

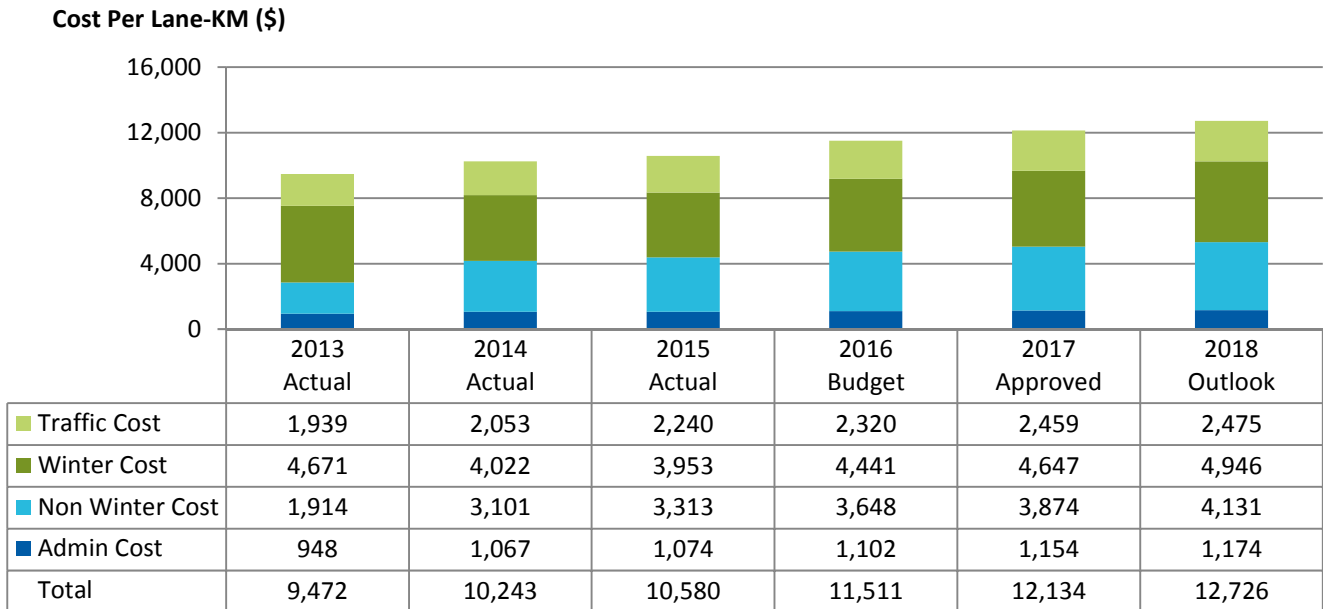
York Region continues to convert rural roads into urban roads

Percentage of Lane-KM of Roads



Between 2016 and 2018, the number of lane-kilometres maintained by the department is expected to grow by 62. This includes the urbanization of existing rural roads, reflecting York Region's growing urban population, and the upload of lane-kilometres from area municipalities.

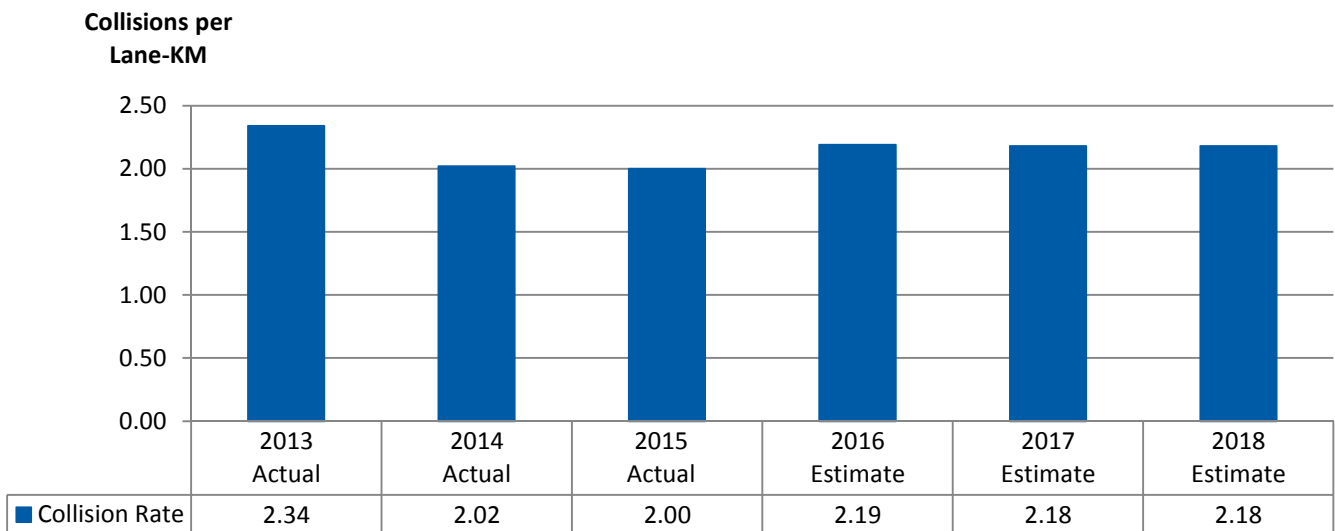
Rapidways and more urban roads are increasing maintenance costs



Note: Totals may not add due to rounding.

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

Traffic safety strategy expected to mitigate collision rates



Working with York Regional Police, the department has implemented safety measures which include red light cameras, reduced speed limits and campaigns to promote pedestrian safety.



YORK REGION RAPID TRANSIT CORPORATION

York Region Rapid Transit Corporation is responsible for the planning, design and construction of the rapid transit network and related infrastructure in the Region.

York Region Rapid Transit is a wholly-owned subsidiary and share-capital corporation of York Region. Its board of directors consists of elected officials from the Region who are appointed by Regional Council. The current board is chaired by the Mayor of Markham; the other members are the Region's Chairman, the Mayors of Vaughan, Richmond Hill and Newmarket, and Regional Councillors from Markham and Richmond Hill.

Building York Region's rapid transit network

The corporation's current major projects include the design, construction and commissioning of 34.6 kilometres of rapidways (dedicated lanes in the middle of the road for Viva buses), and related facilities and terminals along major Regional corridors. The rapidways link York Region's Viva buses to urban centres and key transit connection points. A key connection to the Toronto-York Spadina Subway Extension is at the Vaughan Metropolitan Centre.

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

The corporation's projects are being built for current and future needs and modes of transit. With increasing urbanization, the rapid transit system is connecting the Region's centres and corridors. By providing communities with seamless and efficient options for commuting, the transit system will be key in attracting more businesses to the Region.

Since the Highway 7 East / Markham and Richmond Hill portions of the rapidway network went into full service in January 2015, key sections have already seen a growth of 10% in ridership and time savings of up to 30% compared to the same commute in 2013.

Continued on page 86

Major initiatives planned or underway:

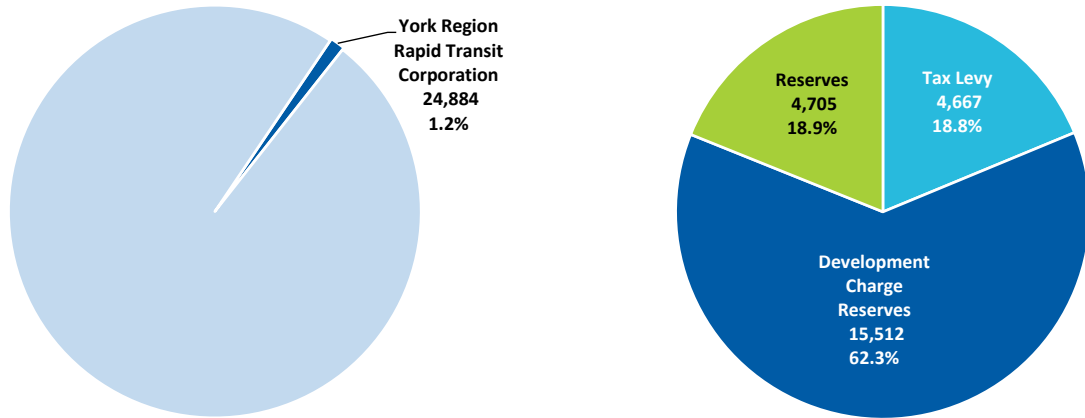
- Completing the following sections of bus rapidways, which are fully funded by Metrolinx:
 - 3.6 kilometres on Highway 7 West to the Vaughan Metropolitan Centre
 - 12.6 kilometres on Highway 7 West from Edgeley Blvd to Helen Street
 - 8.9 kilometres on Yonge Street from Highway 7 northward

Completing the rapidways includes infrastructure work like storm sewers, water mains, utility upgrades, bike boxes and bike lanes for the municipalities in which they are located, and work for third parties such as utility companies and developers. The total cost of third-party work is \$137.9 million; the Region's share of this work is \$70.7 million.

- Having construction arrangements in place for an 11-bay bus terminal in Markham and a new nine-bay bus terminal at the Vaughan Metropolitan Centre, with completion of the latter to coordinate with the opening of the subway extension.
- Continuing to coordinate with the TTC on the Spadina subway extension, with three stations in the Region (Pioneer Village, Highway 407 and Vaughan Metropolitan Centre) and a target completion date of December 2017.
- Procuring a design firm for the Yonge Subway Extension, with 15% preliminary engineering work expected to start by June 2017.

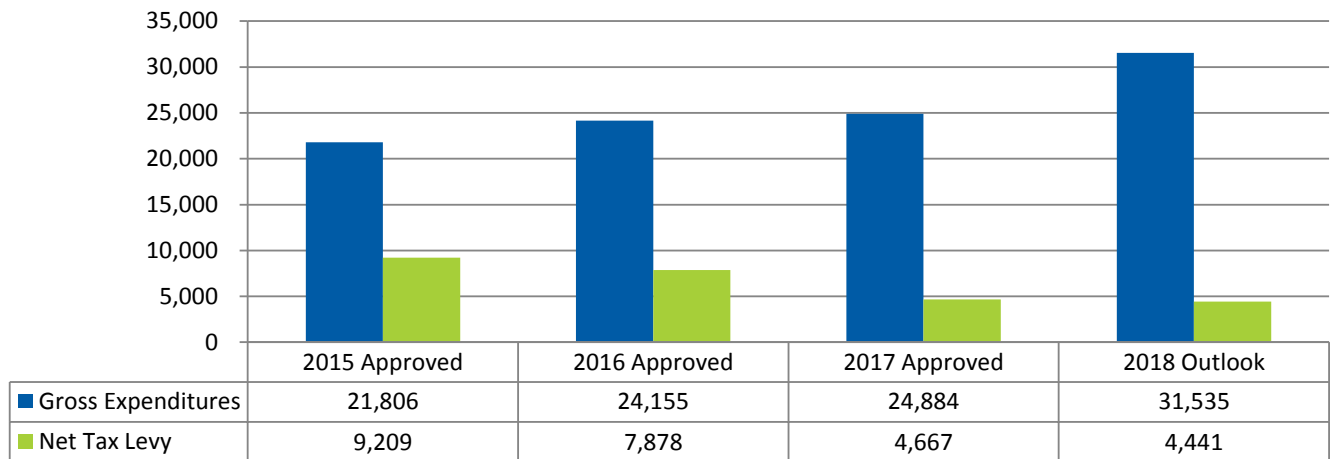
2017 operating budget share of total spending

(in \$000s)



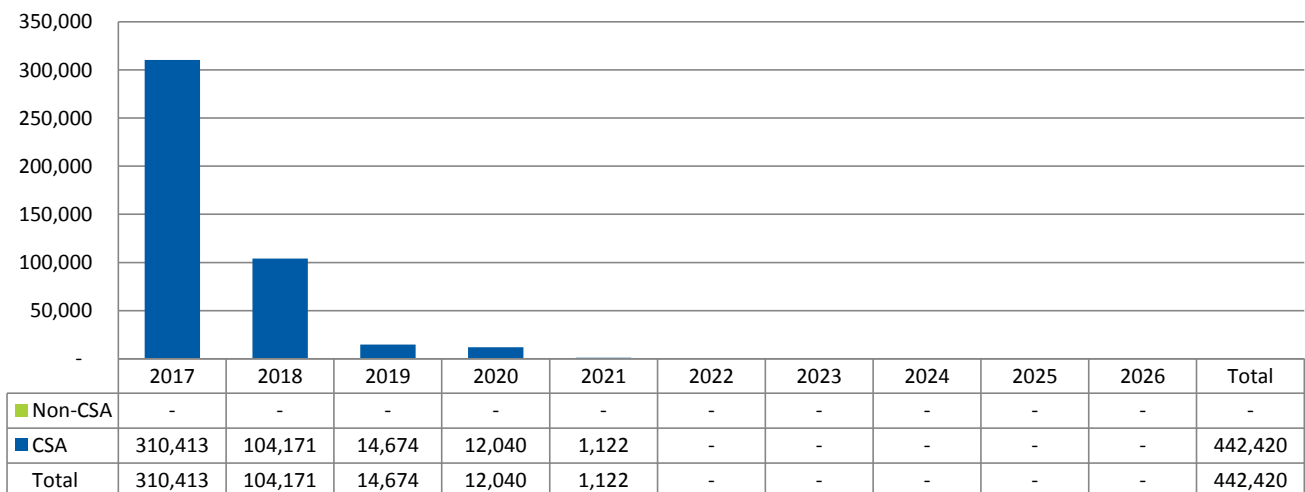
4-year operating budget spending

(in \$000s)



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

(in \$000s)



Continued from page 84

Along the Davis Drive rapidway in Newmarket, runtime in February 2016 was up to 33% faster than a year earlier, before the rapidway opened. Ridership on YRT/Viva along Davis has grown by 39% over the same timeframe, with slightly more than 60% of total customers on this corridor using Viva.

The expertise of York Region Rapid Transit lies in project management – design, engineering, procurement, financial management and community relations. It contracts with engineering and construction firms to develop final designs and carry out construction.

The current funded capital program for rapid transit infrastructure in York Region is \$3.4 billion, \$1.8 billion of which is for 34.6 kilometres of rapidways and is fully funded by the province. The \$1.6 billion balance is cost-shared among the provincial and federal governments and York Region, with the Region responsible for funding about \$764.8 million, mainly for the Toronto-York Spadina Subway Extension.

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

- York Region Rapid Transit is building the rapidways as the project manager for Metrolinx. Upon completion, ownership of the assets is transferred to Metrolinx and York Region maintains and operates the assets. Metrolinx is responsible for the long-term replacement costs.
- The TTC is responsible for project management and construction of the Toronto-York Spadina Subway Extension, and York Region Rapid Transit provides oversight and support for construction of the subway stations in York Region. On completion of the project, the TTC will operate the subway.
- York Region Rapid Transit is also building facilities and terminals, including Park 'n' Ride facilities, which the Region will own, operate and maintain upon completion.

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

Current initiatives

Bus rapidways and stations

Rapidways are in service or under construction along 34.6 kilometres of York Region's major road corridors. Segments are being built in order of priority based on their contribution to addressing traffic congestion and creating a seamless regional transit network. To date, almost 9 km have been completed. The next segment to open will be on Highway 7 West to serve the Vaughan Metropolitan Centre.

As more of the current rapidway projects are completed, riders will be increasingly able to connect easily from the Viva rapid transit system to the TTC subway and light rapid transit routes. Viva will also

provide direct connections to the GO bus/train system and the GO transitway proposed for next to Highway 407.

Facilities and terminals

York Region Rapid Transit delivered a new Operations, Maintenance and Storage Facility for buses in the Headford Business Park in June 2015. Two new bus terminals are also planned for 2018, one in Markham's Cornell Centre district and the other at the Vaughan Metropolitan Centre to provide a link to the Toronto-York Spadina Subway Extension. To support growth of ridership on the rapidways, five Park 'n' Ride facilities are also planned.

Toronto-York Spadina Subway extension

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

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

New initiatives

The following projects represent important aspects of a comprehensive transit network in York Region for which full funding from other levels of government is not currently committed. Page 50 of the Capital Plan section discusses these and other transit needs.

Yonge Subway extension

Regional Council endorsed this project, identified as York Region's top transit priority, as part of the Transportation Master Plan in June 2016. It has been included by Metrolinx as one of four "Next Wave" priority projects in the planning and design stage for the Greater Toronto and Hamilton Area.

The project would extend the TTC's Yonge subway line 7.4 kilometres north from Finch Station to Highway 7 at the Richmond Hill/Langstaff Urban Growth Centre. The extension is critical to accommodate York Region's population growth. It would also drive economic growth and job creation and improve the environment by virtually eliminating the 2,500 daily bus trips now needed to service this section of Yonge Street.

The provincial government announced in June 2016 that it would provide \$55 million in funding to Metrolinx to work with York Region Rapid Transit, the City of Toronto and the TTC to continue advancing the project to the preliminary engineering and design stage. An environmental assessment and a conceptual design were completed and approved in 2009 and 2012, respectively.

Over the next six months, York Region Rapid Transit, in collaboration with Metrolinx/Toronto and the TTC, will put in place a project governance and management structure and prepare to procure engineering and other consulting services for additional planning and preliminary design of the extension. Planning and design work is expected to start by June 2017 and take an estimated 24 months.

The Yonge Subway Extension is a key priority for the Region and is reflected in the Regional Transportation Plan developed by Metrolinx for the Greater Toronto and Hamilton Area. York Region Rapid Transit continues to work with the federal and provincial governments to secure a long-term financial commitment for its construction.

Future bus rapid transit investments

York Region's Transportation Master Plan includes a number of rapidway projects in addition to the 34.6 kilometres already completed or under construction. The corporation continues to work with the provincial and federal governments to advance these investments.

On June 23, 2016, Regional Council endorsed the following projects as immediate bus rapid transit priorities for completion by 2026:

- Yonge Street, Gamble Road to Mulock Drive
- Highway 7 East, Unionville GO Station to Cornell Terminal

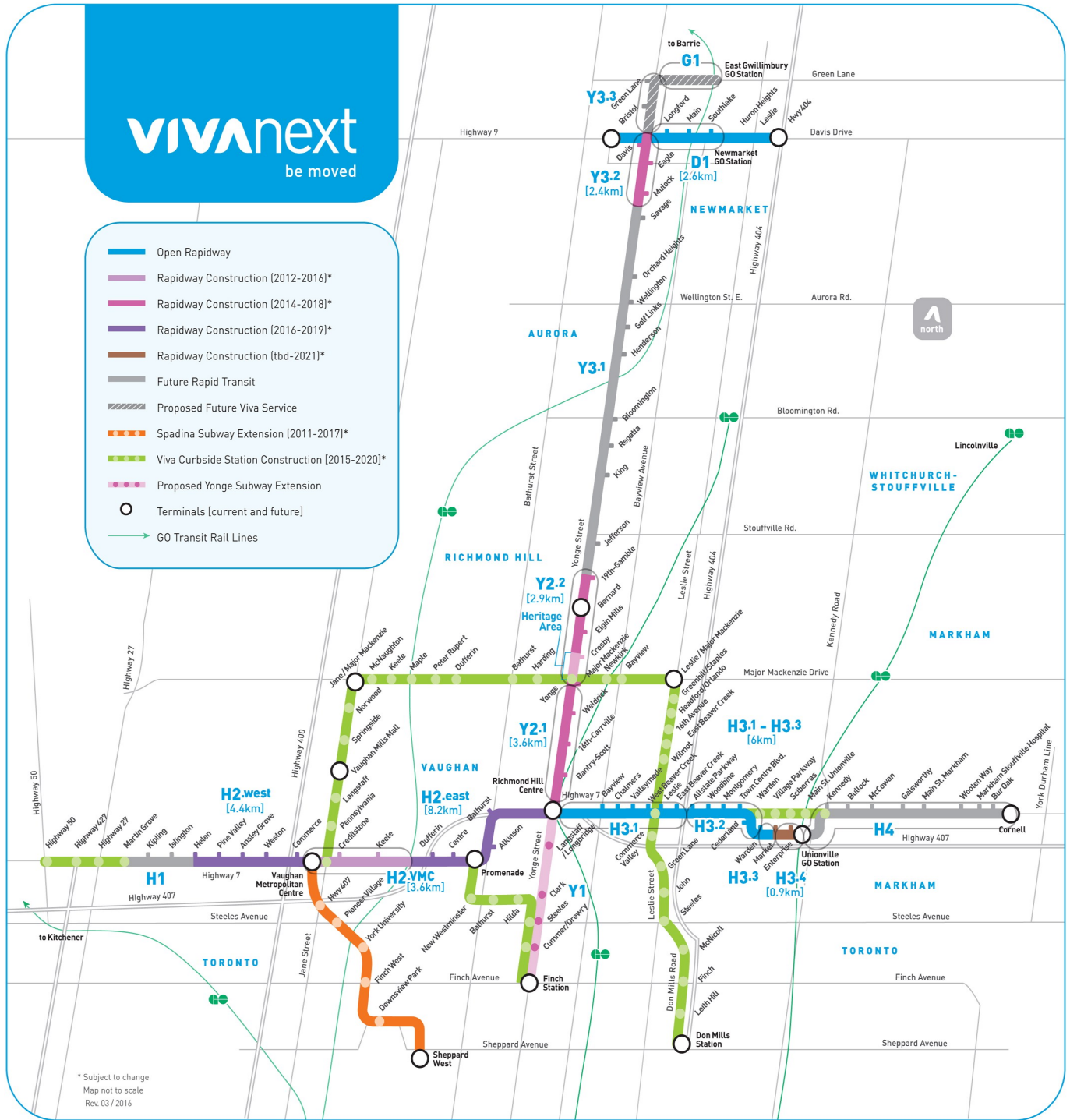
Bus rapid transit projects to be completed by 2032 are:

- 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
- Highway 7 West, Bruce Street to Highway 27
- Steeles Avenue, Jane Street to Milliken GO Station

Bus rapid transit projects from 2032 to 2041 are:

- Major Mackenzie Drive, Leslie Street to Highway 48
- Woodbine Avenue, Steeles Avenue to Major Mackenzie Drive (subject to further study)
- Green Lane, Yonge Street to the East Gwillimbury GO station
- Yonge Street, Davis Drive to Green Lane
- Highway 7 West, Highway 27 to Highway 50
- Major Mackenzie Drive, Jane Street to the CP MacTier rail line (subject to further study)
- Highway 7 East, Cornell Terminal to CP Havelock rail line (subject to further study)

10-Year Capital Asset Map



The Operating Budget 2016 to 2018

York Region Rapid Transit Corporation Financial Summary

(in \$000s)	2016	2017	Inc/(Dec)	2018	Inc/(Dec)
	Budget	Approved	\$	Outlook	\$
Operating Expenditures	35,250	39,024	3,775	45,619	6,595
Contribution to Capital	-	-	-	-	-
Revenues	(16,277)	(20,217)	(3,940)	(27,094)	(6,876)
Allocations and Recoveries	(11,095)	(14,141)	(3,046)	(14,084)	56
Net Budget	7,878	4,667	(3,211)	4,441	(225)
% Change			(40.8%)		(4.8%)
Outlook - Restated	7,878	4,865	(3,013)	4,441	(423)

York Region Rapid Transit Corporation Incremental Changes to Budget

(in \$000s)	2017 Approved		2018 Outlook		
	Gross	Net	Gross	Net	
Restated Base	24,155	7,878	24,884	4,667	
Base Adjustments	109	109	11	11	
Efficiencies & Program Reductions	-	-	-	-	
Legislated & Contractual	-	-	-	-	
Impact of Capital	595	(3,345)	6,641	(236)	
Growth & Service Enhancements	25	25	-	-	
Total Budget	24,884	4,667	31,535	4,441	
Change from Prior Year	\$	729	(3,211)	6,651	(225)
	%	3.0%	(40.8%)	26.7%	(4.8%)

York Region Rapid Transit Corporation Staffing Summary

	2017	%	2018	%
	Approved	Change	Outlook	Change
Budget Base	48.0		48.0	
New	-		-	
Conversions	-		-	
Program Reductions	-		-	
Total Full-Time Equivalentents	48.0	-	48.0	-
Outlook - Restated	48.0	-	48.0	-

York Region Rapid Transit Corporation Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	24,155	7,878	24,884	4,667
Base				
Compensation and Inflation	(125)	(125)	33	33
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	234	234	(22)	(22)
Revenues	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-
	109	109	11	11
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	595	(3,345)	6,641	(236)
Operating Impact of New Capital	-	-	-	-
	595	(3,345)	6,641	(236)
Growth and Service Enhancements				
Maintaining Existing Service Levels	25	25	-	-
Enhancing Service Levels	-	-	-	-
	25	25	-	-
Total Budget	24,884	4,667	31,535	4,441
Change from Prior Year	\$	729	(3,211)	6,651
	%	3.0%	(40.8%)	26.7%
			(225)	(4.8%)

The Capital Budget 2017 to 2026

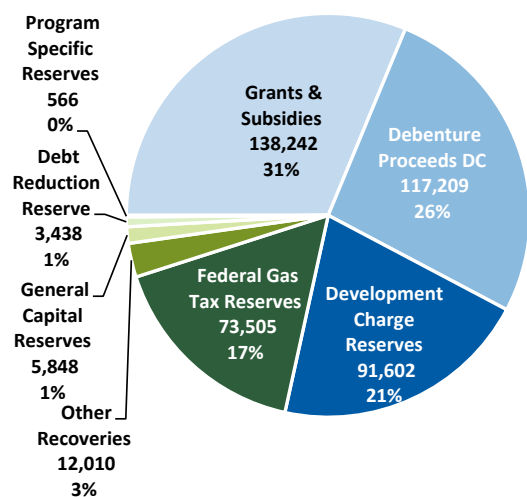
York Region Rapid Transit Corporation 2017 Capital Spending Authority and Funding

(in \$000s)	2017	2018	2019	2020	2021	2022	2023-2026	Total CSA
2017 Capital Spending Authority	310,413	104,171	14,674	12,040	1,122	-	-	442,420
Financing Sources for 2017 Capital Spending Authority								
Debt Reduction Reserve	3,438	-	-	-	-	-	-	3,438
Program Specific Reserves	566	-	-	-	-	-	-	566
General Capital Reserves	4,236	1,594	16	1	1	-	-	5,848
Development Charge Reserves	58,464	32,772	266	83	17	-	-	91,602
Federal Gas Tax Reserves	41,005	26,811	2,285	2,300	1,104	-	-	73,505
Grants & Subsidies	85,485	30,994	12,107	9,656	-	-	-	138,242
Other Recoveries	10	12,000	-	-	-	-	-	12,010
Planned Debenture Proceeds*	117,209	-	-	-	-	-	-	117,209
Total Financing Sources	310,413	104,171	14,674	12,040	1,122	-	-	442,420
*Planned Debenture Proceeds								
Development Charges	117,209	-	-	-	-	-	-	117,209
Total Debt Repayment Sources	117,209	-	-	-	-	-	-	117,209

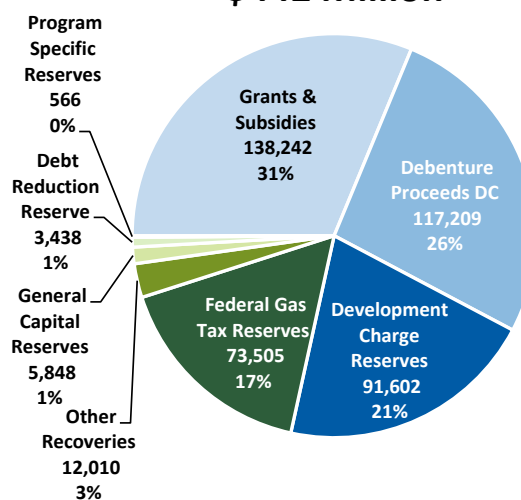
Capital reports including the details by project are included in the Appendix starting on page 279.

2017 York Region Rapid Transit Corporation Capital Financing (in \$000s)

Capital Spending Authority \$442 Million



10-Year Plan \$442 Million





ENVIRONMENTAL SERVICES

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

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

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

Three strategies address emerging concerns

Environmental Services accounts for \$564 million, or 26.9%, of the Region’s gross operating budget. The tax levy, however, supports less than 10% of this amount. Costs of delivering water and wastewater services, the department’s largest program, are paid by users through rates and development charges. The water and wastewater rate structure, which is intended to meet the critical goal of recovering all user-related costs through revenues, is discussed in detail starting on page 57.

Forecasts show that York Region will be delivering over \$2.4 billion in new environmental infrastructure to meet population growth as well as rehabilitation and upgrades needed by 2026. This is in addition to operating costs that are currently running at more than half a billion dollars a year. These pressures are sparking new solutions and shifts across all Environmental Services activities to unlock innovation and achieve greater value. At the same time, the department is striving to address emerging needs like resilience to climate change, to grow the Region’s green infrastructure and to provide better service through innovative solutions.

Environmental Services is employing three strategies to manage these complex issues:

- Driving greater capital efficiency and innovative solutions
- Balancing the roles of the private and public sectors in service delivery
- Making use of utility “big data” and analytics

The following sub-sections explain these strategies in more detail.

- Driving greater capital efficiency and innovative solutions: The department has identified innovative capital investments in key projects that meet the Region’s needs and offer superior

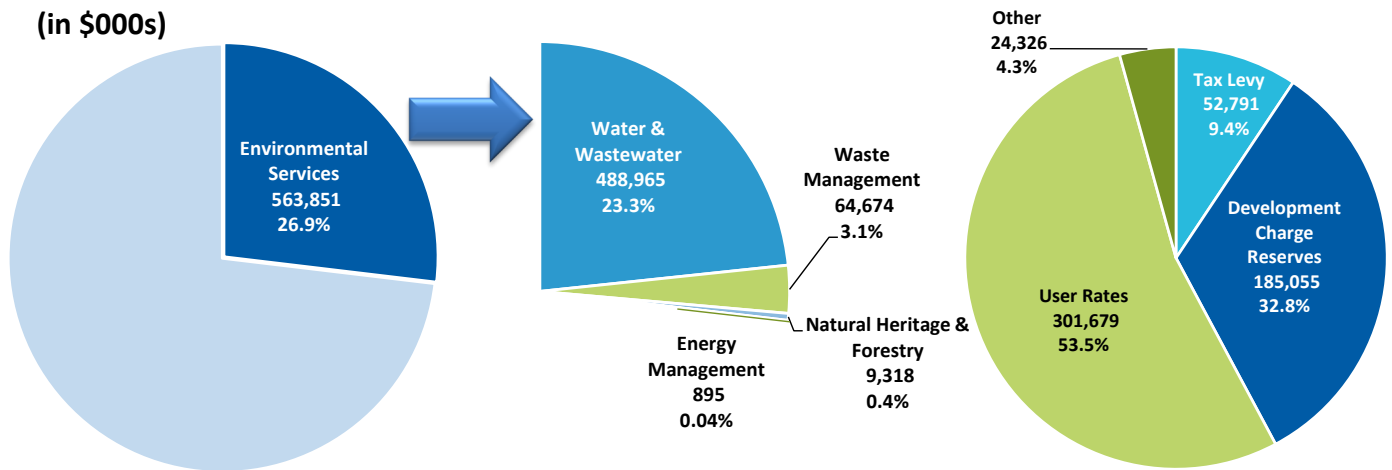
Continued on page 96

Major initiatives planned and underway:

- Undertaking \$994 million in water and wastewater renewal and replacement spending in the current 10-year capital plan, supported by full-cost recovery user rates
- Continuing work on the growth-related Upper York Sewage Solutions project, with \$584 million in spending in the current 10-year capital plan
- Creating a risk-based strategy for managing assets (more details appear in the box on page 97)
- Adding 10,000 new street trees, including replacing 4,000 ash trees removed due to the emerald ash borer, at a total cost of \$6.5 million
- Continuing to advocate for fairness to municipalities as the provincial government moves forward on implementing a new framework for waste management
- Implementing an updated York Region Energy Conservation and Demand Management Plan to reduce greenhouse gas emissions generated by Regional operations

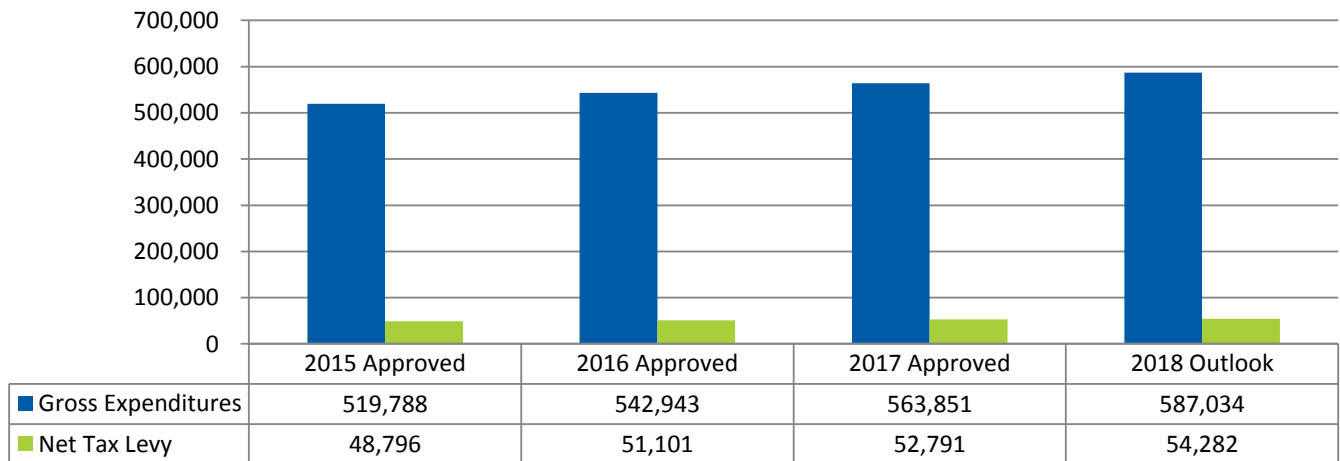
2017 operating budget share of total spending and how it's funded

(in \$000s)



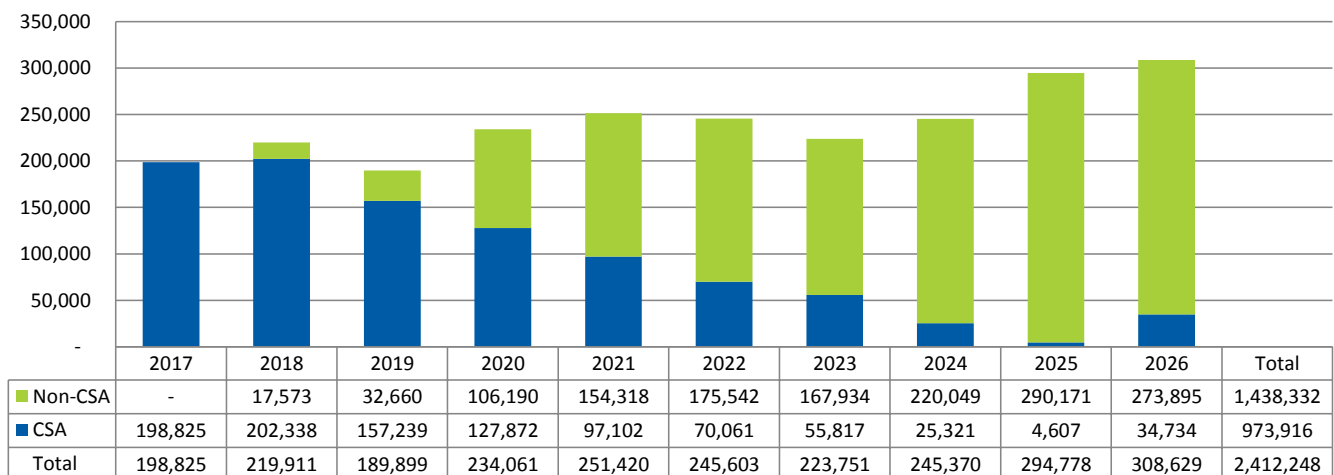
4-year operating budget spending

(in \$000s)



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

(in \$000s)



Continued from page 94

environmental performance. For example, a proposed water reclamation centre would use highly advanced treatment to serve growth in East Gwillimbury, Aurora and Newmarket. At the same time, it is optimizing the pace of spending to align with the Regional fiscal strategy.

- Balancing the roles of the private and public sectors: Environmental Services relies on partners in the private sector for both infrastructure solutions and service delivery. The global expertise of engineers helps design innovative, cost-effective infrastructure, while access to a strong North American contractor marketplace ensures projects are delivered on time and budget. On the operating front, the Region outsources processing of green bin organics and energy from waste. These are just a few examples of effective and efficient partnerships built on private-sector capacity and strong contract management skills within the Region. Environmental Services will continue to explore and leverage appropriate partnerships across all its services.
- Making use of utility “big data” and analytics: Growing use of big data strategies is driving greater efficiency as the department invests in gathering, refining and analyzing increasing amounts of data. To date, a major focus has been better tracking of water usage and demand. A similar level of detailed tracking on the wastewater side is now increasing the value of this work. Together, knowing more about both water and wastewater flows is enabling optimal use of capital and better asset management planning. This integration also ties in to the One Water approach described on page 98. The significant gains from this data strategy are leading the department to extend its use into other areas, such as finding new ways of assessing the value and health of green infrastructure, conserving energy and developing better insight into solid waste streams.

These strategies are helping the department to reach new levels of achievement. Its recent accomplishments include:

- Implementing a new rate structure that ensures water and wastewater rates will begin to fully recover all related costs in 2021 (more details on rates appear in the section starting on page 57)
- Completing an update of the Water and Wastewater Master Plan to guide investments to 2041 and beyond, including adopting a made-in-York One Water approach (see the box on page 98)
- Coordinating the 2015 State of Infrastructure report across Regional government, including refining data on the department’s own assets and their condition
- Building the department’s on-line audience with more than 400 Facebook and Twitter posts between January and August that reached over 660,000 people, and getting more than 1,000 entries to the York Regional Forest photo contest and 8,000 visits to the contest webpage
- Diverting 87% of household waste from landfill in 2015, the last full year for which information is available, and having the highest diversion rate among large urban municipalities ranked by Waste Diversion Ontario
- Developing the Region’s first forest management plan, with targets for tree cover that recognize the value of trees in all settings (see the box on page 104)

- Gaining Council endorsement of an updated Energy Conservation and Demand Management Plan designed to reduce greenhouse gas emissions from York Region’s operations

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

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

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

Water and Wastewater

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

The department works with local municipal partners to improve water and wastewater services. This includes efforts to conserve water, preserve water quality, and meet provincial requirements to reduce

Assets and activities

In delivering water and wastewater services, Environmental Services:

- On the drinking water side, manages agreements with the Region of Peel and City of Toronto to deliver Lake Ontario water through their systems, meeting more than 85% of the demand for municipal water, with the balance coming from the Region’s wells and surface water
- Operates and maintains three water treatment facilities, 20 pumping stations, 45 elevated water tanks and reservoirs, 40 production wells and 343 kilometres of transmission mains
- On the wastewater side, monitors the operation and maintenance of the Duffin Creek Water Pollution Control Plant in Pickering, which is jointly owned with Durham Region and which treats about 85% of the Region’s wastewater, and manages an agreement with the Region of Peel for the treatment of roughly a further 10% of the Region’s wastewater
- Is responsible for operating and maintaining six water resource recovery facilities in the Region, as well as 22 pumping stations, two wastewater storage tanks, eight odour control facilities and 330 kilometres of sewer pipe

Unlocking value by recognizing there is only One Water

By recognizing that all sources and uses of water on earth are ultimately interconnected, the Region's updated Water and Wastewater Master Plan is taking an approach that is more environmentally – and financially – sustainable.

The master plan, which involved wide consultation and will guide investments to 2041 and beyond, is based on using the concept of One Water.

Through One Water, the Region will extend and expand steps to preserve and protect water resources as it continues to meet the needs of growth, and operate and care for existing assets to the highest standards of customer service and public safety.

One Water strives to reduce the need to build new infrastructure by making the best use of existing infrastructure, conserving water to lessen pressure on natural and financial resources and tapping into new markets for treated wastewater.

To service growth identified in the provincial Growth Plan, the Region considered options to add drinking water capacity in its northern areas, especially parts of East Gwillimbury and Newmarket.

One option was to provide most of the new supply from Lake Ontario, while the other would rely on water from Lake Simcoe.

A thorough analysis showed the Lake Simcoe option to be the preferable one, as it would involve lower energy costs for pumping and the water would be much fresher. As this option would not be implemented until 2041, it will be reviewed in updates to the master plan that will be carried out every five years until then.

wastewater inflow (water going to sanitary sewers instead of stormwater sewers) and infiltration (caused by such defects as holes and cracks in manholes and sewer pipes). The box on page 99 discusses how a move to around-the-clock staffing is improving service levels.

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

Looking ahead:

Like most other municipalities, York Region is seeing a downward trend in water consumption per capita as a result of successful water conservation programs, changes in the Ontario Building Code, smaller lot sizes, changing attitudes and other factors. While this has created some challenges for revenues, it has also given Environmental Services the opportunity to unlock the value of water conservation to reduce and re-pace water and wastewater capital investments.

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

These investments make the Region well-positioned to provide the water and wastewater capacity needed to support growth. In addition, new water and wastewater rates approved by Council in October 2015 will provide, starting in 2021, the full revenues needed to rehabilitate and replace water and wastewater assets over the long term.

The box on page 98 outlines the water and wastewater elements of the department's 10-year capital plan, which is \$2.4 billion in total. The plan reflects the need to continue to make investments balanced against the Region's overall financial capacity. It includes growth projects timed to meet fiscal strategy requirements, as well as additional rehabilitation and replacement enabled by the new water and wastewater rates. The maps on pages 100 and 101 show the location of existing and planned projects.

A regularly updated Water and Wastewater Master Plan guides sustainable growth to 2041. Allocating more growth to areas where infrastructure is already in place is increasingly important in meeting this goal. It also aligns with the Regional fiscal strategy and other plans.

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

Waste Management

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

A new provincial legislative and regulatory framework will have an impact on waste management and stewardship activities. The new *Waste-Free Ontario Act*, proclaimed in June of this year, replaces the previous *Waste Diversion Act*.

New around-the-clock staffing supports service excellence

The water was rising fast.

If something wasn't done – and quickly – Bathurst Street would flood. As well, the chlorinated water gushing from the broken watermain would begin seeping into a nearby natural water course.

Challenges like this are why Environmental Services switched to a "24/7" approach to customer service in late 2015. As the wholesale water supplier to its nine local municipalities, the Region can't afford to let them – or their end customers – down. The decision to have operations staff working 24 hours a day, seven days a week is improving the speed with which the Region can fix disruptions in this essential service and saving money.










In this case in early August 2016, Environmental Services' on-call staff were alerted by a contractor that a ditch was filling with water, indicating a broken main nearby. Workers quickly got to the site, near Bathurst Street and Centre Street in Vaughan, to assess the damage. They soon uncovered the problem – an old main, due for replacement, had ruptured – and contacted a contractor on their emergency roster.

But there was a hitch: the pipe itself was a non-standard size. Staff worked frantically to locate a replacement section. In the meantime, they were able to maintain service by using the City of Vaughan's mains to route water around the break.

One lane of Bathurst had to be closed, but the disruption to traffic was kept to a minimum. By the next day, the replacement section of pipe was in place and buried. A day later, the ground had been re-sodded, and any sign of the trouble erased.

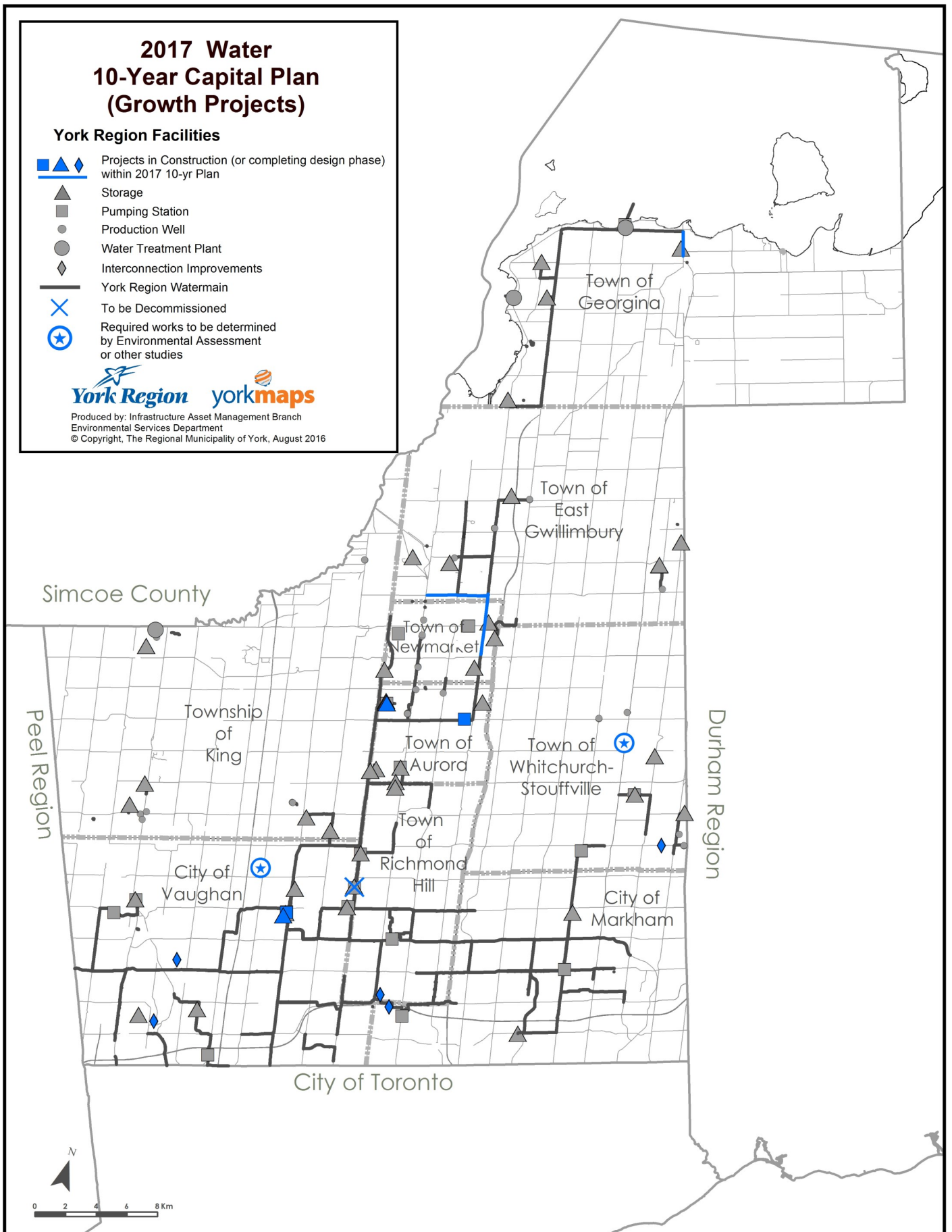
2017 Water 10-Year Capital Plan (Growth Projects)

York Region Facilities

-  Projects in Construction (or completing design phase) within 2017 10-yr Plan
-  Storage
-  Pumping Station
-  Production Well
-  Water Treatment Plant
-  Interconnection Improvements
-  York Region Watermain
-  To be Decommissioned
-  Required works to be determined by Environmental Assessment or other studies



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Environmental Services Department
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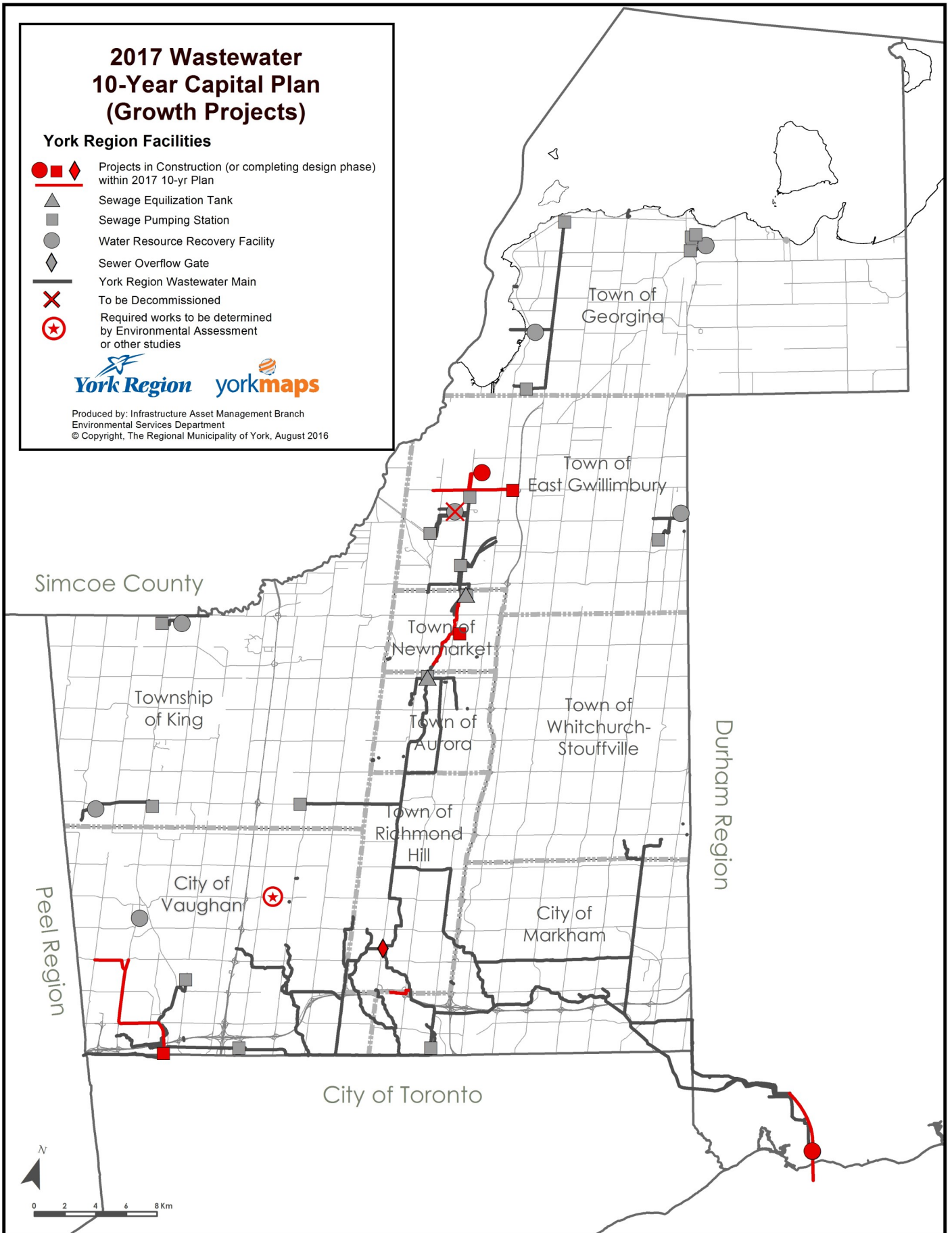
2017 Wastewater 10-Year Capital Plan (Growth Projects)

York Region Facilities

- ◆ Projects in Construction (or completing design phase) within 2017 10-yr Plan
- ▲ Sewage Equilization Tank
- Sewage Pumping Station
- Water Resource Recovery Facility
- ◇ Sewer Overflow Gate
- York Region Wastewater Main
- ✕ To be Decommissioned
- ⊛ Required works to be determined by Environmental Assessment or other studies



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Environmental Services Department
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Need to build climate change resiliency into all programs

A changing climate is a major challenge for Environmental Services. The potential impacts could touch on most of its activities, from floods overwhelming its water and wastewater systems, to ice storms boosting yard waste costs and drought killing off native tree species.

The department is working to build greater climate change resiliency into its programs by:

- Developing adaptation and mitigation strategies to ensure long-term sustainability, as outlined in the updated water and wastewater master plan
- Drawing up a risk management strategy that will assess how critical water and wastewater assets are to public safety and service reliability, helping to set priorities for condition assessment and asset replacement programs to mitigate climate change impacts
- Using the One Water approach to extend initiatives like conservation that reduce the need to build new infrastructure
- Making greater use of green infrastructure, which provides critical services like absorbing stormwater more efficiently and at a lower cost than built structures
- Encouraging stewardship of trees and woodlands, which are among the most cost-effective means of storing carbon that would otherwise contribute to global warming
- Encouraging less waste output per household to reduce the energy and emissions involved in waste management
- Leading Regional government in finding ways to reduce emissions of greenhouse gases across all operations (see page 105)

Along with other municipalities and municipal associations, York Regional Council advocated for a framework developed specifically for Ontario's waste diversion needs. In line with that advocacy, the new framework requires producers, such as manufacturers, to be fully responsible for their products and packaging at the products' end of life. It also allows for creation of the Resource Productivity and Recovery Authority, described by the province as "a strong oversight body with new compliance and enforcement powers."

The new authority would replace Waste Diversion Ontario, which oversees five programs: blue box, waste electrical and electronic equipment, municipal hazardous or special waste, used tires and paint and coatings.

Until the new framework and authority are in place, municipalities will continue to pay half the net program costs of the blue box program, with Stewardship Ontario, which represents a group of consumer goods companies, providing the other half. Funds from Stewardship Ontario are shared among the Region and local municipalities to help offset their costs.

York Region reached a diversion rate from landfill of 87% in 2015, the most recent full year for which information is available.

The SM4RT Living Plan, approved in 2013, identifies more than 60 initiatives that set the stage for waste management in York Region communities over the next 25 to 40 years. By focusing on reducing waste, the plan will reduce diversion and disposal costs while managing the increasing demand associated with a growing population.

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

Looking ahead:

The Regional Official Plan sets a target of 90% diversion from landfill, including Energy from Waste processing, by the end of 2016. York Region expects to achieve this target.

The first five years of the SM4RT Living Plan, launched in 2014, include working with York Region’s local municipal partners to implement initiatives that focus on the 4Rs: reduce, reuse, recycle and recover. The Region and its partners are currently acting on a total of 16 initiatives, including a public education campaign on food waste reduction, onsite composting pilots, curbside swap events, and efforts to understand and address challenges to waste management associated with multi-residential buildings.

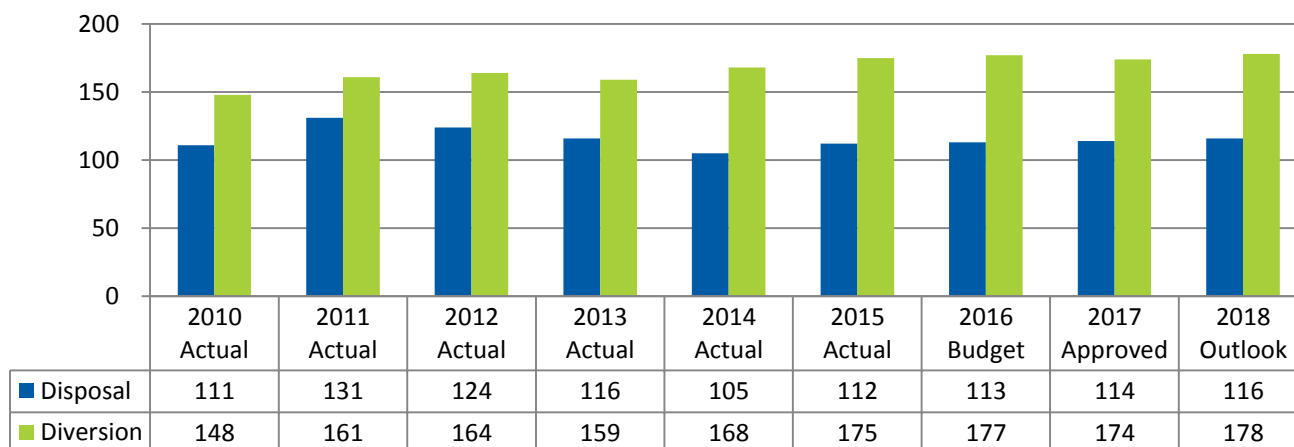
Even with these measures, several factors are causing uncertainty about the net costs of waste management. Foremost among these is the uncertainty surrounding the new provincial waste management framework. Its implementation will require extensive consultation over the next five years as policy statements, new regulations, transition plans and new programs are developed. York Region and its local municipalities will continue to advocate for fairness towards municipalities, a central principle endorsed by Council and emphasized with the province throughout discussion of the new framework.

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

Events like ice storms, which are increasingly frequent as a result of climate change but hard to predict, can add to yard waste costs.

Disposal and diversion costs are expected to increase slightly by 2018

Cost per Tonne (\$)



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

A strategic approach to green infrastructure

The forest management plan for York Region aims to maximize the benefits of trees and woodlands for residents and the environment.

The plan builds on existing efforts to increase the woodland cover, such as that provided by the York Regional Forest, to 25% by 2031.

But it has also set targets for increasing canopy cover provided by all trees and shrubs to 36% by 2031 and 40% by 2051. (Canopy cover is the area that trees cover if you are looking directly down on them, as in an aerial photo.)

The targets recognize that as the Region becomes more urbanized, it needs to enhance the valuable services provided by trees in all settings, not just woodlands. These include nurturing native species, preventing erosion, sheltering crops from wind, providing shade and reducing energy costs for nearby buildings, cutting air pollution and absorbing stormwater.

The forest management plan, a first for the Region, will depend on continuing and expanding the strong partnerships that the Region has forged with local municipalities, the two conservation authorities within its borders, non-government organizations and others.

Because the growth of existing trees, especially younger ones, is the most cost-effective way of increasing canopy cover, educating residents and businesses on stewardship is a key aspect of the plan.

Efforts to plant new trees to reach the canopy targets will focus on residential, commercial, industrial and institutional properties. This will help address issues like heat build-up in cities, especially as climate change accelerates.

Finally, because markets for blue box materials are global, fluctuations in the Canadian dollar against various currencies make it difficult to accurately forecast revenues. Global economic conditions also affect the underlying prices of commodities.

Natural Heritage & Forestry

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

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

Looking ahead:

In addition to the pressures arising directly from streetscaping as the Regional road network grows, ongoing construction of the Viva rapidways and the Great Regional Streets initiatives will continue to require major investment in landscaping. The rapidway landscaping has a significant impact on forestry street tree operations and maintenance budgets.

Locating street trees, shrubs and perennials in fully urbanized corridors involves high service standards that require special expertise and more maintenance, including watering, pruning and weeding.

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

The forest management plan, described in the box on page 104, will help Environmental Services to make the most efficient and effective use of available resources.

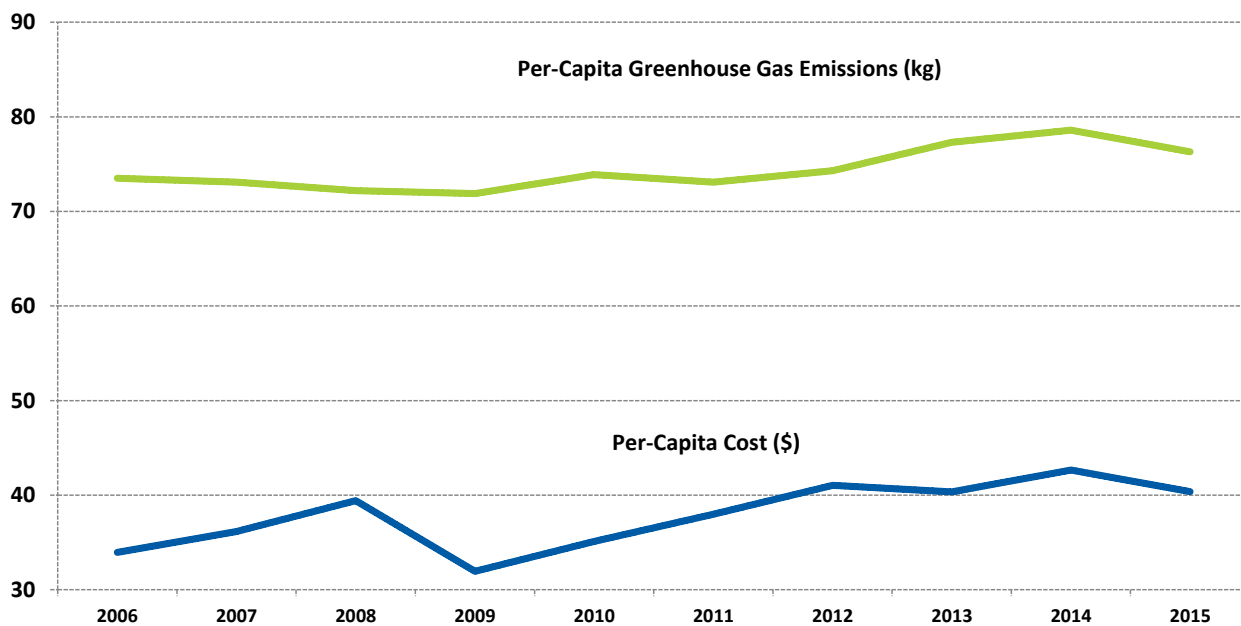
The plan also addresses the need to ensure that green infrastructure is better integrated into all capital plans and projects. This would be in line with such initiatives as the One Water approach that underlies the updated Water and Wastewater Master Plan.

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.

In May 2016, Council endorsed an updated Energy Conservation and Demand Management Plan for the Region. The updated plan provides details of Regional initiatives and outlines targets and specific program measures to align with the goals of Vision 2051 and move toward zero greenhouse gas emissions by 2051.

York Region Per-Capita Greenhouse Gas Emissions and Energy Cost 2006 - 2015:



This updated plan targets emissions within the Region's direct control, such as vehicles and buildings that it owns and operates, and indirect control, such as Regional buildings operated by a third party.

Greenhouse gas emissions from Regional sources, particularly vehicles, continue to increase. Between 2006 and 2014, total emissions have grown by 3.2% a year on average, reaching an estimated level of close to 90,000 tonnes in 2014, to serve a population that has increased by an average of 2.4% a year over the same period. Without a cohesive corporate strategy, Regional greenhouse gas emissions would more than double 2014 levels by 2051.

This underscores the need for concerted action. Initiatives to date include LEED® Silver certification for new buildings, building audits, retrofits, energy-efficient fleet and transit vehicles, and hybrid vehicles. While these have managed to slow the annual increase, the Region needs to do more to reverse it and move toward zero greenhouse gas emissions.

Further efforts to conserve energy and optimize services are underway, including enhancing sustainable building design guidelines, retrofitting more buildings, generating more solar energy, adopting anti-idling technology for fleet vehicles, and purchasing higher-efficiency vehicles.

Looking ahead:

The province's new cap and trade program is expected to increase energy costs by adding per-unit charges to the price of natural gas, gasoline, and diesel fuels. Early estimates indicate that the Region's costs could increase by \$1.3 million in 2017, when the program is expected to take effect. Greater energy conservation efforts would help to mitigate this impact.

Emissions from services purchased by the Region, such as construction contracts and purchased goods, are currently outside of the scope of the updated energy plan. Future updates will consider work required to influence these emissions through provisions in contracts established through the Region's procurement process.

As the population continues to grow and transit ridership increases, greenhouse gas emissions per capita will stabilize and may even start to decline. (While more transit service increases Regional emissions, it's important to keep in mind that as ridership increases because more people are using transit instead of private vehicles, there is a net reduction across all vehicle use.)

In addition to the impacts of spreading fixed energy costs of services over more users and reducing private vehicle use, a decline would also reflect existing Regional strategies and initiatives, provincial policy and new technology. Efforts are already underway in transit and water and wastewater services, the most energy-intensive operations of the Region, to minimize environmental impacts through demand management, assessing possible fleet electrification and evaluating alternative fuels.

The Operating Budget 2017 to 2018

Environmental Services Financial Summary

(in \$000s)	2016 Budget	2017 Approved	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	561,440	585,594	24,154	610,362	24,768
Contribution to Capital	1,210	967	(243)	818	(149)
Revenues	(491,842)	(511,060)	(19,219)	(532,752)	(21,692)
Allocations and Recoveries	(19,707)	(22,710)	(3,002)	(24,145)	(1,436)
Net Budget	51,101	52,791	1,690	54,282	1,491
% Change			3.3%		2.8%
Outlook - Restated	51,101	52,793	1,693	54,284	1,491

Environmental Services Incremental Changes to Budget

(in \$000s)	2017 Approved		2018 Outlook		
	Gross	Net	Gross	Net	
Restated Base	542,943	51,101	563,851	52,791	
Base Adjustments	4,392	382	7,487	1,283	
Efficiencies & Program Reductions	(3,215)	(914)	(247)	(247)	
Legislated & Contractual	-	-	-	-	
Impact of Capital	13,504	35	12,669	(191)	
Growth & Service Enhancements	6,228	2,187	3,274	646	
Total Budget	563,851	52,791	587,034	54,282	
Change from Prior Year	\$	20,909	1,690	23,183	1,491
	%	3.9%	3.3%	4.1%	2.8%

Environmental Services Staffing Summary

	2017 Approved	% Change	2018 Outlook	% Change
Budget Base	375.0		394.0	
New	19.0	5.1%	18.0	4.6%
Conversions	-		-	
Program Reductions	-		-	
Total Full-Time Equivalents	394.0	5.1%	412.0	4.6%
Outlook - Restated	394.0	5.1%	412.0	4.6%

Environmental Services Budget by Program

(in \$000s)	2016 Approved		2017 Approved		% Change
	Gross	Net	Gross	Net	Net
Water & Wastewater					
Water	189,509	-	191,674	-	
Wastewater	281,130	-	297,292	-	
	470,639	-	488,965	-	
Waste Management					
Waste Diversion	48,295	29,859	49,335	30,246	1.3%
Residual Waste Disposal	14,341	12,684	15,339	13,568	7.0%
	62,636	42,543	64,674	43,813	3.0%
Natural Heritage & Forestry	9,044	8,014	9,318	8,238	2.8%
Energy Management	624	544	895	740	36.0%
Environmental Services	542,943	51,101	563,851	52,791	3.3%
Outlook - Restated	542,943	51,101	559,575	52,793	3.3%

(in \$000s)	2018 Outlook		% Change
	Gross	Net	Net
Water & Wastewater			
Water	203,969	-	
Wastewater	305,342	-	
	509,311	-	
Waste Management			
Waste Diversion	51,245	30,948	2.3%
Residual Waste Disposal	16,321	14,465	6.6%
	67,566	45,413	3.7%
Natural Heritage & Forestry	9,194	8,114	(1.5%)
Energy Management	963	755	2.1%
Environmental Services	587,034	54,282	2.8%
Outlook - Restated	584,284	54,284	2.8%

Water & Wastewater Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	470,639	-	488,965	-
Base				
Compensation and Inflation	3,385	3,331	5,384	5,325
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	49	49	200	200
Direct Charges, Allocations and Recoveries	(259)	(259)	(5)	(5)
Revenues				
User Rate Revenue	-	607	-	186
Other Revenues	-	(25,446)	-	(27,736)
Program Reductions and Efficiencies	(1,608)	(1,608)	-	-
	1,567	(23,326)	5,579	(22,030)
Impact of Capital				
Contributions to Capital Reserves	27,000	27,000	34,398	34,398
Net Debenture Financing of Capital Projects	(13,531)	(7,272)	(21,537)	(14,616)
Operating Impact of New Capital	-	-	-	-
	13,469	19,728	12,860	19,781
Growth and Service Enhancements				
Maintaining Existing Service Levels	3,291	3,597	1,907	2,249
Enhancing Service Levels	-	-	-	-
	3,291	3,598	1,907	2,249
Total Budget	488,965	-	509,311	-
Change from Prior Year	\$ 18,327	-	20,346	-
	% 3.9%		4.2%	

Water & Wastewater Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	323.0	339.0
New	16.0	15.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	339.0	354.0

Waste Management Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	62,636	42,543	64,674	43,813
Base				
Compensation and Inflation	2,441	1,403	1,510	940
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	(659)	(659)	762	762
Direct Charges, Allocations and Recoveries	(348)	(20)	(28)	(29)
Revenues	-	-	-	-
Program Reductions and Efficiencies	(1,376)	(683)	-	-
	57	41	2,244	1,673
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	970	970	558	558
Enhancing Service Levels	1,010	260	90	(631)
	1,980	1,230	648	(73)
Total Budget	64,674	43,813	67,566	45,413
Change from Prior Year	\$ 2,038	1,270	2,892	1,599
	% 3.3%	3.0%	4.5%	3.7%

Waste Management Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	29.0	30.0
New	1.0	1.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	30.0	31.0

Natural Heritage & Forestry Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	9,044	8,014	9,318	8,238
Base				
Compensation and Inflation	49	49	63	63
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	(55)	(105)	17	17
Revenues	-	-	-	-
Program Reductions and Efficiencies	(231)	(231)	(247)	(247)
	(237)	(287)	(167)	(167)
Impact of Capital				
Contributions to Capital Reserves	(243)	(243)	(191)	(191)
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	278	278	-	-
	35	35	(191)	(191)
Growth and Service Enhancements				
Maintaining Existing Service Levels	475	475	234	234
Enhancing Service Levels	-	-	-	-
	476	476	234	234
Total Budget	9,318	8,238	9,194	8,114
Change from Prior Year	\$ 274	224	(124)	(124)
	% 3.0%	2.8%	(1.3%)	(1.5%)

Natural Heritage & Forestry Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	18.0	20.0
New	2.0	1.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	20.0	21.0

Energy Management Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	624	544	895	740
Base				
Compensation and Inflation	10	10	(8)	(8)
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	227	152	41	(12)
Revenues	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-
	237	162	33	(20)
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	34	34	35	35
Enhancing Service Levels	-	-	-	-
	34	34	35	35
Total Budget	895	740	963	755
Change from Prior Year	\$ 271	196	68	15
	% 43.4%	36.0%	7.6%	2.1%

Energy Management Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	5.0	5.0
New	-	1.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	5.0	6.0

The Capital Budget 2017 to 2026

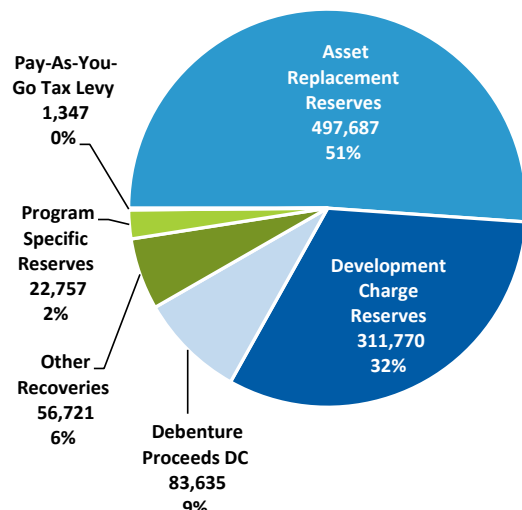
Environmental Services 2017 Capital Spending Authority and Funding

(in \$000s)	2017	2018	2019	2020	2021	2022	2023-2026	Total CSA
2017 Capital Spending Authority								
Water								
Rehabilitation and Replacement	36,321	31,468	21,834	9,779	3,243	1	-	102,646
Growth	41,481	21,486	15,823	5,973	2,394	2,972	44,157	134,285
Wastewater								
Rehabilitation and Replacement	40,696	60,289	62,045	80,982	74,702	52,445	51,600	422,759
Growth	65,436	79,308	57,402	31,122	16,763	14,643	24,723	289,397
Waste Management								
Rehabilitation and Replacement	3,354	700	-	15	-	-	-	4,069
Growth	8,746	5,582	100	-	-	-	-	14,428
Natural Heritage and Forestry	2,022	50	-	-	-	-	-	2,072
Energy Management	770	3,455	35	-	-	-	-	4,260
Total Capital Spending Authority	198,825	202,338	157,239	127,872	97,102	70,061	120,480	973,916
Financing Sources for 2017 Capital Spending Authority								
Pay-As-You-Go Tax Levy	1,297	50	-	-	-	-	-	1,347
Asset Replacement Reserves	87,079	92,312	78,918	80,706	70,347	47,206	41,120	497,687
Program Specific Reserves	12,870	9,737	135	15	-	-	-	22,757
Development Charge Reserves	4,178	93,533	72,058	36,645	18,862	17,615	68,879	311,770
Other Recoveries	9,768	6,706	6,128	10,506	7,893	5,240	10,480	56,721
Planned Debenture Proceeds*	83,634	(0)	-	0	(0)	0	1	83,635
Total Financing Sources	198,825	202,338	157,239	127,872	97,102	70,061	120,480	973,916
Development Charges	83,634	(0)	-	0	(0)	0	1	83,635
Total Debt Repayment Sources	83,634	(0)	-	0	(0)	0	1	83,635

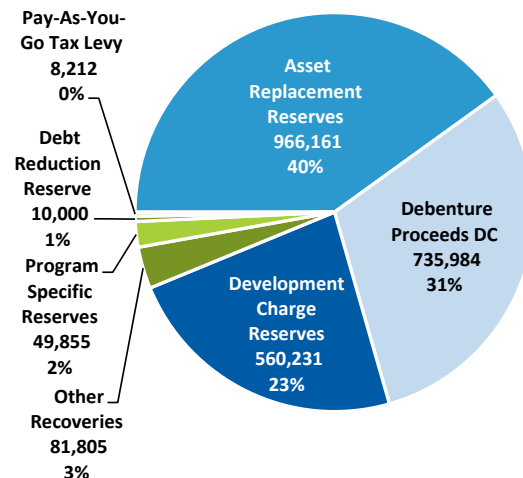
Capital reports including the details by project are included in the Appendix starting on page 283.

2017 Environmental Services Capital Financing

(in \$000s) Capital Spending Authority \$974 Million

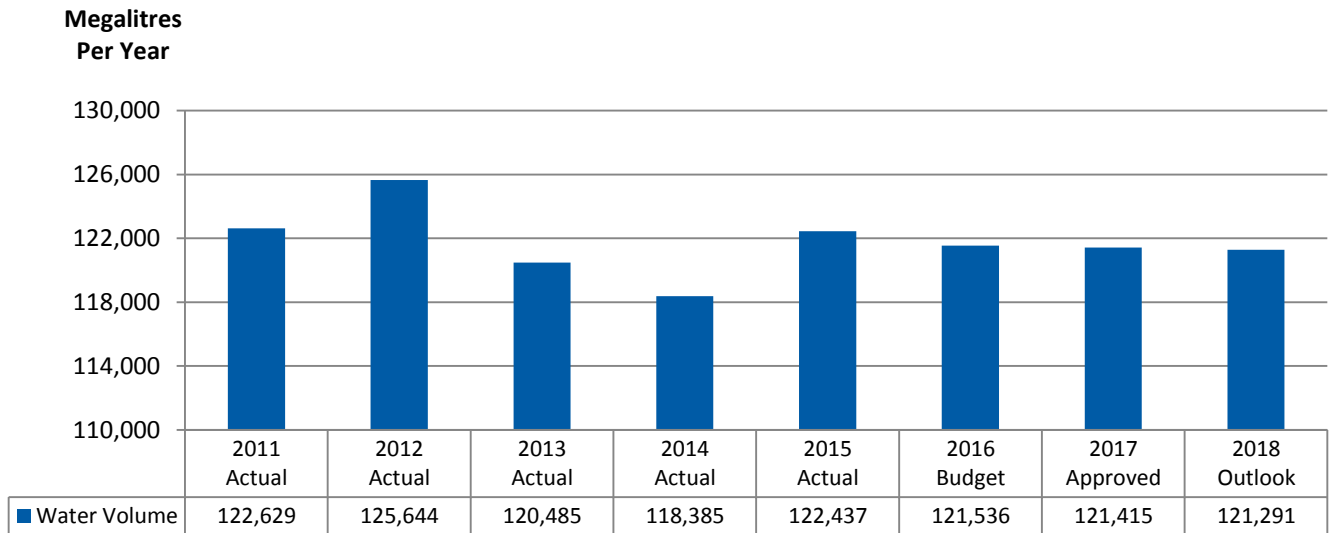


10-Year Plan \$2,412 Million



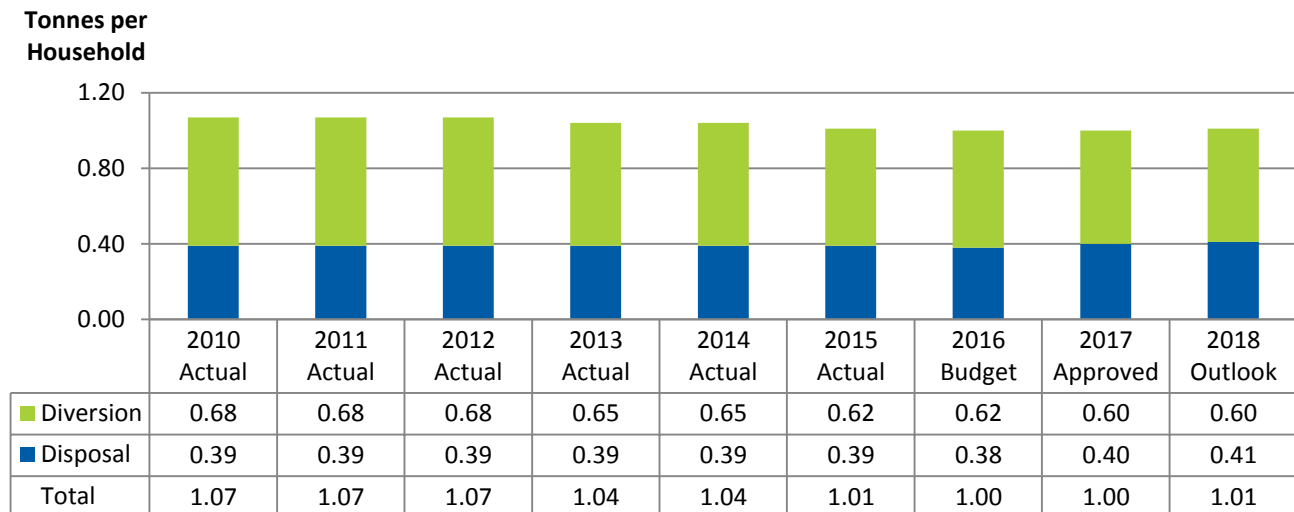
Environmental Services Metrics

Demand for water expected to moderate



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

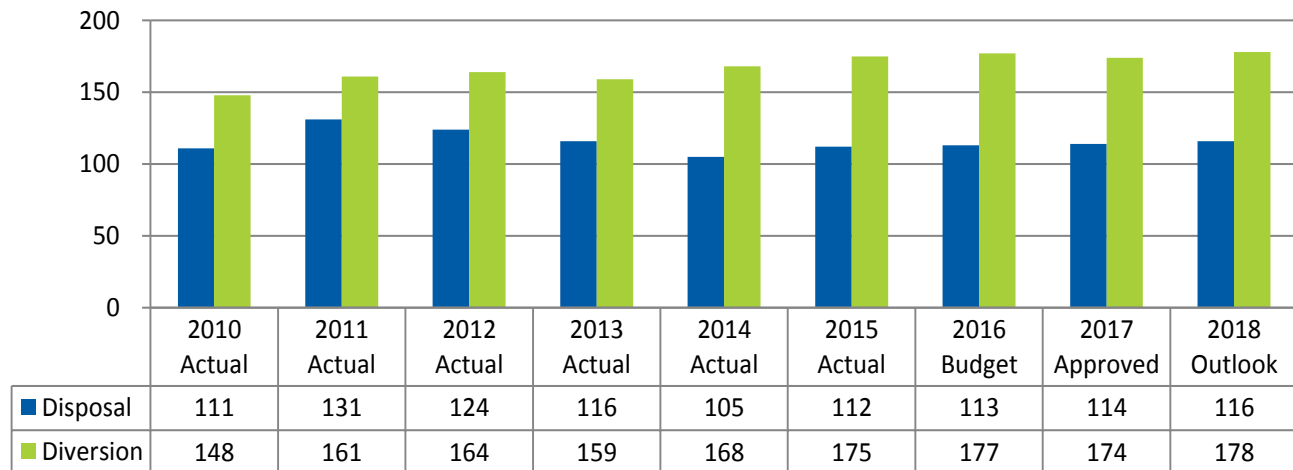
Solid waste per household is expected to marginally increase in 2018



The SM4RT Living Plan aids individual households on producing less solid waste through advocacy, promotional efforts, lighter packaging and other changes in the waste stream. A marginal increase is expected in the short term, as more residents are using the Region's Community Environmental Centres to drop off waste rather than private companies, which have reduced their hours to the public.

Disposal and diversion costs are expected to increase slightly by 2018

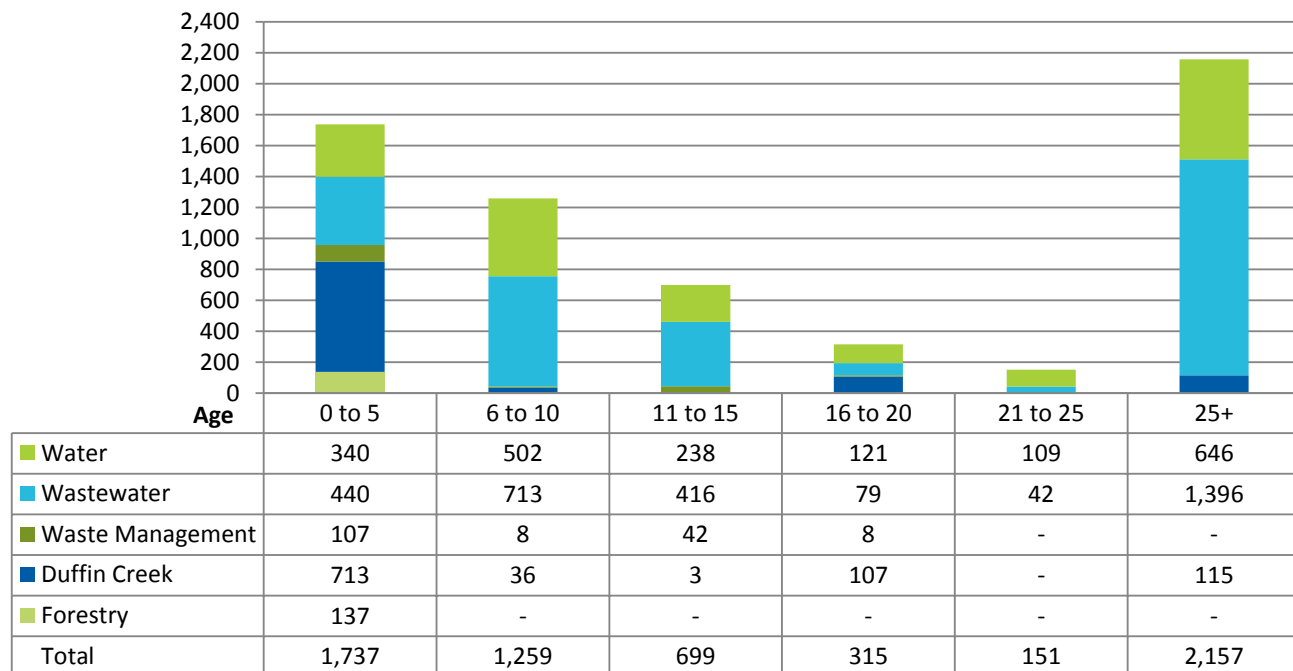
Cost per Tonne (\$)



Disposal costs will rise slightly beginning in 2016 owing to inflation-linked increases in contract rates. In 2017, diversion costs are slightly down due to shifting more tonnage to a lower-cost organics contractor.

Environmental assets are aging

Replacement Value
(in \$ Millions)



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

Intentional Blank



COMMUNITY AND HEALTH SERVICES

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

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

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

Making progress on meeting complex needs

At \$503.9 million, the gross operating budget of Community and Health Services accounts for 24% of the Regional total. More than half of these costs, which go to providing much-needed public health, social services and long-term care, are covered by grants from the provincial and federal governments.

The department employs almost 1,800 people on a permanent full-time equivalent basis, making it the largest in the Region by personnel. Staff work in 75 locations, including service and operations centres, paramedic response stations and community housing sites. Its capital budget is driven mainly by the needs of its paramedic and housing programs.

With growth and more urbanization, demand for the department's services is increasing. The four-year budget targeted a need for long-lasting efforts to improve housing stability and reduce homelessness, and for measures to address demographic challenges, including an aging population, growth in areas with limited services, language barriers, and an increasing number of people at risk of social isolation.

Recent accomplishments are in line with these key priorities:

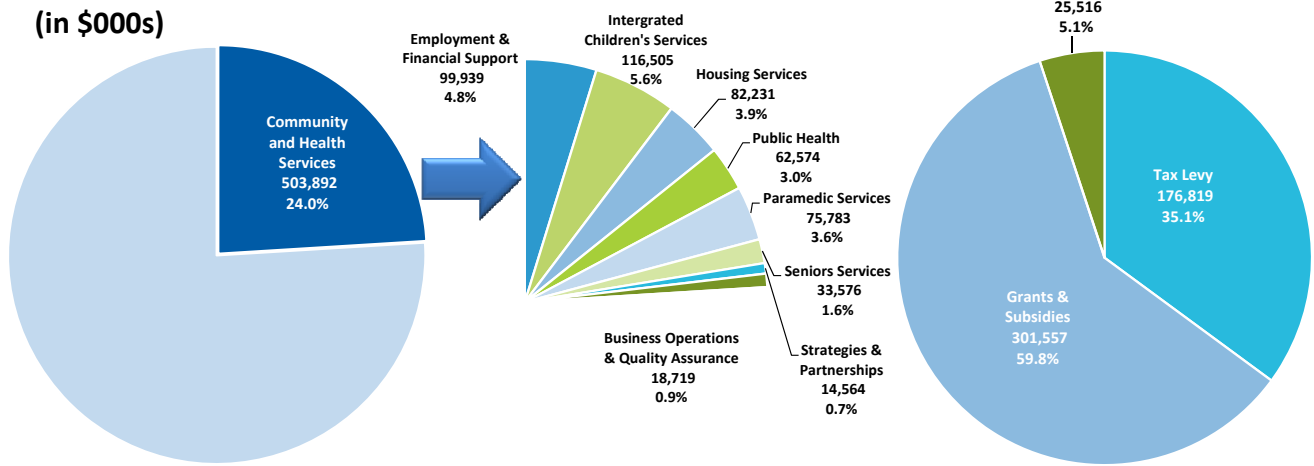
- The department has implemented 41 of the 49 actions outlined in its Housing Plan since the plan's endorsement by Council in June 2014, with more details provided on page 123;
- Two new facilities, Belinda's Place and the Richmond Hill Hub, opened and began serving their target populations, as discussed on page 121; and
- An advisory task force created a corporate Seniors Strategy, with details provided on page 127.

The department addresses these and other priorities with activities and programs that align with the Regional strategic plan for 2015-19. It also responds to federal and provincial initiatives and direction, while recognizing that ongoing flexibility and Regional funding will continue to be needed to meet local needs.

Major initiatives planned and underway:

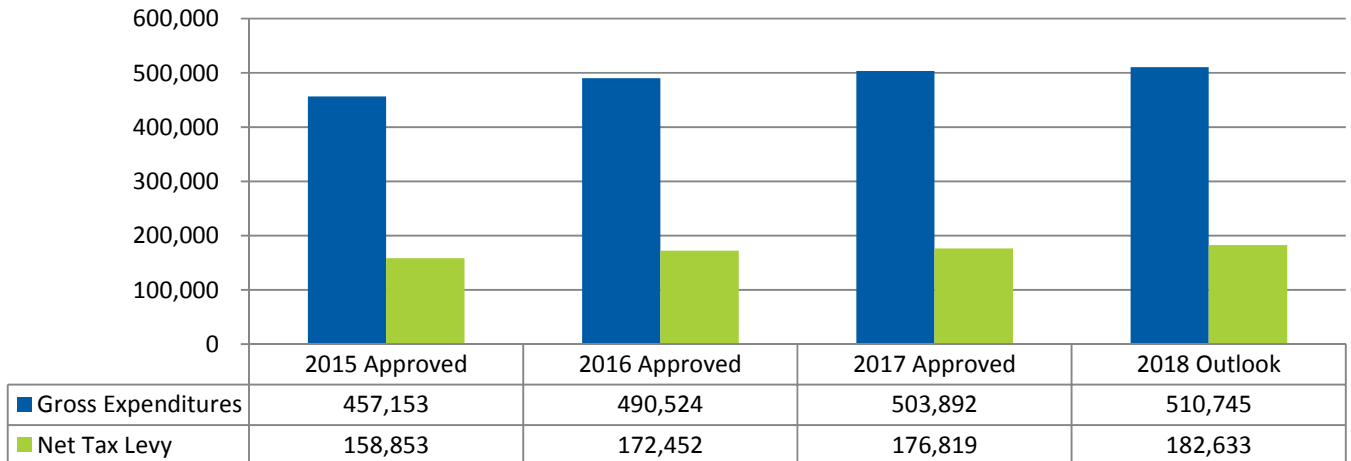
- Ongoing implementation of the 10 Year Housing Plan, new developments in Woodbridge and Markham, enhanced services and supports to social housing applicants and an expanded Regional rent assistance program.
- Completing the evaluation of a pilot initiative to expand paramedicine in the community that has the potential to reduce emergency trips to hospital.
- Improving compliance with the Immunization of School Pupils Act and bringing in a new system to better track immunizations, as outlined in more detail on page 125
- Promoting mental health resiliency and awareness throughout programs and services.
- Taking an enhanced leadership role in response to ongoing reforms to children's services and modernization of child care
- Implementing ongoing social assistance and homelessness reform.

2017 operating budget share of total spending and how it's funded



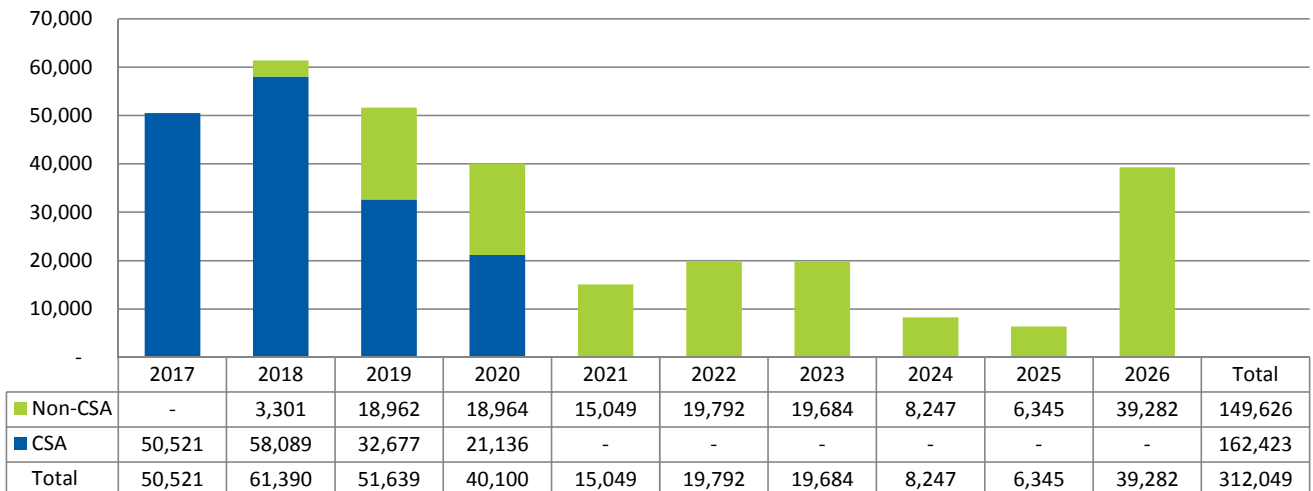
4-year operating budget spending

(in \$000s)



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

(in \$000s)



The department works to deliver programs as efficiently as possible, which includes tracking outcomes and using this evidence to achieve improvement. It also focuses on being effective – that is, creating lasting improvement in people’s lives. This involves understanding the many factors that often underlie complex problems, and trying to bring together all the people and services needed to address these.

A range of roles and responsibilities

Community and Health Services has several roles in delivering services:

- An important one is acting as Regional service system manager in four areas: housing, homelessness prevention, Ontario Works and Children’s Services. In this role, it takes the lead in planning, overseeing and evaluating how services are delivered, whether by it or another organization.
- In other cases, such as operation of the Region’s two long-term care homes and some integrated children’s services, it is one of many organizations providing services directly to residents, without a formal role as system manager.
- Finally, Community and Health Services is the sole provider of York Region’s public health programs and paramedic services.

As the pie chart on page 119 shows, grants and subsidies from the federal and provincial government provide a large share of funding for Community and Health Services. These sources are expected to fund 60% of the department’s operating budget in 2016.

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

A change in service delivery

Provincial and federal policy goals and legislation shape how the programs they fund are designed and delivered. The province is changing the way human services are delivered, and as a result, the Region continues to take on a greater role as service system manager, with more responsibility for planning, forecasting, engaging more with residents and developing its own rules, tools and policies to meet local needs.

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

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

A major benefit of the provincial shift giving York Region a larger service manager role is that the

department has so far had greater flexibility in tailoring its services to residents. The plan is to use that opportunity to continue the move to social services that identify and solve problems at the earliest possible stage.

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

Employment and Financial Support

This program area helps its clients get and keep jobs by providing skills training and opportunities to volunteer and working with local employers on placements. It helps people find and keep housing through emergency, transitional and supportive housing facilities, many of which it licenses, and to help vulnerable residents better afford food, shelter and other necessities. It also provides outreach and other services for residents at risk of homelessness, and basic nursing services and homemaker supports.

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

The 2016 provincial budget announced several initiatives that build upon previous years' actions, such as the implementation of the new Social Assistance Management System. These initiatives support the provincial goals of increased accountability, life stabilization and income security. To meet these goals the province is transforming the human service system, including modernizing social assistance, to improve service access and ease of use, make the system more efficient and strengthen program management and oversight. Provincial announcements related to the Basic Income Guarantee and an Income Security System may transform the way the Region, as service system manager, delivers services.

Transformation will require information sharing, policy redesign, technology investment and functional process redesign.

The Region is currently undergoing a review of its Ontario Works service delivery to align with these provincial changes, and streamline and integrate delivery so staff spend more time with clients and less time on administration. This review will look at developing a robust and effective service delivery model that uses a client-centered, wrap-around case management approach to support clients and

Strengthening the homelessness and housing stability system

Recent projects in York Region are helping people get the help they need in one location.

Belinda's Place is the Region's first emergency and transitional housing facility for homeless and at-risk women not fleeing from violence. Opened in October 2015, this multi-service centre has 28 emergency beds and nine transitional units.

Operated by The Salvation Army, Belinda's Place offers a wide range of programs and services. These include health care, crisis and trauma counselling, art therapy, harm reduction, life skills training and employment counselling.

In the new Richmond Hill Hub, a ground-floor facility operated by a non-profit organization houses a drop-in centre, 14 emergency beds and 11 transitional units for at-risk youth.

Both initiatives reflect a shift towards providing vulnerable people with a wide range of supports that help them address what are often multiple issues they need to overcome. Allowing target populations like homeless women and at-risk youth to access these services in a single location encourages uptake and enhances the likelihood of success.

Programs to strengthen families help resources go further

Family Strengthening Programs respond to the needs of low-income families by removing barriers to services such as user fees and transportation costs. They also offer low-income families parenting supports, services and resources in the community.

Programs give parents knowledge and coping skills and greater ability to pursue employment and/or education. Children learn valuable life skills that improve social, emotional and educational outcomes.

Research shows that investing in programs of this kind is highly cost-effective because they reduce later dependency on social assistance, health and other services. Savings are estimated at between \$4 and \$8 for every dollar spent.

In 2015, York Region's Family Strengthening Programs helped 9,826 residents from low-income families through early development, recreational, summer day camp and overnight youth leadership camp programs.

child development services, delivered in homes, and inclusion support services, delivered in licensed child care programs. The Region provides funding to support the in-home program delivery. This approach ensures support for all children.

The Region also provides funding and support to programs for summertime and year-round recreation, early child development and parenting. It manages the province-wide Ontario Child Care Management Systems, and collects data and evaluates programs to support the effectiveness of early years initiatives.

Looking ahead:

Modernization of the early years system continues with an announcement, in early 2016, by the province of a plan to integrate and transform the child and family programs it funds. This is the next step in the modernization of the early years system after full day kindergarten rollout, a new child care funding formula and the *Child Care and Early Years Act, 2014*.

position the Region to successfully align with social assistance reform and help us to meet our Social Services Branch outcomes: residents are contributing to the economy, are socially engaged and benefit from high-quality services.

Looking Ahead:

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

Integrated Children's Services

This program area plans and delivers services focused on children and their families. With funding mainly from the province, it subsidizes child care fees for low-income families, administers funding for licensed child care programs and helps families whose children have special needs. Provincial funding has grown significantly, reducing waiting lists for key services.

York Region has had strong success in supporting children with special needs both in their family homes and in licensed child care programs. Provincial changes now require the Early Intervention Services program to deliver supports separately, resulting in the formation of two distinct program streams: infant and

The integrated, cohesive system of services and supports for children from birth to six years old is to be known as Ontario Early Years Child and Family Centres. The province has said that municipalities, as system managers, will have key responsibilities and a leadership role for planning and implementing the new system.

Provincial reforms continue to modernize the early learning and child care sector, creating ongoing opportunities for the Region. Increased access to early years services means that low-income residents can stay employed or go to school, improving their financial prospects.

Housing Services

This program provides funding and acts as system manager for more than 6,800 housing units, of which 2,640 are owned and managed by Housing York Inc., York Region's municipal non-profit housing corporation, with the balance belonging to more than 40 additional non-profit and co-operative housing providers.

Financial arrangements vary across housing programs, reflecting initiatives put in place at different times in the past. Generally, in affordable and social housing, most occupants pay rents geared to their income, and others pay a market rent. Market rents help fund operating costs. A variety of housing initiatives provide Regional funding to cover the gap between market rent and the rent a tenant can afford to pay. In total, about 4,900 households receive a rent subsidy. Rent subsidies are provided in social and affordable housing buildings and through partnerships with private sector landlords.

This area also manages a regional waiting list/access system of more than 12,000 applicants for subsidized housing. Finally, to help ensure consistency and quality, it offers housing providers advice, educational tools and training in such areas as governance and long-term asset management.

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

Ten-year housing plan achieves almost 85% of planned actions

York Region's 10-year Housing Plan, endorsed by Council in 2014, sets out high-level goals to build complete communities where people can live, work, play and learn.

Complete communities include a mix of housing options. In support of this aim, the plan identified 49 actions that span the housing system from homeownership to housing with supports.

To date, the Region has undertaken 41 of the 49 actions, or 84%. Accomplishments include:

- Developing a tiered rent model to subsidize households in the Richmond Hill Hub. Tenants pay a percentage of the market rent, based on household income. The model is cost-efficient and easy to understand.
- Receiving Council approval to add 160 new rental units in the City of Vaughan for families, seniors, and singles. Many of these units will be made available to applicants on the Region's subsidized housing waiting list. The building is scheduled to open in 2019.
- Launching the Short-term Assistance for Renters (STAR) Program. This program is for market rent households and emergency housing residents facing a temporary financial hardship. Households receive a 24-month financial rent benefit and 30 months of wrap-around supports. Case management services help clients develop a plan to achieve long-term housing stability.

Although average incomes in York Region are relatively high, so is the cost of housing. Almost half of all renters are paying 30% or more of their household income on housing, exceeding the affordability threshold set by the Canada Mortgage and Housing Corporation. This is the highest level in the GTA.

York Region is addressing this challenge, in part, through its 10-year Housing Plan, as outlined in the box on page 123. The plan has a goal of increasing housing supply not just through direct investment but by leveraging other roles of the Region.

Through its role in community planning, for example, the Region is able to ensure that policies and the Official Plan meet a goal of including 35% affordable housing in new development centres and key development areas and 25% outside them. Based on methodology endorsed by Council, the Region exceeded its affordability targets in 2015, with 42% of new housing units falling within the thresholds.

This is largely attributable to a relatively large number of new one- and two-bedroom condominium units concentrated in Markham, Richmond Hill and Vaughan. Affordable housing is not available to all households, however, because of the uneven geographic distribution of affordable units, the lack of affordable family-sized units and the lack of units available at deeper levels of affordability.

The Region also has a role advocating for stronger support for affordable housing, especially in the private rental market. As well, it is evolving and expanding its role in homelessness prevention and supporting those at risk of homelessness, as explained in the box on page 121.

Looking ahead:

Housing affordability will continue to be a key issue. To achieve the Housing Plan's goals, all levels of government must work together. Local municipalities are key partners by including progressive housing policies in their official plans that align with the goals of the Region's Housing Plan.

In spring 2016, the provincial government introduced legislation to support its updated Long-Term Affordable Housing Strategy. In consultations leading up to the update, the Region made a submission encouraging a strategy that would recognize municipal knowledge of the local housing markets and increase flexibility to plan and deliver locally appropriate housing solutions.

As well, the federal government has said that it intends to develop a National Housing Strategy and has committed to renewed housing investments, both of which are welcome developments.

The Region's current housing capital plan includes, in the near term:

- The redevelopment of a site in Unionville, with a minimum of 200 units
- Starting the Woodbridge Redevelopment, to replace three existing, smaller buildings

In line with a new provincial focus on community hubs, as outlined in the box on page 121, the Region is looking at opportunities to co-locate services in both projects.

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

Public Health

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

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

Unlike other program areas, where a waiting list can help manage unmet demand for services, such activities as inspecting new restaurants and dealing with infectious disease outbreaks cannot be “waitlisted.” This creates constant pressure to deliver programs more efficiently.

Looking ahead:

Public Health will continue to take action in support of new provincial initiatives around immunization, as discussed in the box on this page. In addition, it will monitor and assess the potential impacts of the provincial *Patients First Act* and modernization of the Ontario public health standards.

Paramedic Services

York Region Paramedic Services 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.

Enhanced immunization efforts ensure students are protected

York Region is home to more than 190,000 elementary and secondary school students, and that created a challenge when the province announced renewed efforts to enforce the *Immunization of School Pupils Act*. Under this legislation, students can be suspended from school if immunization records are not up to date.

In January 2016, York Region Public Health’s Infectious Disease Control Division faced the daunting task of getting nearly 8,000 17-year-old students up to date by being immunized or having their records updated. The division focused efforts on this cohort as it was the last chance before these students left the school system. By the end of the 2015-16 school year, 99% of them were in compliance.

The division remains committed to enforcing the legislation going forward. During the current school year, the focus is shifting to ensure seven-year-old and 17-year-old students are in compliance. The division will also be working with York Region private schools to increase their awareness of the legislation, update immunization records and prepare for enforcement-related activities.

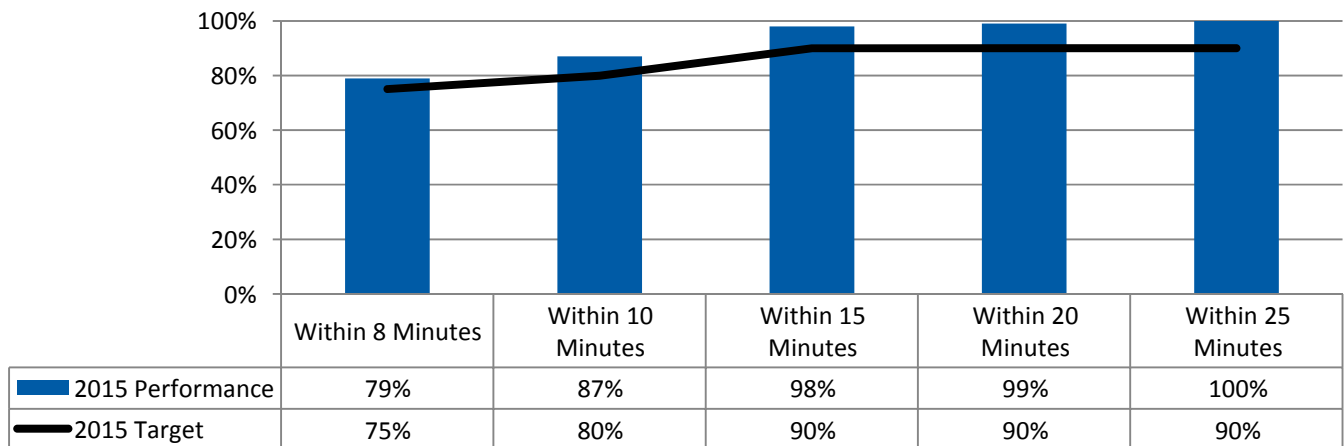
Over time, the division will build on these efforts to ensure that all York Region students are up to date on their immunizations, keeping themselves and their peers safe from harmful vaccine-preventable diseases.

Combined, these efforts align with the renewed emphasis of the Ministry of Health and Long-Term Care on vaccines and immunization, as outlined in *Immunization 2020*, its strategic plan for modernizing Ontario’s publicly funded immunization program.

Paramedics are also taking on an increasing role in visiting patients. A pilot project between York Region and St. Michael’s Hospital that trained paramedics in chronic disease management and had them visit patients at home under the guidance of the family physician recently ended. A survey of the patients in the pilot showed that they were highly satisfied with this innovative model of care. A detailed research

Paramedic services outperform target response rate:

**Percentage of Responses
Within Each Time Frame**



report is expected soon on this and other impacts.

Paramedic response time reliability is an indicator of service delivery quality. York Region Paramedic Services is delivering a high level of service to residents by meeting and exceeding the 2015 response time targets.

Ongoing collaboration with Paramedic Services has reduced patient transfer-of-care times at all York Region hospitals. By shortening the time to transfer a patient to another care provider, paramedics are available sooner to respond to other calls. This is one example of the positive changes being made in the delivery of Paramedic Services.

Looking ahead:

Through the Paramedic Services Master Plan, the Region is taking a strategic approach to addressing the challenges that result from a growing and diversifying population. A refresh of the master plan that is currently underway will take into account the shorter transfer-of-care times being achieved at Regional hospitals.

Other initiatives to reshape paramedic services will continue into 2017. These include:

- A tri-hospital transfer-of-care efficiency project to achieve the shortest possible transfer times
- Standardized guidelines to transfer non-urgent patients directly to the waiting room

- Key research initiatives to help develop alternative treatment pathways as the population ages

Seniors Services

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

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

Long-term care staff collaborate to create environments where residents feel at home, are treated with respect, and have the supports and services they need. The homes use a multi-disciplinary approach to provide holistic, person-centred care for each resident.

Publicly reported performance indicators showed that the homes are providing safe, appropriate and effective care. The annual family and resident surveys revealed that a high majority find the homes to be a comfortable place to live, and provided high satisfaction ratings for the comfort of the homes, being involved in care decisions, the privacy afforded, and being treated with dignity and respect.

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

The Regional Psychogeriatric and Mental Health

Progress on a seniors' strategy

A new Seniors Strategy will ensure that as the senior population continues to grow, the Region's role will evolve in the right ways.

A Seniors Strategy Advisory Task Force appointed from Regional Council has met with external and internal experts to learn more about innovation and best practices in each of the strategy's focus areas, which are: Broad Policy and Finance, Seniors Health, Aging in Place and Keeping Seniors Safe and Connected.

The strategy must be flexible to engage seniors at all stages, help those most in need, and support fairness to people across the entire age spectrum, especially in light of the finite resources available to meet all needs.

A key consideration is the diversity of the Region's senior population, which varies widely by health status and activity level, education, cultural background, interests and ability to pay. The final point is important when contemplating cross-the-board support for all seniors, especially as more seniors now work past traditional retirement age.

The Region is only one of many entities that serve seniors. This means that partnerships, as well as advocacy with the provincial and federal governments, will be critical in aligning approaches and building effective, coordinated solutions. Another key element is the use of evidence to ensure policies and decisions make the best possible use of public resources.

The Seniors Strategy, including proposals for both actions and advocacy, will be presented to Regional Council in November, 2016. Implementation in both areas will begin upon Council approval.

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

Looking ahead:

The major areas of focus for Seniors Services are maintaining compliance with the *Long-Term Care Homes Act*, specifically the mandatory programs, and ensuring general upgrades and maintenance of the homes. The Region's Homes, Adult Day Programs and Psychogeriatric and Mental Health Consulting Service are seeking accreditation from the Commission on Accreditation of Rehabilitation Facilities in 2017. Long-term care staff will continue to focus on continuous quality improvement and service excellence in all program areas through innovation, staff development and engagement, improved communications and relationship development.

Strategies & Partnerships

To adapt and respond to changing service needs, understanding the impact that the Region's growing and changing population is having on the programs and services of the Community and Health Services Department is essential. Key strengths of Strategies & Partnerships include policy and data analysis, as well as the ability to put in place effective partnerships and collaborations and create compelling communications. These capabilities are particularly needed in light of the many provincial reforms that are changing and enhancing the role of the department.

This area is also applying its expertise to several corporate-wide projects, including the York Region Seniors Strategy discussed on page 127, accessibility planning and income security issues, as well as ongoing implementation of the Region's Community Investment Strategy.

Looking ahead:

The collaborative work of this area continues with the creation of a Diversity and Inclusion Policy and Charter and ongoing commitment from the Human Services Planning Board to bring the community together on issues such as the need for more purpose-built rental housing and ways to address precarious employment in the Region.

Business Operations & Quality Assurance

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

Looking ahead:

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

The Operating Budget 2017 to 2018

Community and Health Services Financial Summary

(in \$000s)	2016 Budget	2017 Approved	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	490,192	503,540	13,349	510,384	6,843
Contribution to Capital	-	-	-	-	-
Revenues	(318,072)	(327,073)	(9,001)	(328,112)	(1,039)
Allocations and Recoveries	332	351	19	362	10
Net Budget	172,452	176,819	4,366	182,633	5,814
% Change			2.5%		3.3%
Outlook - Restated	172,452	176,819	4,366	182,633	5,814

Community and Health Services Incremental Changes to Budget

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Restated Base	490,524	172,452	503,892	176,819
Base Adjustments	1,806	32	2,541	1,166
Efficiencies & Program Reductions	(1,341)	(801)	(522)	(53)
Legislated & Contractual	7,307	878	(186)	1,126
Impact of Capital	2,549	2,109	2,611	2,021
Growth & Service Enhancements	3,046	2,149	2,410	1,554
Total Budget	503,892	176,819	510,745	182,633
Change from Prior Year	\$	13,368	4,366	6,854
	%	2.7%	2.5%	1.4%
			5,814	3.3%

Community and Health Services Staffing Summary

	2017 Approved	% Change	2018 Outlook	% Change
Budget Base	1,788.9		1,819.9	
New	26.0	1.5%	27.0	1.5%
Conversions	5.0	0.3%	-	
Program Reductions	-		-	
Total Full-Time Equivalents	1,819.9	1.7%	1,846.9	1.5%
Outlook - Restated	1,819.9	1.7%	1,846.9	1.5%

Community and Health Services Budget by Program

(in \$000s)	2016 Approved		2017 Approved		% Change
	Gross	Net	Gross	Net	Net
Employment & Financial Support					
Ontario Works	79,626	9,913	80,588	9,453	(4.6%)
Homelessness Community Programs	18,506	7,454	19,351	8,299	11.3%
	98,132	17,367	99,939	17,752	2.2%
Integrated Children's Services					
Children's Services	112,948	15,146	114,381	15,312	1.1%
Children's Services Community Partnerships	2,094	45	2,123	49	7.1%
	115,041	15,191	116,505	15,361	1.1%
Housing Services					
Housing Asset Management	19,807	10,959	23,997	11,001	0.4%
Housing Programs	57,024	36,480	58,235	37,167	1.9%
	76,832	47,438	82,231	48,168	1.5%
Public Health					
Child and Family Health	18,125	11,907	17,123	9,967	(16.3%)
Health Protection	15,357	13,361	15,959	13,872	3.8%
Healthy Living	18,002	17,474	18,355	17,849	2.1%
Infectious Disease Control	10,623	9,759	11,138	10,285	5.4%
Program Based Grants (Cost Share Revenues)	-	(38,681)	-	(37,076)	(4.1%)
	62,107	13,819	62,574	14,896	7.8%
Paramedic Services					
	71,963	33,365	75,783	35,100	5.2%
Seniors Services					
Facilities	29,852	11,513	29,981	11,494	(0.2%)
Community Programs	3,480	890	3,595	955	7.3%
	33,332	12,403	33,576	12,449	0.4%
Strategies and Partnerships					
	14,446	14,197	14,564	14,374	1.2%
Business Operations & Quality Assurance					
	18,672	18,672	18,719	18,719	0.3%
Community & Health Services					
	490,524	172,452	503,892	176,819	2.5%
Outlook - Restated					
	490,524	172,452	501,886	176,819	2.5%

Community and Health Services Budget by Program

(in \$000s)	2018 Outlook		% Change
	Gross	Net	Net
Employment & Financial Support			
Ontario Works	82,039	9,420	(0.3%)
Homelessness Community Programs	19,509	8,957	7.9%
	101,548	18,378	3.5%
Integrated Children's Services			
Children's Services	114,768	15,678	2.4%
Children's Services Community Partnerships	2,151	51	4.2%
	116,920	15,729	2.4%
Housing Services			
Housing Asset Management	21,414	11,032	0.3%
Housing Programs	59,062	37,909	2.0%
	80,477	48,941	1.6%
Public Health			
Child and Family Health	17,702	10,546	5.8%
Health Protection	16,333	14,246	2.7%
Healthy Living	18,928	18,423	3.2%
Infectious Disease Control	11,431	10,579	2.9%
Program Based Grants (Cost Share Revenues)	-	(37,894)	2.2%
	64,395	15,899	6.7%
Paramedic Services	79,186	36,877	5.1%
Seniors Services			
Facilities	30,474	11,724	2.0%
Community Programs	3,649	988	3.4%
	34,123	12,711	2.1%
Strategies and Partnerships	14,968	14,968	4.1%
Business Operations & Quality Assurance	19,130	19,130	2.2%
Community & Health Services	510,745	182,633	3.3%
Outlook - Restated	510,712	182,633	3.3%

Employment & Financial Support Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	98,132	17,367	99,939	17,752
Base				
Compensation and Inflation	475	475	325	325
Legislated Program Requirements	573	32	576	15
Contractual Commitments and Rate Adjustments	368	368	379	379
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	1,220	(500)	1,263
Direct Charges, Allocations and Recoveries	27	27	76	76
Revenues				
Provincial/Federal Funding	-	(1,820)	-	(1,798)
Program Reductions and Efficiencies	(540)	-	(468)	-
	904	302	387	259
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	903	83	1,023	167
Enhancing Service Levels	-	-	199	199
	903	83	1,222	366
Total Budget	99,939	17,752	101,548	18,378
Change from Prior Year	\$ 1,807	385	1,609	625
	% 1.8%	2.2%	1.6%	3.5%

Employment & Financial Support Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	169.0	169.0
New	-	3.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	169.0	172.0

Integrated Children's Services Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	115,041	15,191	116,505	15,361
Base				
Compensation and Inflation	280	280	316	284
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	478	478	250	250
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	521	253	(244)	(233)
Revenues				
Provincial/Federal Funding	-	(1,026)	-	(26)
Program Reductions and Efficiencies	-	-	-	-
	1,279	(15)	321	274
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	184	184	94	94
Enhancing Service Levels	-	-	-	-
	184	184	94	94
Total Budget	116,505	15,361	116,920	15,729
Change from Prior Year	\$	1,463	415	368
	%	1.3%	0.4%	2.4%

Integrated Children's Services Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	138.0	141.0
New	2.0	1.0
Conversions	1.0	-
Program Reductions	-	-
Total Full-Time Equivalents	141.0	142.0

Housing Services Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	76,831	47,438	82,231	48,168
Base				
Compensation and Inflation	341	128	129	125
Legislated Program Requirements	-	-	482	482
Contractual Commitments and Rate Adjustments	5,888	-	(1,873)	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	(2,168)	-	(740)	-
Direct Charges, Allocations and Recoveries	(61)	(76)	47	50
Revenues				
Provincial/Federal Funding	-	(288)	(39)	(33)
Program Reductions and Efficiencies	-	-	-	-
	4,000	(236)	(1,995)	624
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	357	-	-	-
Operating Impact of New Capital	-	-	90	-
	357	-	90	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	-	-	-	-
Enhancing Service Levels	1,042	965	149	149
	1,041	965	149	149
Total Budget	82,231	48,168	80,477	48,941
Change from Prior Year	\$ 5,400	729	(1,755)	773
	% 7.0%	1.5%	(2.1%)	1.6%

Housing Services Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	103.5	105.5
New	1.0	1.0
Conversions	1.0	-
Program Reductions	-	-
Total Full-Time Equivalents	105.5	106.5

Public Health Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	62,107	13,819	62,574	14,896
Base				
Compensation and Inflation	1,235	1,128	1,024	1,024
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	(1,648)	76	144	144
Revenues				
Provincial/Federal Funding	-	(1,006)	-	(818)
Program Reductions and Efficiencies	(36)	(36)	(42)	(42)
	(449)	162	1,126	308
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	916	916	695	695
Enhancing Service Levels	-	-	-	-
	916	916	695	695
Total Budget	62,574	14,896	64,395	15,899
Change from Prior Year	\$ 467	1,078	1,821	1,003
	% 0.8%	7.8%	2.9%	6.7%

Public Health Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	454.3	461.3
New	7.0	6.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	461.3	467.3

Paramedic Services Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	71,963	33,365	75,783	35,100
Base				
Compensation and Inflation	1,525	1,525	1,560	1,560
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	109	260	(667)	245
Revenues				
Provincial/Federal Funding	-	(2,155)	-	(2,038)
Program Reductions and Efficiencies	(5)	(5)	(6)	(6)
	1,628	(375)	886	(239)
Impact of Capital				
Contributions to Capital Reserves	200	200	-	-
Net Debenture Financing of Capital Projects	(145)	(227)	505	6
Operating Impact of New Capital	2,137	2,137	2,011	2,011
	2,192	2,109	2,516	2,017
Growth and Service Enhancements				
Maintaining Existing Service Levels	-	-	-	-
Enhancing Service Levels	-	-	-	-
	-	-	-	-
Total Budget	75,783	35,100	79,186	36,877
Change from Prior Year	\$ 3,820	1,734	3,403	1,778
	% 5.3%	5.2%	4.5%	5.1%

Paramedic Services Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	465.0	481.0
New	16.0	16.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	481.0	497.0

Seniors Services Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	33,332	12,403	33,576	12,449
Base				
Compensation and Inflation	615	610	548	543
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	(25)	(75)	(1)	(22)
Revenues				
Provincial/Federal Funding	2	(68)	1	(182)
Other Revenues	-	(73)	-	(75)
Program Reductions and Efficiencies	(348)	(348)	(5)	(5)
	244	46	542	258
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	4	4
Operating Impact of New Capital	-	-	-	-
	-	-	4	4
Growth and Service Enhancements				
Maintaining Existing Service Levels	-	-	-	-
Enhancing Service Levels	-	-	-	-
	-	-	-	-
Total Budget	33,576	12,449	34,123	12,711
Change from Prior Year	\$	244	46	546
	%	0.7%	0.4%	1.6%
			262	2.1%

Seniors Services Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	261.2	261.2
New	-	-
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	261.2	261.2

Strategies & Partnerships Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	14,446	14,197	14,564	14,374
Base				
Compensation and Inflation	128	128	128	128
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	24	24	12	12
Revenues				
Provincial/Federal Funding	(33)	25	13	204
Program Reductions and Efficiencies	-	-	-	-
	119	177	153	344
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	-	-	25	25
Enhancing Service Levels	-	-	225	225
	-	-	250	250
Total Budget	14,564	14,374	14,968	14,968
Change from Prior Year	\$	119	403	594
	%	0.8%	2.8%	4.1%

Strategies & Partnerships Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	50.0	50.0
New	-	-
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	50.0	50.0

Business Operations & Quality Assurance Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	18,672	18,672	18,719	18,719
Base				
Compensation and Inflation	337	337	320	320
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	122	122	91	91
Revenues	-	-	-	-
Program Reductions and Efficiencies	(412)	(412)	-	-
	47	47	411	411
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	-	-	-	-
Enhancing Service Levels	-	-	-	-
	-	-	-	-
Total Budget	18,719	18,719	19,130	19,130
Change from Prior Year	\$ 47	47	411	411
	% 0.3%	0.3%	2.2%	2.2%

Business Operations & Quality Assurance Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	147.9	150.9
New	-	-
Conversions	3.0	-
Program Reductions	-	-
Total Full-Time Equivalents	150.9	150.9

The Capital Budget 2017 to 2026

Community and Health Services 2017 Capital Spending Authority and Funding

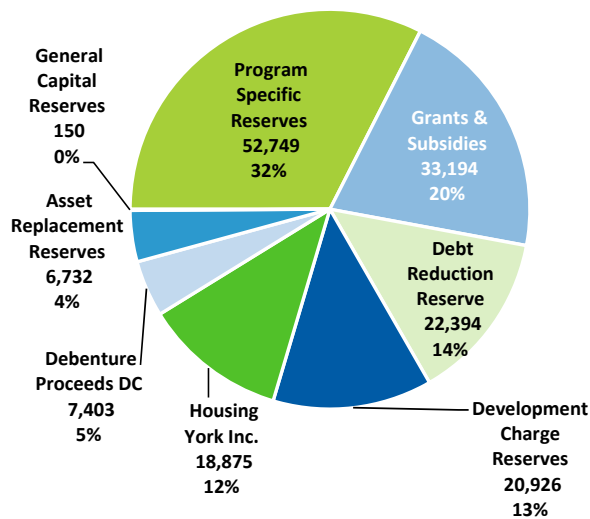
(in \$000s)	2017	2018	2019	2020	2021	2022	2023-2026	Total CSA
2017 Capital Spending Authority								
Housing Services	23,031	45,000	30,787	21,136	-	-	-	119,954
Seniors Services	3,432	-	-	-	-	-	-	3,432
Paramedic Services	24,058	13,089	1,890	-	-	-	-	39,037
Total Capital Spending Authority	50,521	58,089	32,677	21,136	-	-	-	162,423
Financing Sources for 2017 Capital Spending Authority								
Debt Reduction Reserve	15,550	5,807	1,037	-	-	-	-	22,394
Asset Replacement Reserves	4,181	2,551	-	-	-	-	-	6,732
Program Specific Reserves	11,180	25,174	16,395	-	-	-	-	52,749
General Capital Reserves	150	-	-	-	-	-	-	150
Development Charge Reserves	206	9,731	3,939	7,050	-	-	-	20,926
Grants & Subsidies	11,851	14,826	4,228	2,289	-	-	-	33,194
Planned Debenture Proceeds*	7,403	-	7,078	11,797	-	-	-	26,278
Total Financing Sources	50,521	58,089	32,677	21,136	-	-	-	162,423
*Planned Debenture Proceeds								
Development Charges	7,403	-	-	-	-	-	-	7,403
Housing York Inc.	-	-	7,078	11,797	-	-	-	18,875
Total Debt Repayment Sources	7,403	-	7,078	11,797	-	-	-	26,278

Capital reports including the details by project are included in the Appendix starting on page 327.

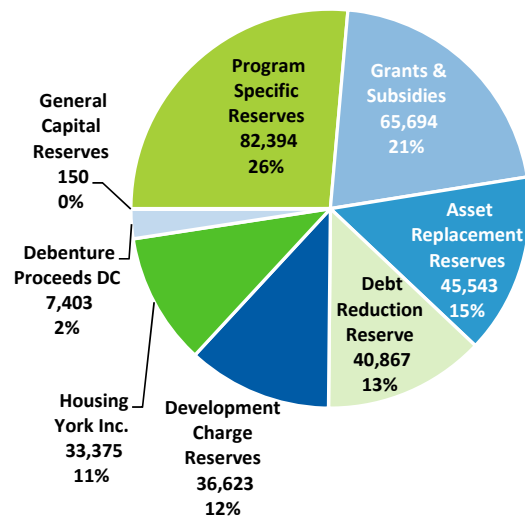
Community and Health Services Capital Financing

(in \$000s)

**Capital Spending Authority
\$162 Million**

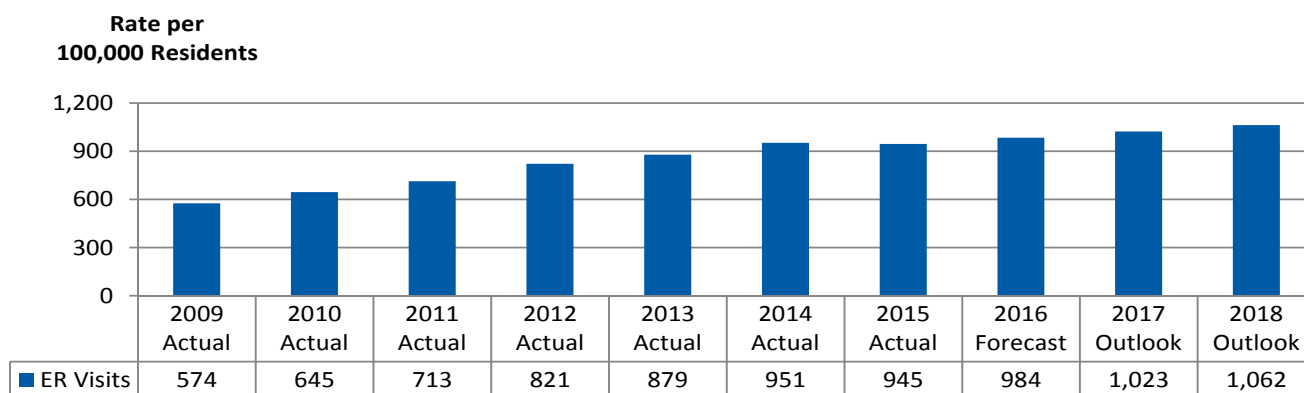


**10-Year Plan
\$312 Million**



Community and Health Services Metrics

Mental illness emergency room visits among youths are expected to grow

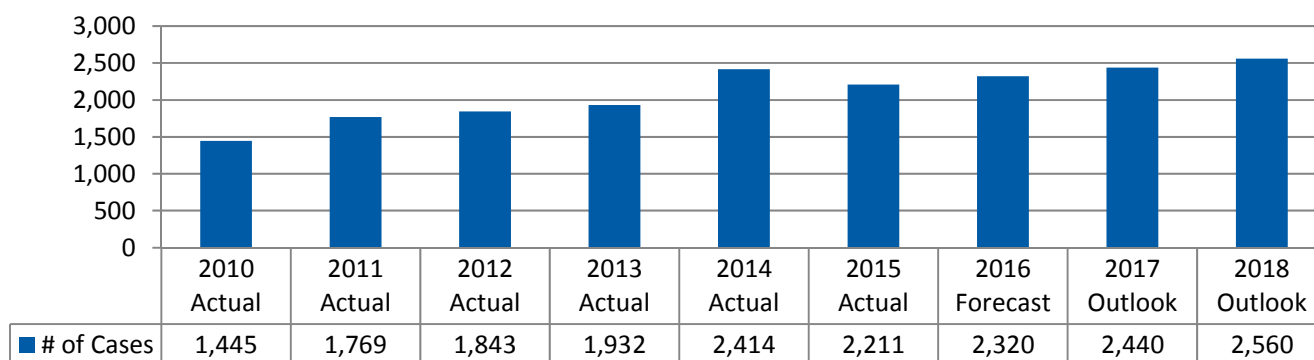


Sources: Ambulatory Visit Data 2009-2015 (Calendar Year), Ontario Ministry of Health and Long-Term Care, IntelliHEALTH ONTARIO, Date Extracted: 2016-09-26 . Population Estimates 2009-2015, Ontario Ministry of Health and Long-Term Care, IntelliHEALTH ONTARIO, Date Extracted: 2016-09-26.

Ontario's Open Minds, Healthy Minds Mental Health and Addictions Strategy promotes positive mental health of children. This is recognized as fundamental to the development of healthy behaviours in children and youth. The School Services Mental Health Lead works with school boards, community partners and internal staff to develop comprehensive mental health initiatives, resources and supports. Public health nurses work with schools to implement these initiatives to address knowledge and skill building for teachers, staff and students. To keep with increased demand, the budget includes new resources for public health school services.

Number of infectious diseases case investigations continues to increase

Number of Cases Investigated

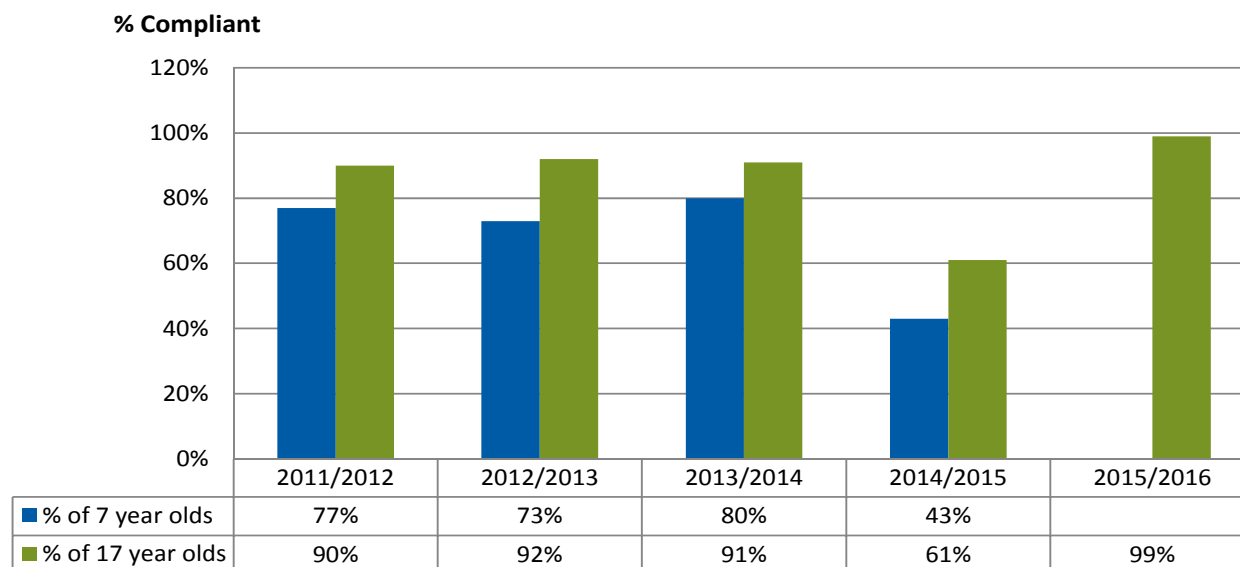


Note: Investigations include cases classified as confirmed, probable, suspect and 'does not meet' case definition. These data do not include investigations of latent TB infection.

Overall infectious diseases case investigations have increased 53% between 2010 and 2015 and this increase is forecasted to continue over the coming years. These increases are the result of a number of factors including: rapid population growth, increasing population density, immigration, increasing international travel, and the emergence of new diseases, such as MERS-CoV (Middle East Respiratory Syndrome Coronavirus).

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

Percentage of 7 and 17 year old students compliant with ISPA designated diseases

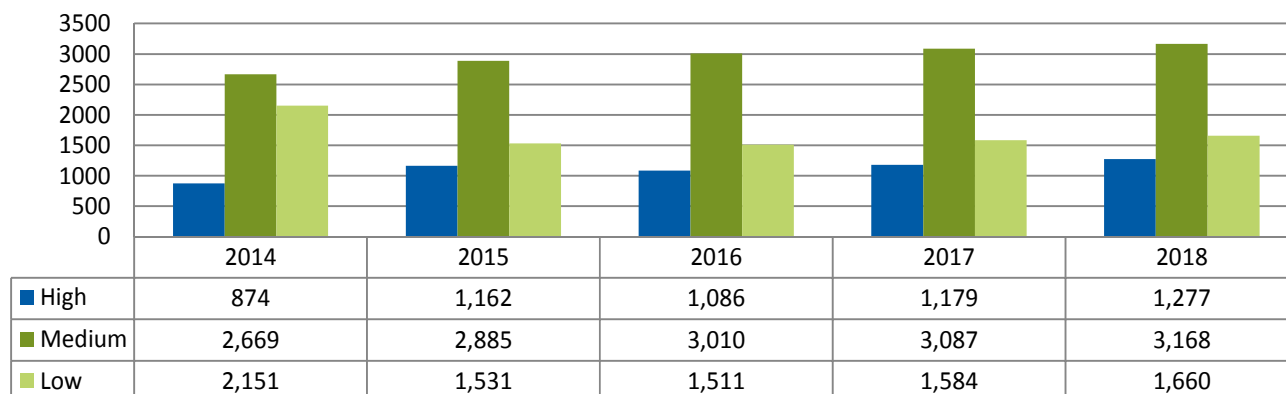


Note: Students are from the YRDSB, YCDSB and French School Board between the 2011/12 to 2014/15 school years. Date of data extraction varies among school years. Data from 2014/2015 school year was extracted from Panorama and remaining years from IRIS.

The *Immunization of School Pupils Act (ISPA)* outlines the vaccination requirements in order for students to attend school. Approximately 10,000 students within York Region must comply with the ISPA. The percentage of students compliant decreased substantially in the 2014/15 school year because ISPA enforcement through the use of suspension orders did not occur. In 2016, York Region increased enforcement efforts for 17 year old students resulting in increased compliance.

Total number of food premises increasing

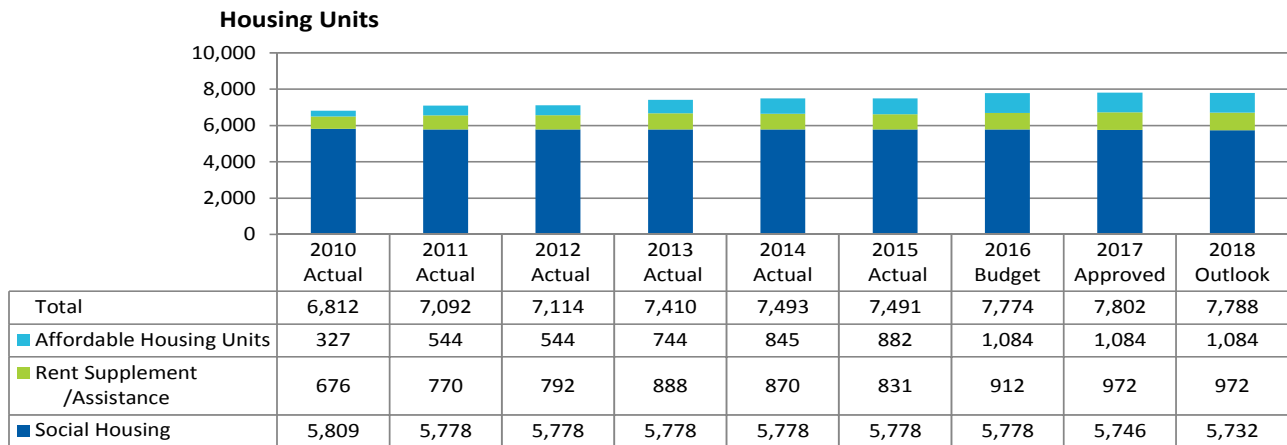
Total Number of Food Premises



Note: High, medium and low refers to the risk level assigned to the food premise.

Since 2014, there has been a steady increase in the number of food premises in York Region. Based on data from Statistics Canada's Business Register from 2010 -2015 and population projections from the Ministry of Finance, the projected population growth between 2014 and 2018 is expected to be accompanied by an increase of 411 food premises.

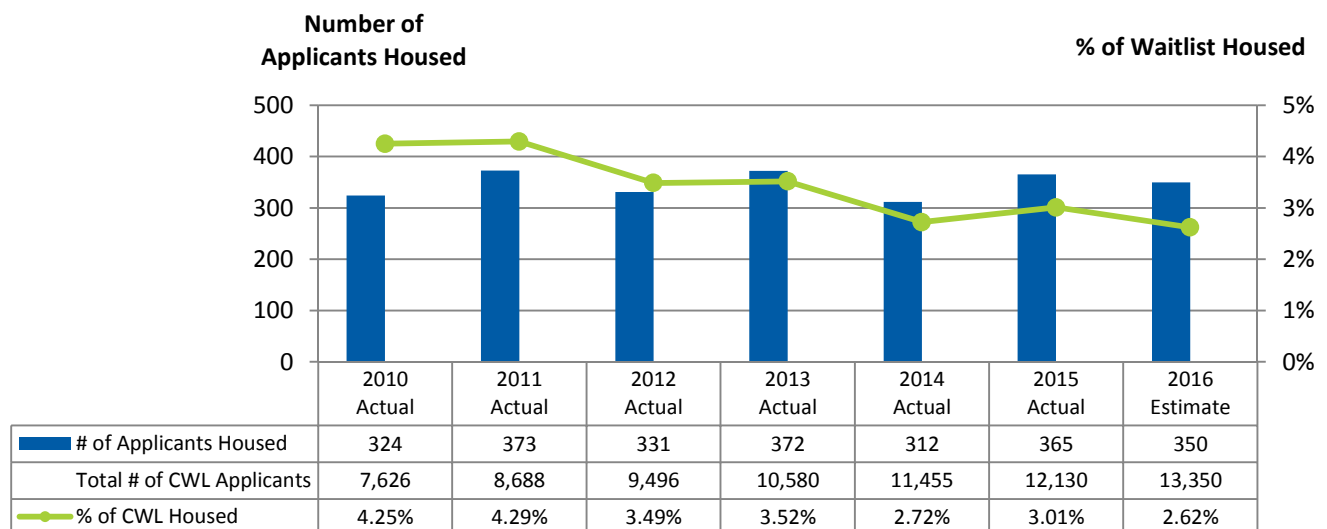
Total number of housing units funded



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

Rent supplement and assistance provide funding to increase the number of rent subsidies for low income households in social and affordable housing and through agreements with private sector landlords. The Rent Supplement/Assistance program increased in 2015 with additional funding and subsidies targeted to support low income households. The number of units will increase by 297 from 2015 to 2018.

Number of applicants for subsidized housing units

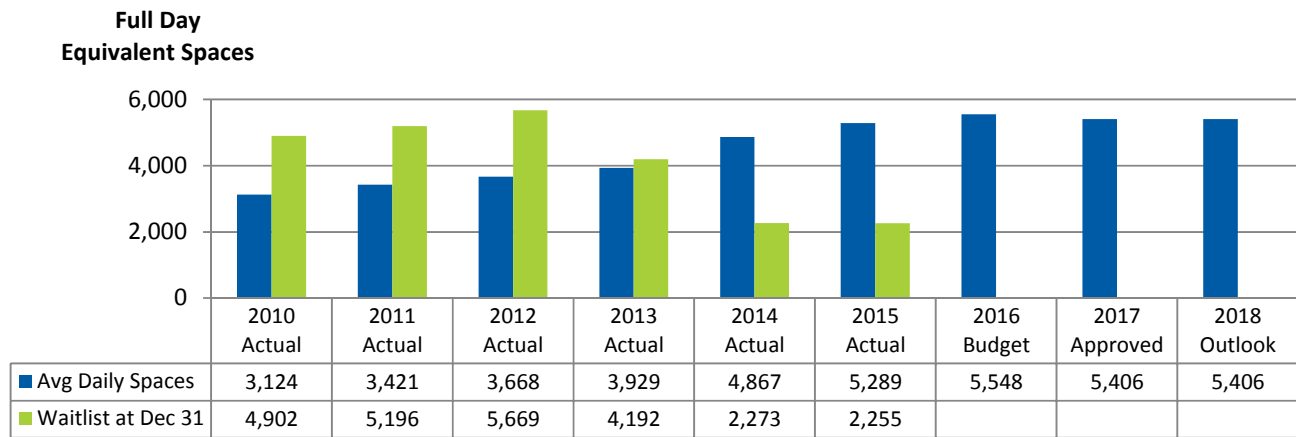


Note: CWL: Centralized Wait List

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

The Richmond Hill Hub, which consists of 202 units, opened in 2015, increasing the number of applicants housed. The 2016 estimate indicates a slightly slower rate of increase in the number of applicants housed. No additional units have been added in 2016.

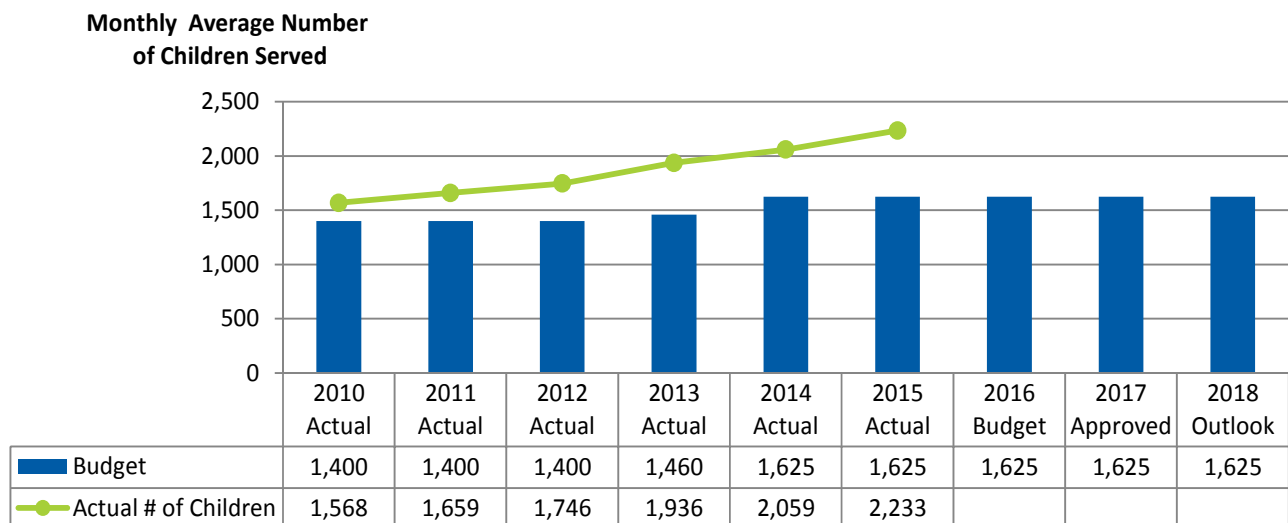
The waitlist for child care fee subsidy decreased from 2012 to 2017



Source: Ontario Child Care Management System

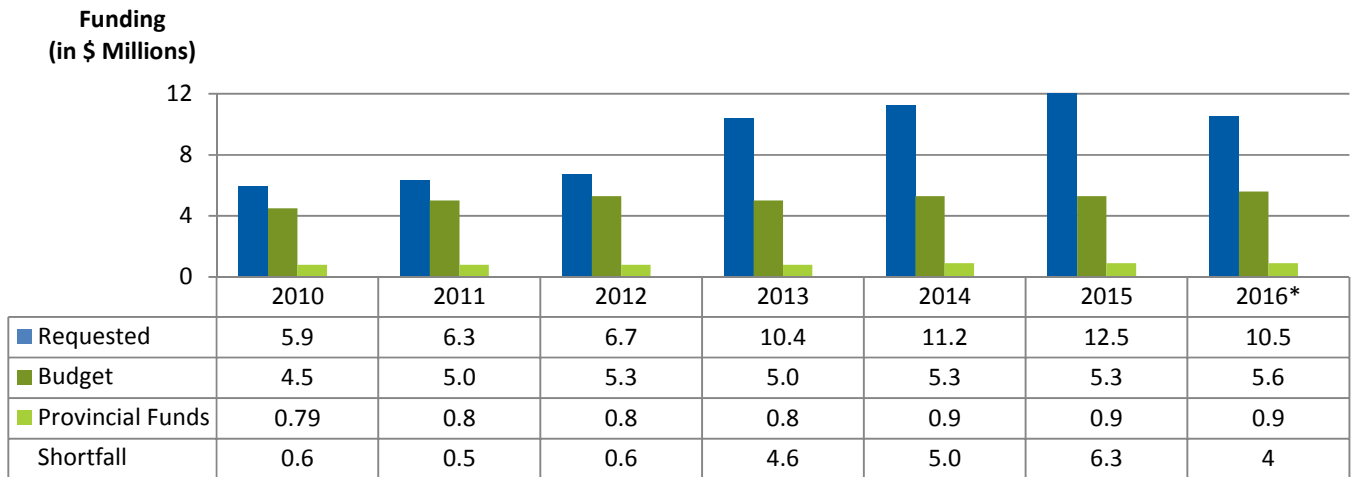
From 2012 to 2014, the Fee Assistance waitlist decreased and service levels increased due to new provincial funding. In 2015, the waitlist remained relatively unchanged and service levels grew slightly as the provision of new provincial funding leveled out. In 2016 and onwards, while service levels are expected to remain unchanged, the waitlist is expected to rise in accordance with the Region's continued growth.

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



Additional provincial funding was available in 2013, which allowed the program to include more participants. An increase in 2014 in the actual average number of children served was due to new provincial funding. In 2015, increased efficiency and caseload size resulted in more children served. Outlook years reflect no increase in resources.

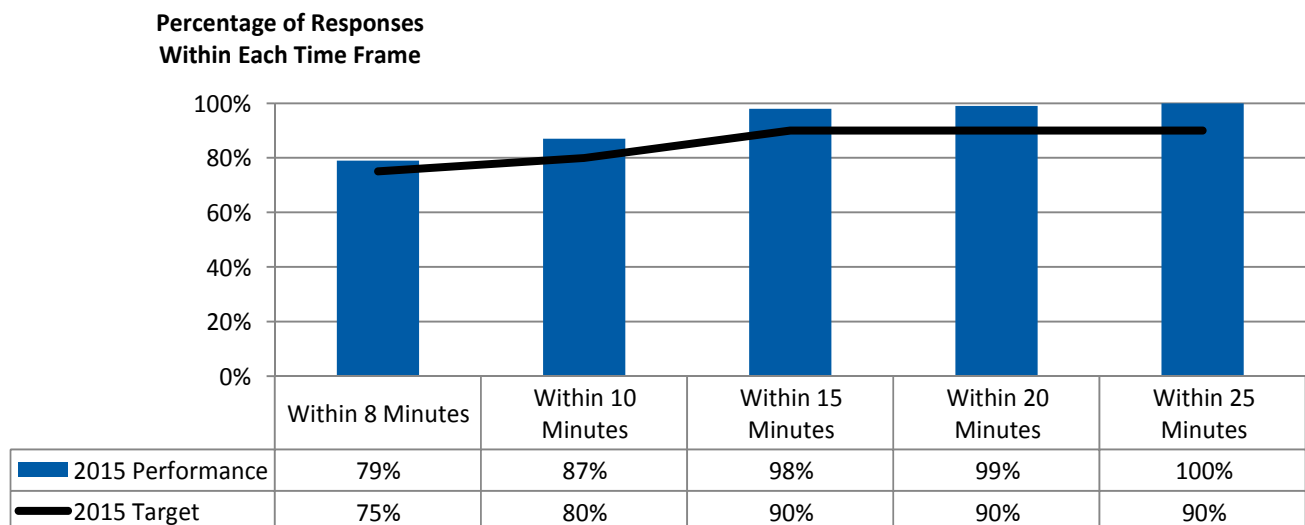
Requests for funding from the Community Investment Program continue to grow



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

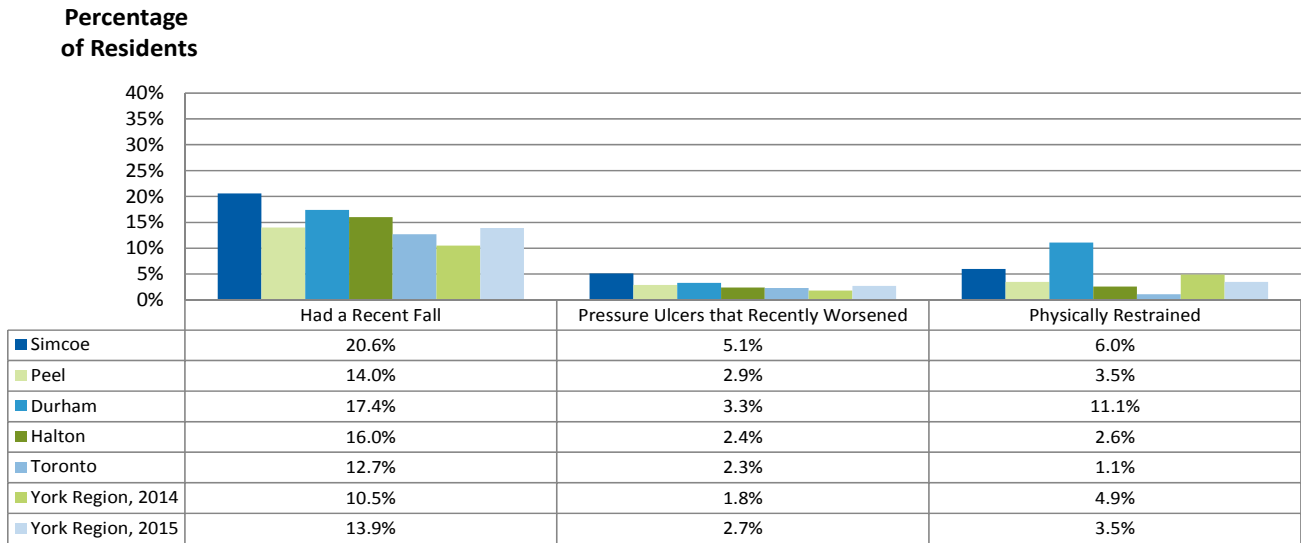
Non-profit organizations in the community can request funding from York Region to provide services to low and moderate income residents. Enhancements to the community investment fund in 2016 and 2018 help expand the reach of these services.

Paramedic services outperform target response rate



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

Region compares well on most provincial indicators for seniors services



York Region Seniors Services performed better than other regions with respect to the percentage of resident falls, worsening pressure ulcers and on the percentage of residents physically restrained. These performance indicators show that the Region is providing safe, appropriate and effective care. A continuous quality improvement framework is in place to ensure a constant focus on delivering quality resident care and meeting legislative requirements, including reviewing internal quality indicators monthly.



CORPORATE MANAGEMENT AND GOVERNANCE

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

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

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

Working to achieve key goals across the organization

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

Office of the Chief Administrative Officer (CAO)

There are two branches within the Office of the CAO:

- **Strategies and Initiatives** leads the overall strategy for the Region's corporate emergency management, customer service, continuous improvement and strategic planning while providing direct administrative and special project support, including research, analysis, and coordination, as required and directed by the 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.

Legal Services

The Legal Services branch provides support and advice to all Regional departments, Regional Council and the Police Services Board, as well as to Regional corporations and boards such as Housing York Inc. and York Region Rapid Transit Corporation.

The branch advises and provides support on a wide range of issues, including critical infrastructure projects, construction and procurement, litigation and labour and employment matters, general real

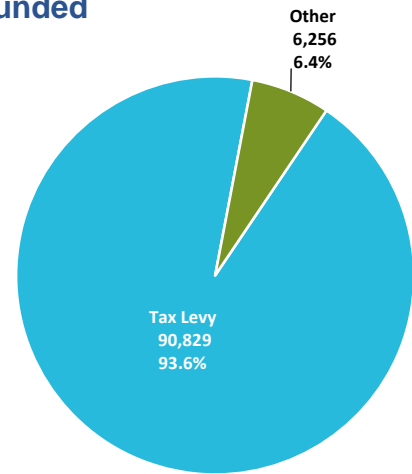
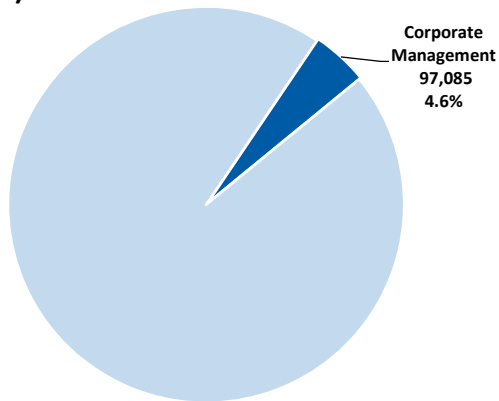
Continued on page 150

Major initiatives planned and underway:

- Moving ahead on the new Regional Annex building, which will bring together several Regional services in one location that is well-served by transit
- Completing \$14.3 million in renovations to a recently purchased Regional building on Harry Walker Parkway, and the redesign of the Regional Administrative Centre with a budget of \$12.7 million
- In transactions related to Viva rapidway projects, continuing to settle outstanding expropriations, disposing of surplus lands on Davis Drive and, by the end of 2016, completing the acquisition of 505 of 509 properties
- Implementing a new development tracking system, with total capital budget of \$1.5 million
- Updating the Regional official plan and revising related policies
- Drafting an updated Development Charge bylaw for 2017
- Putting in place a governance structure and business plan for York Telecom Network, the Region's broadband initiative
- Telling the story of York in 1867 to help mark Canada's 150th birthday in 2017 (see sidebar on p. 153)
- Continuing to use the Regional fiscal strategy to maintain peak debt at \$2.9 billion by 2017

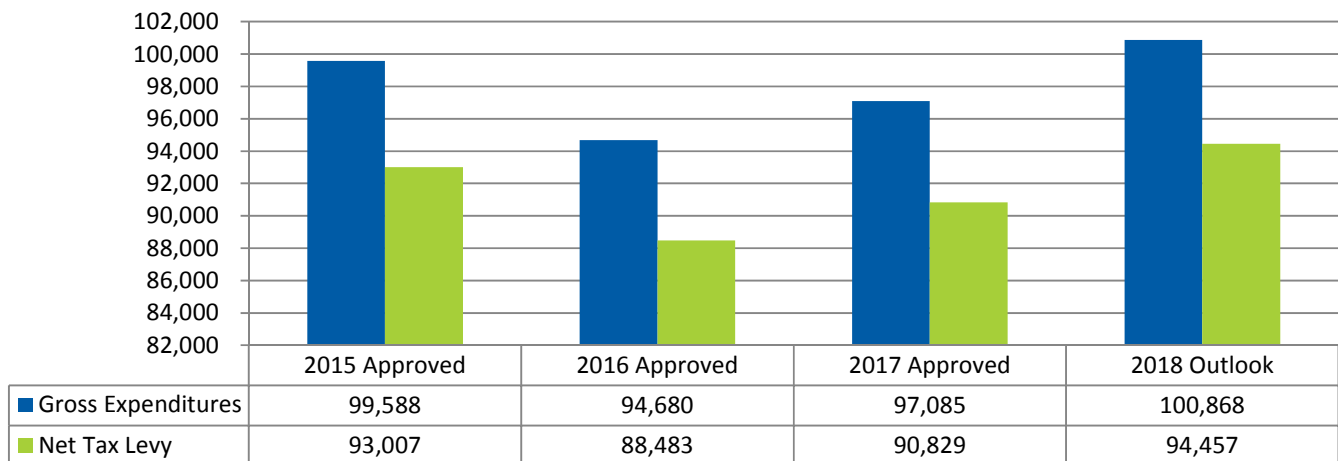
2017 operating budget share of total spending and how it's funded

(in \$000s)



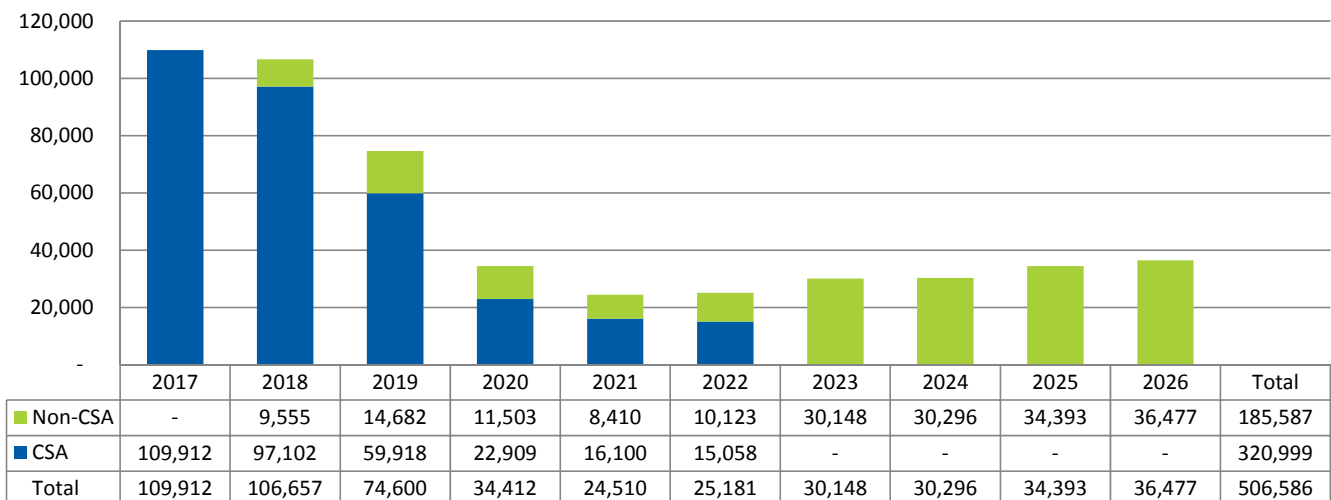
4-year operating budget spending

(in \$000s)



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

(in \$000s)



Continued from page 148

estate matters, land acquisition and environmental issues, as well as corporate, commercial, municipal and planning and development law. The branch also represents the Region at various levels of Courts and administrative tribunals as well as the Ontario Municipal Board.

Corporate Services

This department provides a range of enterprise-wide and Region-wide services:

- **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, leads the management of the Region's electronic and paper information assets, and heads its access to information and privacy program.
 - Data, Analytics and Visualization Services provides mapping, data management and analytics using geospatial data to all departments, York Regional Police, the York Region Rapid Transit Corporation, local municipal and external partners. It also administers York's Online Data Access, making data and information available to colleagues, external partners and the public through Open Data.
 - Business Services provides financial management and administrative support for the Corporate Services department.
- **Human Resource Services** contributes to a positive workplace culture through leadership in talent acquisition and retention, employee and labour relations, learning and development, performance management, compensation, benefits and recognition, legislative compliance and a focus on employee health, safety and wellness.
- **Property Services** acquires property, is responsible for facility maintenance, security and parking services, manages facilities related capital construction projects (for example, paramedic stations and administrative space), plans and designs space and oversees efficient delivery of day-to-day facility operations.
- **Planning and Economic Development**, headed by the Region's Chief Planner, leads development and defence of Regional policy to guide growth management and land use planning decisions and works to align the Regional Official Plan with the goals of Vision 2051. It ensures that development conforms to and is consistent with the planning frameworks of the province and the Region, supports sustainability and ensures that all Regional interests are protected at the

development implementation stage. The goals of the economic development function are to attract new business investment, keep existing businesses and help all businesses grow.

Finance

This department leads the development of prudent financial policies and practices, stewardship of resources, and effective risk management across the organization.

It includes five branches:

- **The Office of the Budget** oversees the development of the Region’s multi-year operating and capital budgets, advises senior management and Council on departmental business plans and budgets, provides updates on spending during the fiscal year, and carries out long-term planning and analysis.
- **The Controllership Office** manages the Region’s financial processes, keeps its accounts, prepares its financial statements and puts in place controls, policies and procedures to safeguard its financial resources.
- **The Treasury Office** analyzes revenue sources, including property taxes and development charge collections, draws up the Region’s annual long-term debt management plan and ensures compliance with provincial requirements, manages financial risks and is responsible for the Region’s relationships with financial institutions and credit rating agencies.

A new approach to annual reporting focuses on community outcomes

York Region took its reporting on results to a new level in 2016 by creating its first community report.

The new community report brings together financial results, including audited financial statements, and information on non-financial performance. It also sets out the Region’s long-term vision, which guides departments in developing their shorter-term goals.

Non-financial performance spans a wide range of outcomes that reflect quality of life in the Region. It is measured through such metrics as growth in jobs, availability of affordable housing, the safety of roads, and diversion of waste from landfill.

Combining financial and non-financial information in one easy-to-read report is valuable for residents, because it allows them to see the outcomes the Region achieves with the resources entrusted to it.

As befits a more broad-based report, the project was a collaboration among three areas:

- Strategies and Initiatives in the Office of the CAO facilitated the development of the Region’s corporate Strategic Plan and associated metrics.
- The Finance department led the development of the financial statements and accompanying Treasurer’s report. This section presents financial results and strategies and highlights key performance measures that illustrate the Region’s efforts towards fiscal sustainability.
- Corporate Communications developed overall themes for the non-financial reporting, gathered information, metrics and results from across the Region, and ensured the language and layout were user-friendly.

- **Information Technology Services** works with departments to select and implement innovative technology solutions that enable delivery of cost-effective services to residents. The branch also provides ongoing system and user support to ensure a secure and efficient operational environment. Information Technology Services is a strategic resource for the Region, keeping abreast of changing technologies and solutions that deliver on organizational needs and align with corporate strategic priorities and vision. The operating and capital plans ensure ongoing performance and reliability of technology assets.
- **Supplies and Services** comprises two functions, procurement and office services. Centralized procurement services include advising and training internal clients and maintaining fairness, objectivity, accountability and transparency in the competitive bid process. Office services operates the print shop and manages mail and courier needs for the Region.

Accomplishments

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

- Emergency Management in the Office of the CAO is now working with departments to test 25% of York Region’s business continuity plans each year. These plans aim to enable departments and other areas of Regional government to respond to disasters, emergencies and/or threats while minimizing interruption to the Region’s critical business functions. Under this new initiative, all of the business continuity plans will be tested during each four-year term of Council.
- Strategies and Initiatives in the Office of the CAO is supporting Municipal Benchmarking Network Canada (MBN Canada), a new national organization committed to enhancing municipal service delivery by leading the development and use of performance measurement and benchmarking. The network, which now encompasses six provinces, 16 municipalities, 37 service areas and 670 unique measures, is an expansion and rebranding of the Ontario Municipal Benchmarking Initiative (OMBI), of which York Region was a founding member.
- Under the guidance and direction of the senior management team, and with support from Strategies and Initiatives in the Office of the CAO , the Region has developed a new Customer Experience Plan. The plan provides a path to deliver on York Region’s commitment to deliver exceptional service: “How May I Best Help You?” Aiming to help staff achieve a new level of service delivery and meet ever-changing customer expectations, the plan is being rolled out by a cross-departmental leadership team.
- Procurement Services and Legal Services released revised templates for Requests for Proposals and Requests for Tenders to support consistency in the bid process across Regional departments.

- The Office of the Regional Clerk, working with Strategies and Initiatives in the Office of the CAO, has updated and enhanced training, standards and templates for writing reports to Regional Council, building on an earlier update of the report-writing toolkit, in the spirit of continuous improvement. The goal is to provide Council with clear, concise and informative materials to support their decision-making.
- Data, Analytics and Visualization Services worked with Environmental Services to completed the “All Pipes” water and wastewater database with the Region and all nine local municipalities. A mobile application allows workers to access this data in the field. The branch won the 2016 Excellence in Municipal Systems award for its Self-Serve Data Depot Initiative, which gives local municipalities and consultants access to the Region’s data 24 hours a day, seven days a week.
- Property Services awarded the Regional Annex Building project and began the large-scale acquisition of land for the Upper York Sewage Solutions plant for Environmental Services.
- For the fifth consecutive year, York Region was recognized as one of the best places to work in the Greater Toronto Area.
- Planning staff provided Council with 38 recommendations related to the review of three provincial plans that affect growth in the Region. Many of these are addressed in the Province’s draft proposal to amend the plans. They also moved forward on the Municipal Comprehensive Review of the Regional Official Plan. In addition, they issued comments and conditions of draft approval for 68 plans of subdivision and 23 plans of condominium that include in total 10,603 residential units and 104 hectares of commercial and/or industrial land.
- Economic Strategy helped facilitate a record year in 2016 for attracting investment and jobs through the Regional economic development program, with more than 500 new jobs in total, including a new General Motors automotive software development centre.

Old sites, new mapping combine to mark Canada’s 150th birthday

The year 2017 marks the 150th anniversary of Confederation, the creation of the nation of Canada and the province of Ontario.

Through a joint venture between the Region’s Archives and its Data, Analytics and Visualization Services Branch, the York Region Heritage Project will help today’s residents to connect with their region as it was when Canada was being born – back when York Region was the County of York.

Several interactive on-line maps will display significant heritage properties from the Region’s nine local municipalities – including Markham’s Heintzman House, Newmarket’s Quaker Meeting Hall and East Gwillimbury’s Sharon Temple – as well as roads, railways and geographical features that were part of York at the time of Confederation and are still in existence today.

- Several areas worked together to create a new community report that discusses financial results and non-financial performance measures, as described in more detail in the box on page 151.
- Finance continued to enhance the Regional fiscal strategy, which is designed to reduce debt and increase reserves.
- Procurement Services, with extensive support from Legal Services, launched eBidding, which allows bidders to submit bids electronically and complements the existing system for electronic bid distribution. These innovations have reduced the time to review bids and award contracts, and decreased the number of bid irregularities.

Looking ahead:

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

It will also be critical to communicate Regional decisions and actions effectively and offer more ways to find out about and access services, as residents expect more information and easier interaction through a wider variety of channels. Several initiatives align directly with this goal.

The Operating Budget 2017 to 2018

Corporate Management and Governance Financial Summary

(in \$000s)	2016 Budget	2017 Approved	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	126,563	133,445	6,882	137,783	4,338
Contribution to Capital	7,152	5,810	(1,342)	5,546	(265)
Revenues	(6,197)	(6,256)	(59)	(6,412)	(155)
Allocations and Recoveries	(39,035)	(42,169)	(3,134)	(42,460)	(291)
Net Budget	88,483	90,829	2,346	94,457	3,628
% Change			2.7%		4.0%
Outlook - Restated	88,483	90,474	1,991	94,102	3,628

Corporate Management and Governance Incremental Changes to Budget

(in \$000s)	2017 Approved		2018 Outlook		
	Gross	Net	Gross	Net	
Restated Base	94,680	88,483	97,085	90,829	
Base Adjustments	(1,034)	(840)	373	338	
Efficiencies & Program Reductions	(321)	(579)	(80)	(80)	
Legislated & Contractual	482	482	349	349	
Impact of Capital	846	1,021	986	986	
Growth & Service Enhancements	2,433	2,262	2,155	2,035	
Total Budget	97,085	90,829	100,868	94,457	
Change from Prior Year	\$	2,405	2,346	3,783	3,628
	%	2.5%	2.7%	3.9%	4.0%

Corporate Management and Governance Staffing Summary

	2017	%	2018	%
	Approved	Change	Outlook	Change
Budget Base	624.0		643.0	
New	13.0	2.1%	14.0	2.2%
Conversions	6.0	1.0%	4.0	0.6%
Program Reductions	-		-	
Total Full-Time Equivalent	643.0	3.0%	661.0	2.8%
Outlook - Restated	637.0	2.1%	651.5	2.3%

Corporate Management and Governance Budget by Program

(in \$000s)	2016 Approved		2017 Approved		% Change
	Gross	Net	Gross	Net	Net
Chair of Council	2,312	2,312	2,352	2,352	1.7%
Office of CAO	5,944	5,605	6,075	5,733	2.3%
Legal Services	6,087	5,683	6,313	5,903	3.9%
Finance	17,616	15,731	17,920	16,191	2.9%
Information Technology Services	26,548	26,548	26,941	26,941	1.5%
Communications Information and Data	12,873	12,610	13,539	13,274	5.3%
Human Resource Services	8,652	8,588	8,953	8,873	3.3%
Property Services	5,397	4,448	5,264	4,475	0.6%
Planning and Economic Development	9,252	6,957	9,729	7,087	1.9%
Corporate Management	94,680	88,483	97,085	90,829	2.7%
Outlook - Restated	94,680	88,483	96,532	90,474	2.3%

(in \$000s)	2018 Outlook		% Change
	Gross	Net	Net
Chair of Council	2,392	2,392	1.7%
Office of CAO	6,347	6,004	4.7%
Legal Services	6,746	6,329	7.2%
Finance	18,661	16,793	3.7%
Information Technology Services	27,581	27,581	2.4%
Communications Information and Data	14,472	14,204	7.0%
Human Resource Services	9,276	9,196	3.6%
Property Services	5,470	4,676	4.5%
Planning and Economic Development	9,923	7,281	2.7%
Corporate Management	100,868	94,457	4.0%
Outlook - Restated	100,314	94,102	4.0%

Chair & Council Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	2,312	2,312	2,352	2,352
Base				
Compensation and Inflation	38	38	38	38
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	2	2	2	2
Revenues	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-
	40	40	41	41
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	-	-	-	-
Enhancing Service Levels	-	-	-	-
	-	-	-	-
Total Budget	2,352	2,352	2,392	2,392
Change from Prior Year	\$ 40	40	41	41
	% 1.7%	1.7%	1.7%	1.7%

Chair & Council Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	3.0	3.0
New	-	-
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	3.0	3.0

Office of the Chief Administrative Officer Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	5,944	5,605	6,075	5,733
Base				
Compensation and Inflation	126	123	107	105
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	5	5	6	6
Revenues	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-
	131	129	113	110
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	-	-	160	160
Enhancing Service Levels	-	-	-	-
	-	-	160	160
Total Budget	6,075	5,733	6,347	6,004
Change from Prior Year	\$	131	273	270
	%	2.2%	4.5%	4.7%

Office of the Chief Administrative Officer Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	29.0	29.0
New	-	-
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	29.0	29.0

Legal Services Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	6,087	5,683	6,313	5,903
Base				
Compensation and Inflation	496	496	185	185
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	(386)	(393)	(59)	(65)
Revenues	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-
	110	104	125	119
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	116	116	307	307
Enhancing Service Levels	-	-	-	-
	116	116	307	307
Total Budget	6,313	5,903	6,746	6,329
Change from Prior Year	\$	226	432	426
	%	3.7%	6.8%	7.2%

Legal Services Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	56.0	57.0
New	1.0	2.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	57.0	59.0

Financial Management Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	17,616	15,731	17,920	16,191
Base				
Compensation and Inflation	309	309	321	321
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	(440)	(204)	181	162
Revenues	-	-	-	-
Program Reductions and Efficiencies	(80)	(80)	-	-
	(210)	26	503	483
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	514	434	238	118
Enhancing Service Levels	-	-	-	-
	514	434	238	118
Total Budget	17,920	16,191	18,661	16,793
Change from Prior Year	\$ 304	460	741	601
	% 1.7%	2.9%	4.1%	3.7%

Financial Management Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	121.0	125.0
New	4.0	2.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	125.0	127.0

Information Technology Services Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	26,548	26,548	26,941	26,941
Base				
Compensation and Inflation	1,176	1,176	355	355
Legislated Program Requirements	29	29	-	-
Contractual Commitments and Rate Adjustments	-	-	11	11
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	(2,296)	(2,296)	(1,140)	(1,140)
Revenues	-	-	-	-
Program Reductions and Efficiencies	(110)	(110)	(70)	(70)
	(1,201)	(1,201)	(844)	(844)
Impact of Capital				
Contributions to Capital Reserves	676	676	512	512
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	170	170	396	396
	846	846	908	908
Growth and Service Enhancements				
Maintaining Existing Service Levels	749	749	576	576
Enhancing Service Levels	-	-	-	-
	749	749	576	576
Total Budget	26,941	26,941	27,581	27,581
Change from Prior Year	\$ 394	394	640	640
	% 1.5%	1.5%	2.4%	2.4%

Information Technology Services Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	100.0	105.0
New	2.0	3.0
Conversions	3.0	3.0
Program Reductions	-	-
Total Full-Time Equivalents	105.0	111.0

Communications, Information & Data Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	12,873	12,610	13,539	13,274
Base				
Compensation and Inflation	258	258	226	226
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	91	89	322	320
Revenues	-	-	-	-
Program Reductions and Efficiencies	(12)	(12)	(5)	(5)
	338	336	542	540
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	328	328	390	390
Enhancing Service Levels	-	-	-	-
	328	328	390	390
Total Budget	13,539	13,274	14,472	14,204
Change from Prior Year	\$ 666	664	932	930
	% 5.2%	5.3%	6.9%	7.0%

Communications, Information & Data Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	89.0	91.0
New	3.0	3.0
Conversions	-	-
Program Reductions	(1.0)	-
Total Full-Time Equivalents	91.0	94.0

*Branch includes: Corporate Communications, The Office of the Regional Clerk, Business Services and Data, Analytics and Visualization Services.

Human Resource Services Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	8,652	8,588	8,953	8,873
Base				
Compensation and Inflation	10	10	142	142
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	9	(7)	(6)	(6)
Revenues	-	-	-	-
Program Reductions and Efficiencies	(37)	(37)	-	-
	(18)	(34)	137	137
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	318	318	112	112
Enhancing Service Levels	-	-	75	75
	318	318	187	187
Total Budget	8,953	8,873	9,276	9,196
Change from Prior Year	\$ 300	284	323	323
	% 3.5%	3.3%	3.6%	3.6%

Human Resource Services Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	66.0	70.0
New	1.0	2.0
Conversions	3.0	-
Program Reductions	-	-
Total Full-Time Equivalents	70.0	72.0

Property Services Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	5,397	4,448	5,264	4,475
Base				
Compensation and Inflation	490	490	(35)	(35)
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	453	453	338	338
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	(1,203)	(1,217)	(347)	(352)
Revenues	-	-	-	-
Program Reductions and Efficiencies	(49)	(49)	(5)	(5)
	(308)	(323)	(49)	(54)
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	(3)	172	(29)	(29)
Operating Impact of New Capital	3	3	107	107
	-	175	78	78
Growth and Service Enhancements				
Maintaining Existing Service Levels	175	175	178	178
Enhancing Service Levels	-	-	-	-
	175	175	178	178
Total Budget	5,264	4,475	5,470	4,676
Change from Prior Year	\$	(133)	27	201
	%	(2.5%)	0.6%	3.9%
			4.5%	

Property Services Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	95.0	96.0
New	1.0	2.0
Conversions	-	-
Program Reductions	-	-
Total Full-Time Equivalents	96.0	98.0

Planning & Economic Development Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	9,252	6,957	9,729	7,087
Base				
Compensation and Inflation	268	268	79	79
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	11	11	(5)	(5)
Revenues	-	-	-	-
Program Reductions and Efficiencies	(34)	(292)	-	-
	245	(13)	74	74
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	142	142	120	120
Enhancing Service Levels	90	-	-	-
	232	142	120	120
Total Budget	9,729	7,087	9,923	7,281
Change from Prior Year	\$ 478	130	194	194
	% 5.2%	1.9%	2.0%	2.7%

Planning & Economic Development Staffing Summary

	2017 Approved	2018 Outlook
Budget Base	65.0	67.0
New	1.0	-
Conversions	-	1.0
Program Reductions	1.0	-
Total Full-Time Equivalents	67.0	68.0

The Capital Budget 2017 to 2026

Corporate Management and Governance

2017 Capital Spending Authority and Funding

(in \$000s)	2017	2018	2019	2020	2021	2022	2023-2026	Total CSA
2017 Capital Spending Authority								
Information Technology Services	19,731	14,522	18,190	19,908	16,100	15,058	-	103,509
Corporate Services:								
Property Services								
Business Initiatives	82,793	82,580	41,728	3,001	-	-	-	210,102
Rehabilitation and Replacement	5,930	-	-	-	-	-	-	5,930
Planning and Economic Development	1,458	-	-	-	-	-	-	1,458
Total Capital Spending Authority	109,912	97,102	59,918	22,909	16,100	15,058	-	320,999
Financing Sources for 2017 Capital Spending Authority								
Pay-As-You-Go Tax Levy	146	-	-	-	-	-	-	146
Debt Reduction Reserve	76,789	82,580	41,728	3,001	-	-	-	204,098
Asset Replacement Reserves	11,733	8,172	9,640	12,153	9,450	8,708	-	59,856
Program Specific Reserves	19,932	6,350	8,550	7,755	6,650	6,350	-	55,587
Development Charge Reserves	1,312	-	-	-	-	-	-	1,312
Total Financing Sources	109,912	97,102	59,918	22,909	16,100	15,058	-	320,999
Total Debt Repayment Sources	-	-	-	-	-	-	-	-

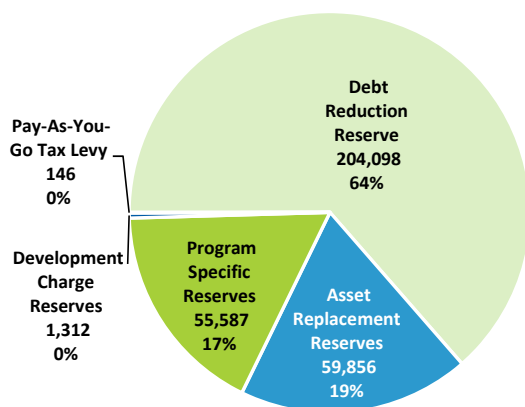
Note: Information Technology projects are funded entirely from reserves.

Capital reports including the details by project are included in the Appendix starting on page 341.

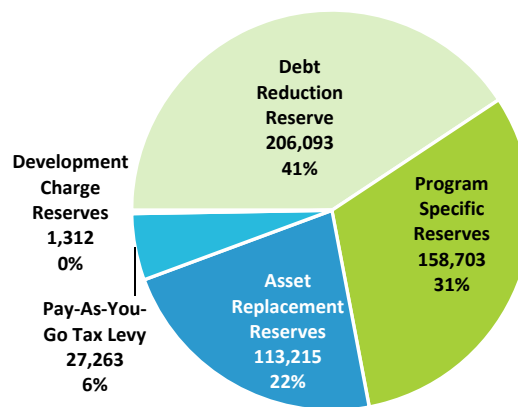
2017 Corporate Management and Governance Capital Financing

(in \$000s)

Capital Spending Authority \$321 Million

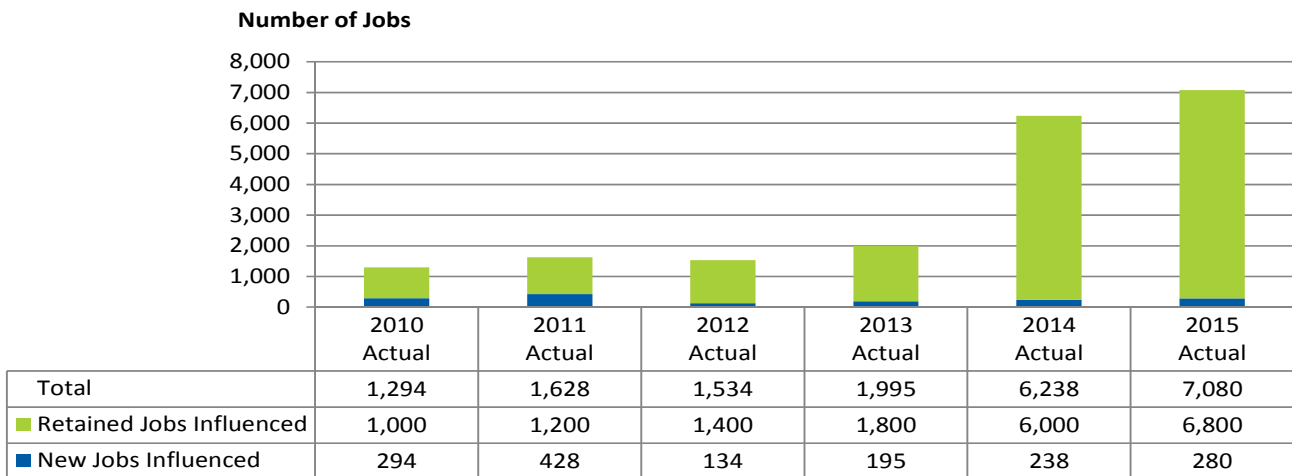


10-Year Plan \$507 Million



Corporate Management and Governance Metrics

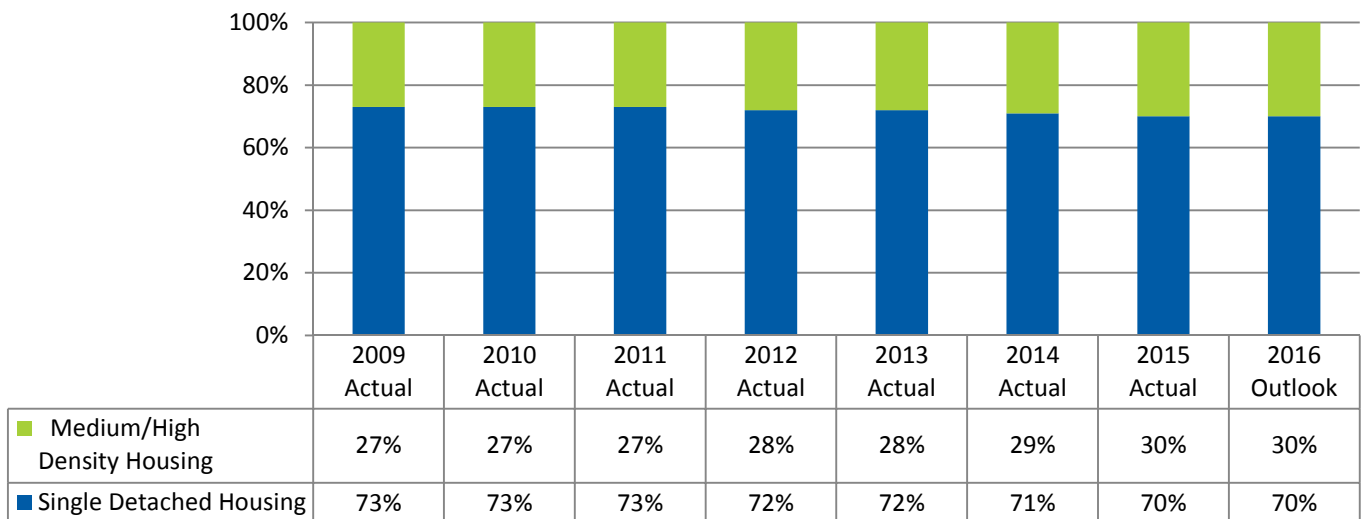
The Region is influencing job creation and retention in York Region



Regional programs influenced the creation of over 1,500 new jobs since 2010. Regional programs are impacting job growth and retention through direct engagement with existing growing businesses and potential investors. In 2015, the contributing factors to higher job retention were continued targeted business advisory services and economic development initiatives delivered by staff in direct support of medium and large employers in York Region.

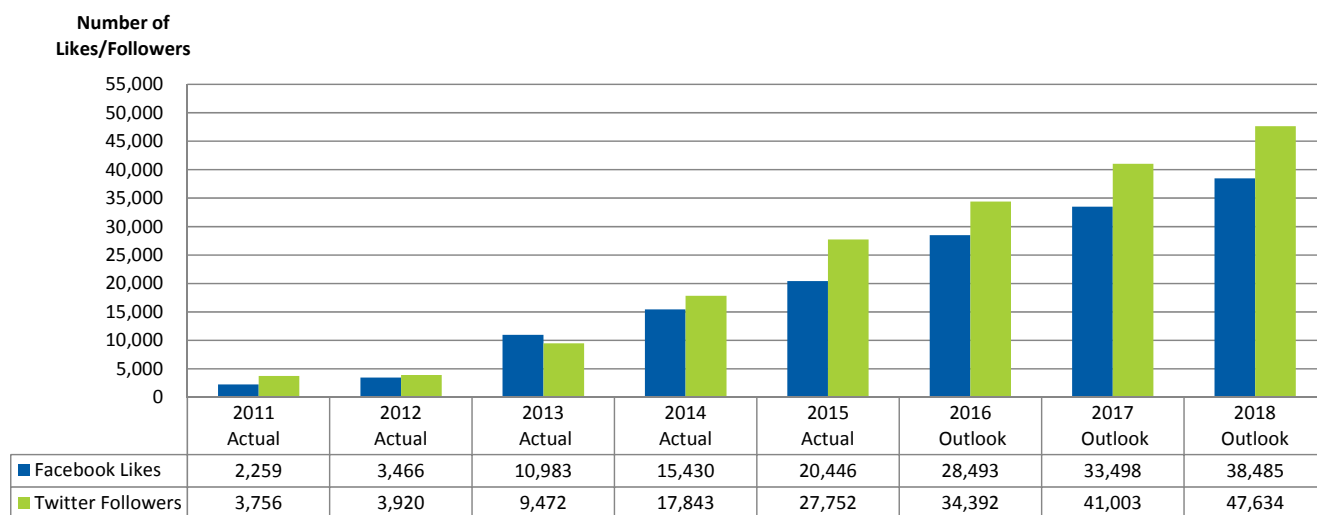
The diversity of housing options in the Region is changing

Housing Type Ratio of Region's Total Housing Stock



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

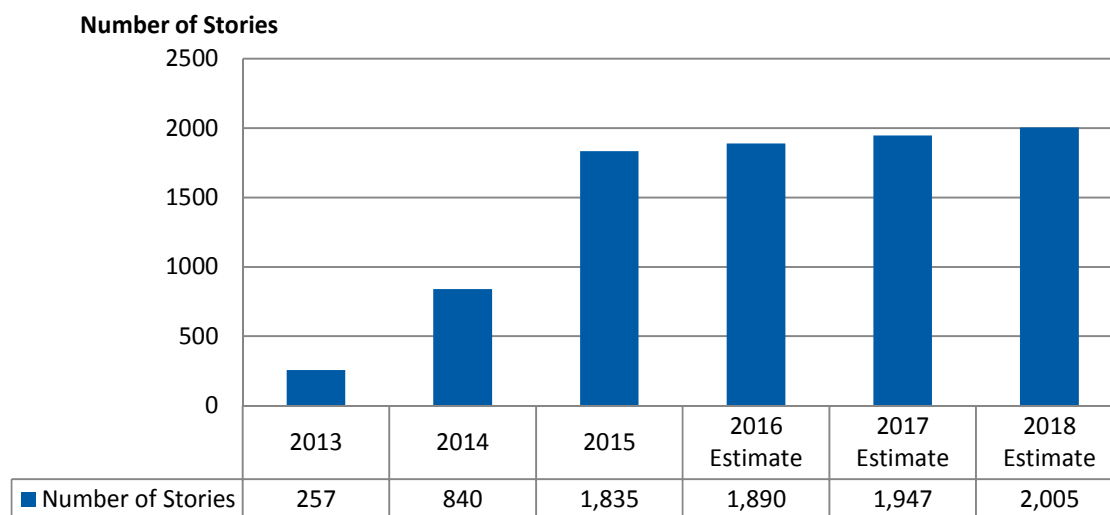
The Region's social media presence is growing



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

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

York Region continues to gain media attention

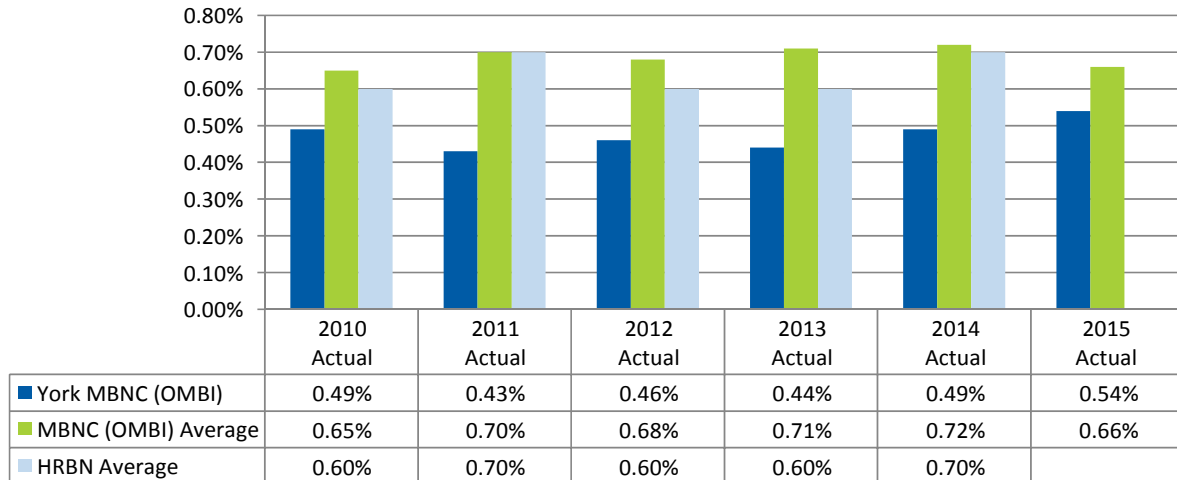


Note: Stories refer to the total number of media articles that reference York Region (e.g., newspaper articles, broadcast news, and radio).

York Region continues to gain media attention in total number of stories with continued steady growth estimated over the next few years. Recognizing the changing media landscape, Corporate Communications continues to explore new technologies, outlets and opportunities to amplify its messages.

York Region's Human Resource costs are comparatively low

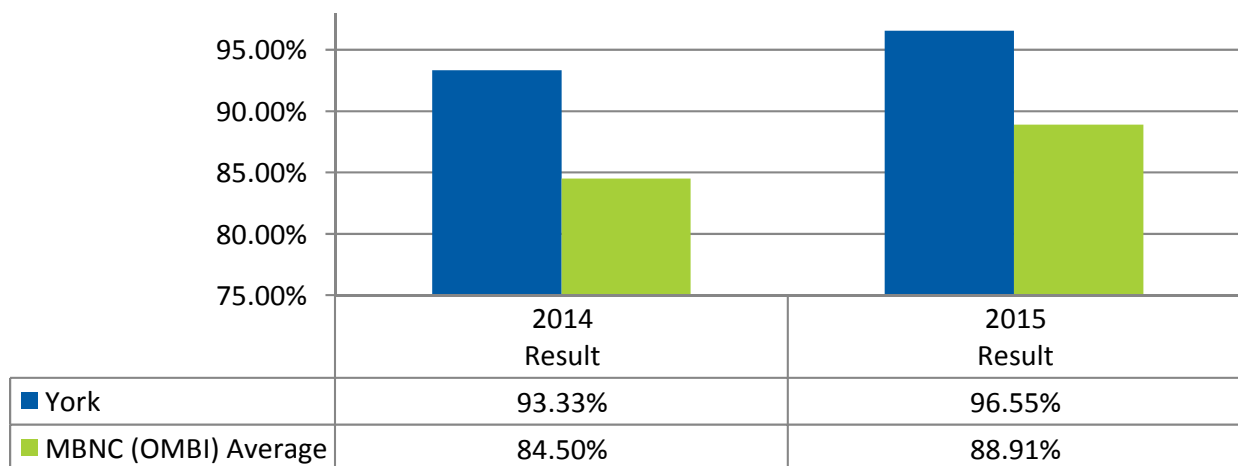
HR Administration Expense as a % of Organization's Operating Expense



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

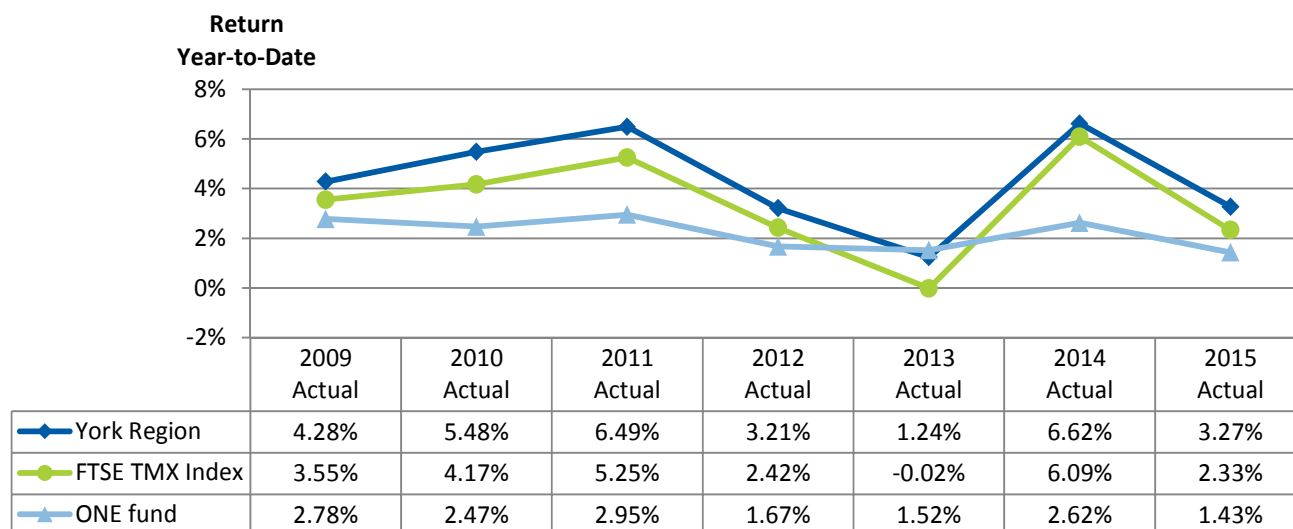
York Region's new hire success rates are high

% of Permanent New Hires Retained Beyond One Year of Hire



York Region's new hire success rates have consistently been higher than the Municipal Benchmarking Network Canada (MBNCanada) average since the measure was introduced in 2014, demonstrating that our Talent Acquisition ROI is positive.

York Region earns strong returns on its investment portfolio



Notes:

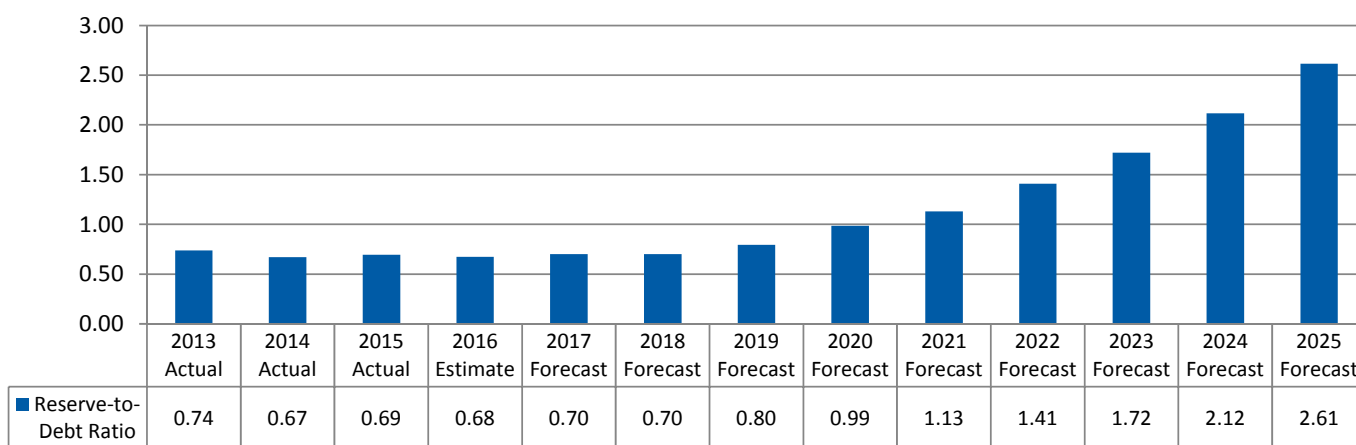
FTSE TMX Canada Universe Bond Index: An index that consists of a broadly diversified selection of investment-grade Government of Canada, provincial, corporate and municipal bonds issued domestically in Canada and denominated in Canadian dollars.

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

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

York Region's reserves will grow faster than debt

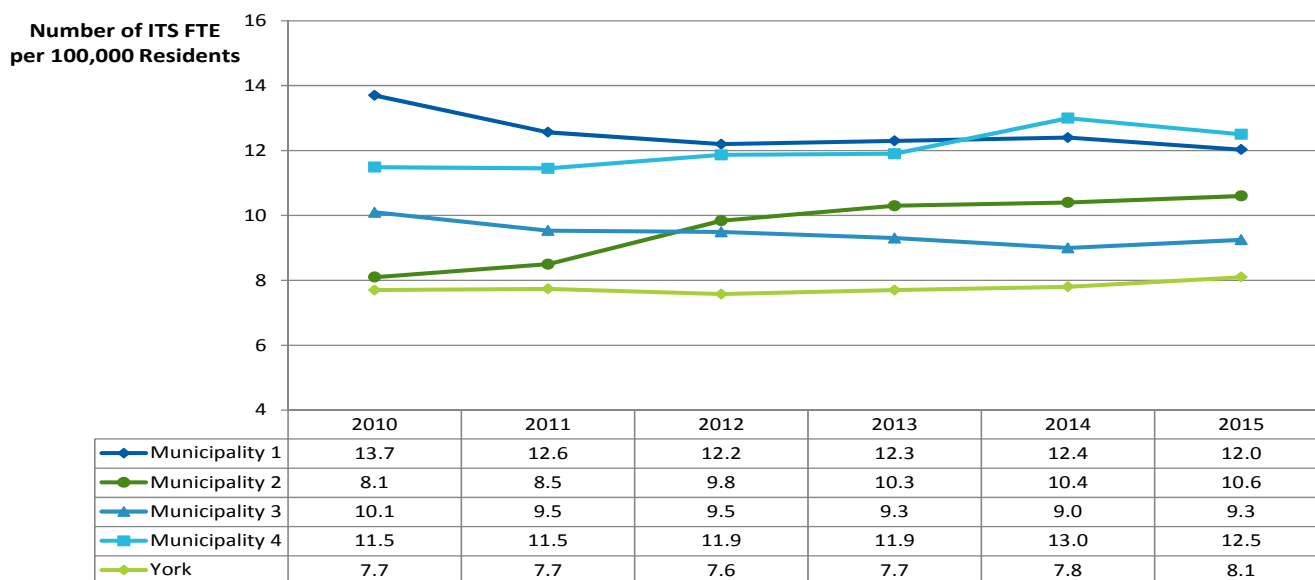
Reserve-to-Debt Ratio



Note: Data as of the 2016 approved budget.

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

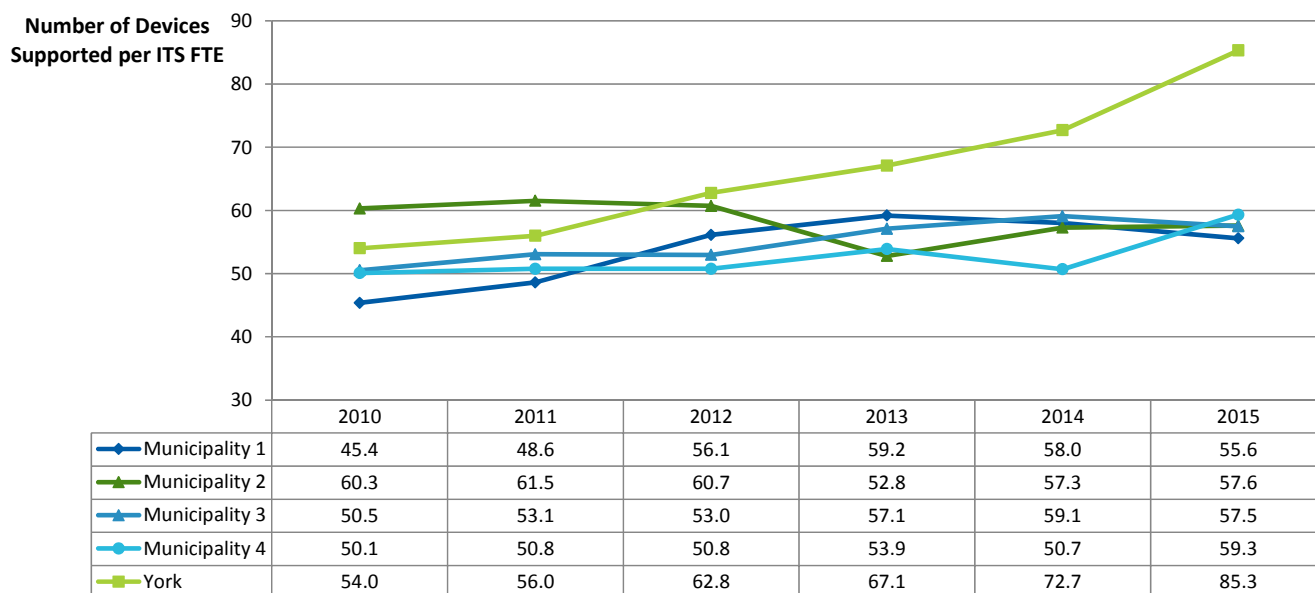
York has lowest number of Information Technology staff compared to its regional peers



Source: Municipal Benchmarking Network Canada (formerly OMBI).

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

Each member of Information Technology supports more devices every year

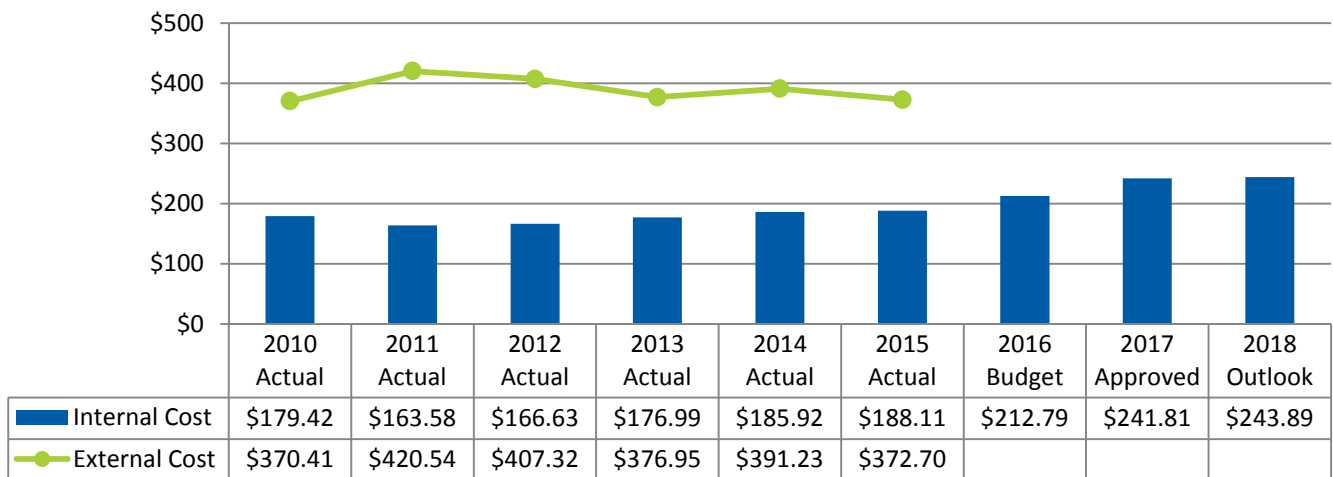


Source: Municipal Benchmarking Network Canada (formerly OMBI).

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

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

In-house Legal Support Cost per Hour



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

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

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



COURT SERVICES

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

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

Costs driven by a high dispute rate, more disclosure

Provincial offences are charges laid under provincial statutes and regulations, as well as municipal bylaws. The Provincial Offences Act sets out three distinct streams: Part I is minor offences, Part II is parking infractions, and Part III is more serious offences, such as driving without insurance. Part I and II offences can be resolved by paying a set fine, but a Part III offence must be resolved in court, there is no set fine and punishment may also include up to two years' imprisonment.

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

Nearly 162,000 charges were laid in 2015, the last full year for which information is available, with Part I traffic-related offences dominating.

Recent Court Services accomplishments include:

- In partnership with York Regional Police, initiating a Part I Summons pilot project in the Richmond Hill court, as described in more detail in the box on page 178.
- Implementing a new appeal process in July 2016 as the outcome of a working group with the province in which the Region participated. The new process streamlines and expedites the appeal process to enhance customer service.

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

The process of attending court for a provincial offence is very similar to the criminal trial process.

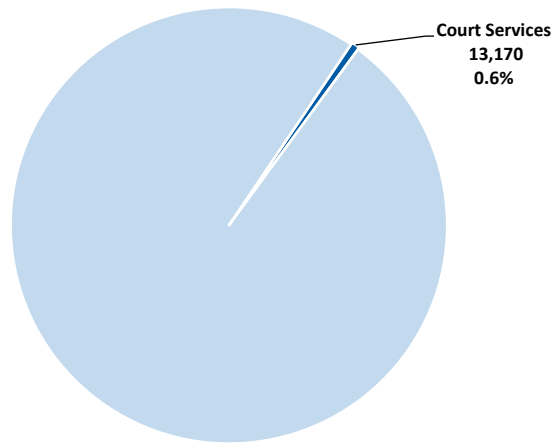
Continued on page 176

Major initiatives:

- Implementing a new strategy to improve collection of unpaid fines (see the box on page 176)
- Preparing for the roll-out of new provincial legislation that provides enhanced tools to collect unpaid fines
- Working to use resources, including courtroom space, more efficiently to manage costs and improve revenues
- Improving the use of technology to streamline and modernize processes, especially the flow of electronic records

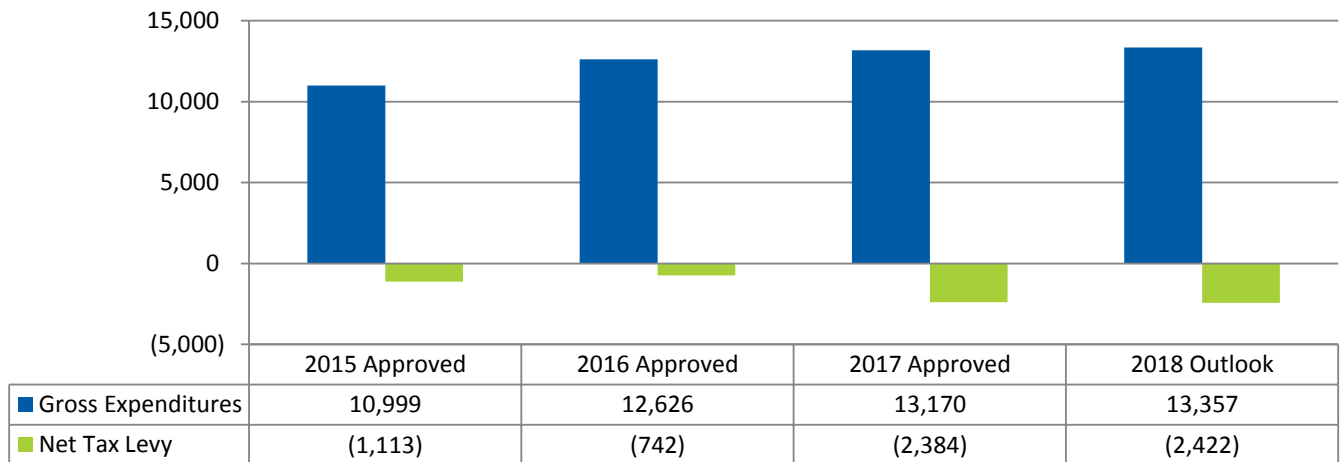
2017 operating budget share of total spending

(in \$000s)



4-year operating budget spending

(in \$000s)



A new strategy is tackling a backlog of unpaid fines

A new strategy that leverages a range of tools is helping York Region Court Services to tackle a backlog of unpaid fines that currently stands at \$46 million.

When an offender does not pay a fine, municipal and provincial taxpayers end up bearing the costs.

Earlier this year, Court Services gained Regional Council endorsement of a new strategy to improve collections.

It allows Court Services to increase its capacity, both through internal staffing and outsourcing to additional collection agencies, to follow up on unpaid fines.

It would also allow local municipalities to add unpaid fines owed by a resident to his or her property tax bill, as long as the resident is the sole owner of the property.

Finally, the strategy would set the default fee for a fine at \$60, up from the previous \$40 and a more accurate reflection of the actual costs involved in collecting a default fine.

Updated bylaws will allow enforcement of the new measures around property tax and the default fee.

In addition, the provincial government has passed legislation that denies licence plate renewal to those with unpaid fines for certain offences. The effective date is January 1, 2017.

Continued from page 174

Prosecution services are provided by paralegal professionals and lawyers licensed by the Law Society of Upper Canada. They review briefs from enforcement agencies, conduct early resolution meetings, prosecute at trial and conduct appeals. They also train and consult with enforcement authorities.

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

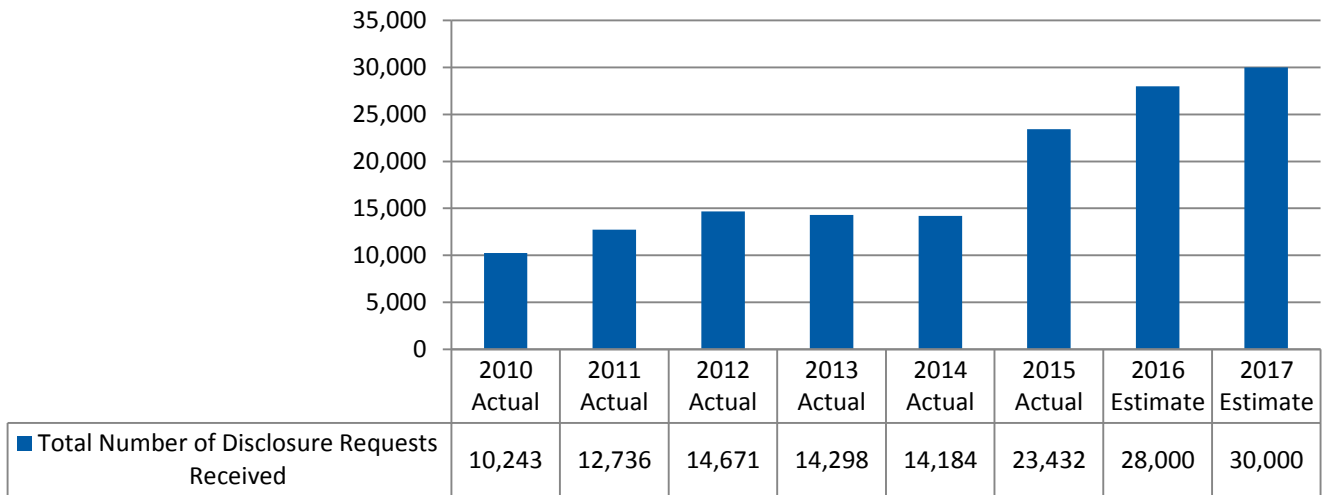
A continuing concern in York Region has been that the fine and other revenues collected by the provincial offences court do not cover the associated costs. A new strategy to improve collections is now being acted on, as explained in the box on this page.

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

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

Requests for disclosure are expected to increase by 20% in 2016

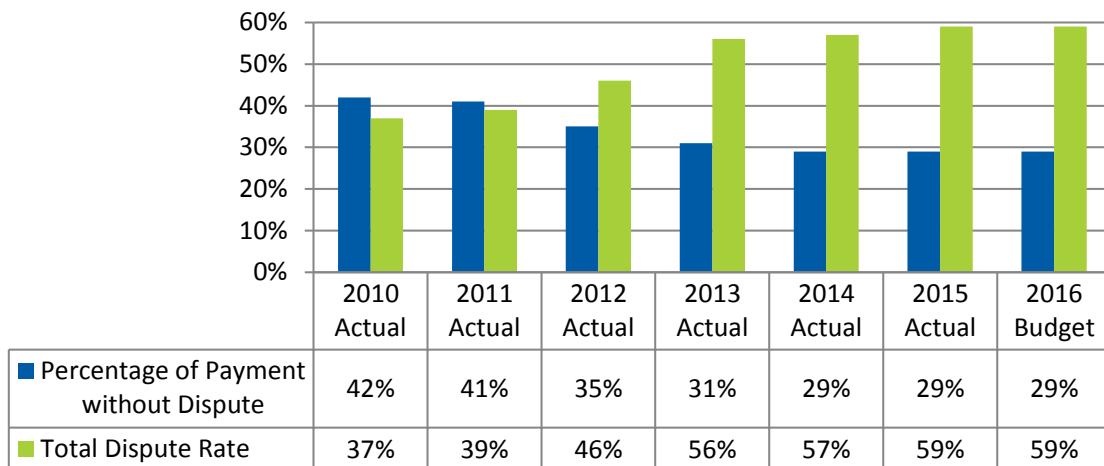
Total Number of Disclosure Requests Received



Since then, the dispute rate has risen further, from 46% in 2012 to 59% in 2015. (The rate is expected to remain at 59% for 2016.) The rise reflects both requests for early resolution, which have gone up steadily since this new option was introduced, and a slight increase in the number of requests for trial. A higher dispute rate creates more demands on resources, pushing costs up, and may also result in lower revenues.

In 2016, the possibility of a Canada Post strike also created cost pressures. By law, an offence notice for a red light camera charge may be sent only by mail. When the strike possibility created uncertainty about service, however, mailings ceased. While the provincial government has since changed the legislation to

Dispute rates for 2016 are expected to be similar to those for 2015



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

Pilot project makes an effort to reduce Part I offence trials

Court Services and York Regional Police have collaborated on a pilot project at the Richmond Hill court location to decrease the costs associated with trials for Part I offences.

Previously, for an accident involving a Part I offence, the defendant, enforcement officer and witnesses were all required to attend court when a defendant requested a trial date.

Under the new approach, the defendant, at the roadside, is issued a summons to appear. Witnesses and police do not have to attend at first appearance.

Instead, the defendant receives disclosure (the officer's notes) and meets with a prosecutor. If they come to a resolution, they quickly go before a Justice of the Peace, who registers the decision and fine. If they don't, a trial will be scheduled and witnesses and police will then need to attend.

To date, only 9% of all Part I summonses have resulted in a trial date, with the balance resolved or rescheduled to another date to continue resolution efforts. This saves both time and money.

The new approach will be expanded to the Newmarket court in 2017 for both York Regional Police and Ontario Provincial Police accident matters.

allow charges to be delivered by courier, this option adds considerably to costs.

New technology is also creating pressures. For example, in-car cameras in York Regional Police vehicles are increasing prosecutor time when a charge is disputed because of the need to review video. There are more requests for disclosure of police evidence, which has been complicated by the introduction of electronic tickets and related notes. It can take up to an hour to process a disclosure request, and the number of requests is constantly rising: the system is expected to receive about 28,000 this year, up from about 23,000 in 2015.

Looking ahead:

Many costs in the court system are driven by factors over which the Region has no control. In addition to those outlined above, another may be a change in the way that early resolution is managed. As of January 2017, a Justice of the Peace will be required to hear these matters in a trial courtroom, which could increase time to trial and judicial costs.

The provincial government is leading a Provincial Offences Act modernization initiative, with legislation expected in 2017 that would reduce judicial involvement in administrative and pre-trial processes. The Clerk of the Court would then be granted additional responsibilities, which would reduce judicial involvement but increase workload for court staff.

Given the lack of control over cost drivers, Court Services is responding with efforts to find operating efficiencies. These include refining trial scheduling for York Regional Police officers to minimize the number of times an officer has to come to court and improve court utilization; increasingly moving the management of telephone requests to Access York; and introducing new technologies to improve data management and reporting capabilities.

The Operating Budget 2017 to 2018

Court Services Financial Summary

(in \$000s)	2016 Budget	2017 Approved	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	12,626	13,170	545	13,357	186
Contribution to Capital	-	-	-	-	-
Revenues	(13,367)	(15,554)	(2,187)	(15,779)	(225)
Allocations and Recoveries	-	-	-	-	-
Net Budget	(742)	(2,384)	(1,642)	(2,422)	(38)
% Change			221.4%		1.6%
Outlook - Restated	(742)	(2,384)	(1,642)	(2,422)	(38)

Court Services Incremental Changes to Budget

(in \$000s)	2017 Approved		2018 Outlook		
	Gross	Net	Gross	Net	
Restated Base	12,626	(742)	13,170	(2,384)	
Base Adjustments	462	(725)	186	(38)	
Efficiencies & Program Reductions	-	-	-	-	
Legislated & Contractual	-	-	-	-	
Impact of Capital	-	-	-	-	
Growth & Service Enhancements	83	(917)	-	-	
Total Budget	13,170	(2,384)	13,357	(2,422)	
Change from Prior Year	\$	545	(1,642)	186	(38)
	%	4.3%	221.4%	1.4%	1.6%

Court Services Staffing Summary

	2017 Approved	% Change	2018 Outlook	% Change
Budget Base	78.0		79.0	
New	1.0	1.3%	-	
Conversions	-		-	
Program Reductions	-		-	
Total Full-Time Equivalentts	79.0	1.3%	79.0	-
Outlook - Restated	79.0	1.3%	79.0	-

Court Services Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	12,626	(742)	13,170	(2,384)
Base				
Compensation and Inflation	444	444	182	182
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	18	(12)	5	5
Revenues				
Provincial/Federal Funding	-	(333)	-	(7)
Provincial Offences Court Fine Revenue	-	(599)	-	(218)
York Region Default Collection Fee Revenue	-	(225)	-	-
Program Reductions and Efficiencies	-	-	-	-
	462	(725)	186	(38)
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	83	83	-	-
Enhancing Service Levels	-	(1,000)	-	-
	83	(917)	-	-
Total Budget	13,170	(2,384)	13,357	(2,422)
Change from Prior Year	\$ 545	(1,642)	186	(38)
	% 4.3%	221.4%	1.4%	1.6%

Note: Numbers may not add due to rounding.

Court Services Metrics

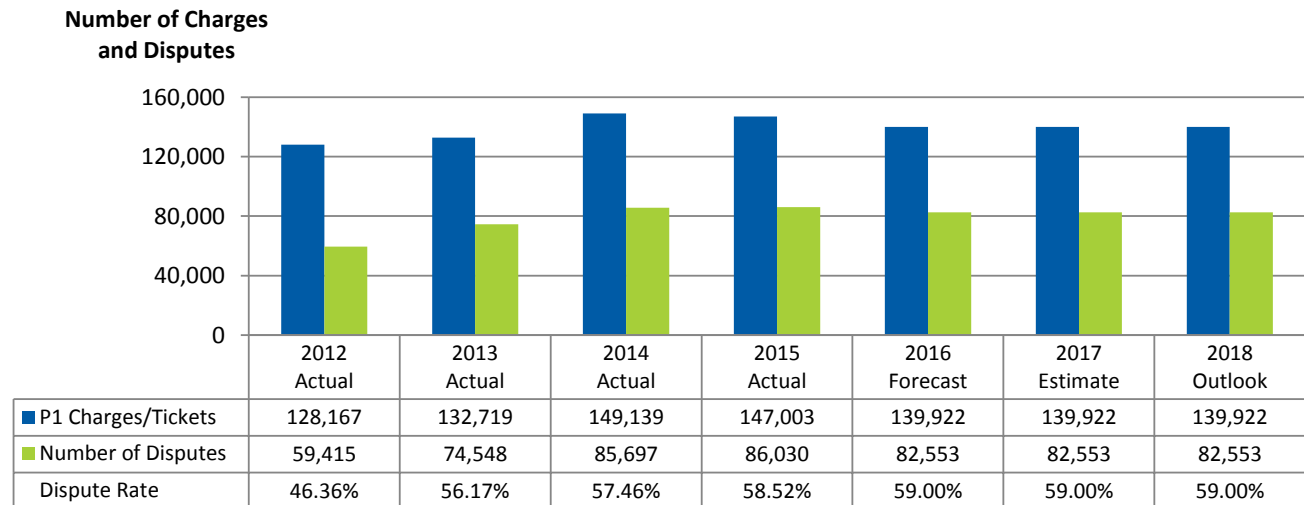
Higher dispute rates and requests for disclosure are increasing the cost per charge filed



Note: Total charges filed does not include red light camera charges related to the anticipated expansion of the Region's red light camera program.

High dispute rates and increasing requests for disclosure are resulting in increased time to process each charge filed. As a result, the average cost per charge filed increases.

York Region is continuing to experience high dispute rates

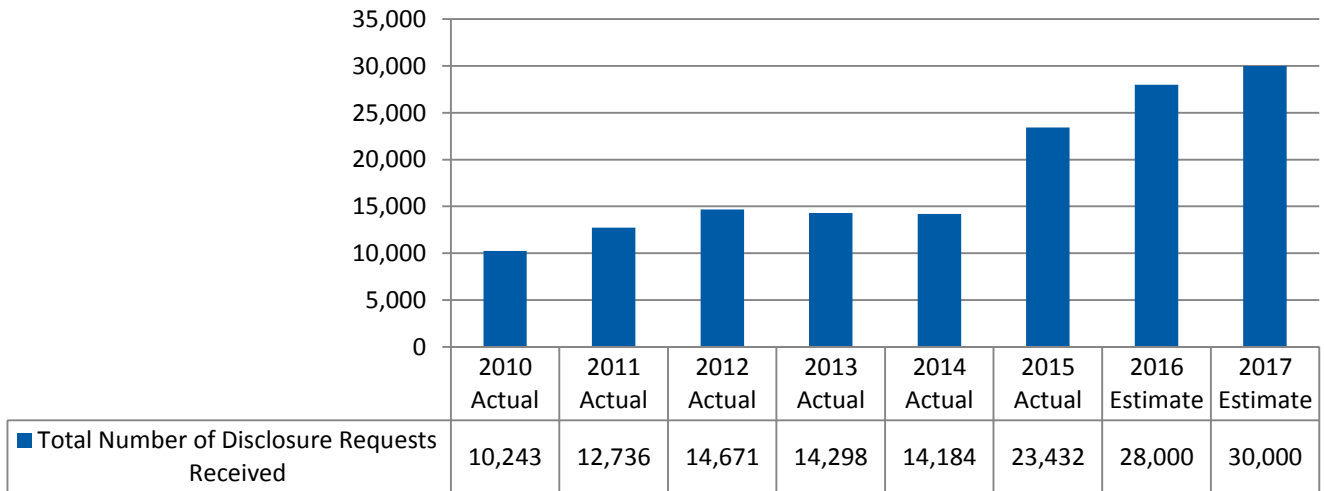


Note: "P1" refers to Part 1 Tickets, which are relatively minor offences that have the option to be settled by paying a fine.

The Early Resolution Legislation came into effect on March 31st, 2012 which allowed for an early resolution process. York Region opted into this process which effectively increased the dispute rate. 2017 Part 1 tickets and number of disputes are anticipated to be similar to that of the 2016 approved budget with the dispute rate remaining consistent at 59%.

Requests for the disclosure of evidence have increased significantly in 2016

Total Number of Disclosure Requests Received



This graph shows the increase in disclosure requests received from defendants. It is estimated that the number of disclosure requests in 2016 will increase by 20% from 2015. The increase has been a direct result of an Ontario Court of Appeal decision released on December 5, 2014 which established that the prosecution must advise all defendants of their legislative right to disclosure. In January 2015, the Notice of Trial was changed to add that the defendant has a right to disclosure.



FINANCIAL INITIATIVES

This area includes funding for corporate-wide initiatives that help manage key risks and contribute to a stronger organization.

- **Fiscal Strategy**
- **Non-Program Items**

Supporting a strong and sustainable organization

This area includes funding for corporate-wide initiatives that help manage key risks and contribute to a stronger organization.

As an element of implementing the Regional fiscal strategy, described in the Achieving Financial Sustainability section starting on page 205, financial initiatives include additions to a number of key reserves maintained by the Region. Reserves allow the Region to save for future needs, reducing reliance on debt.

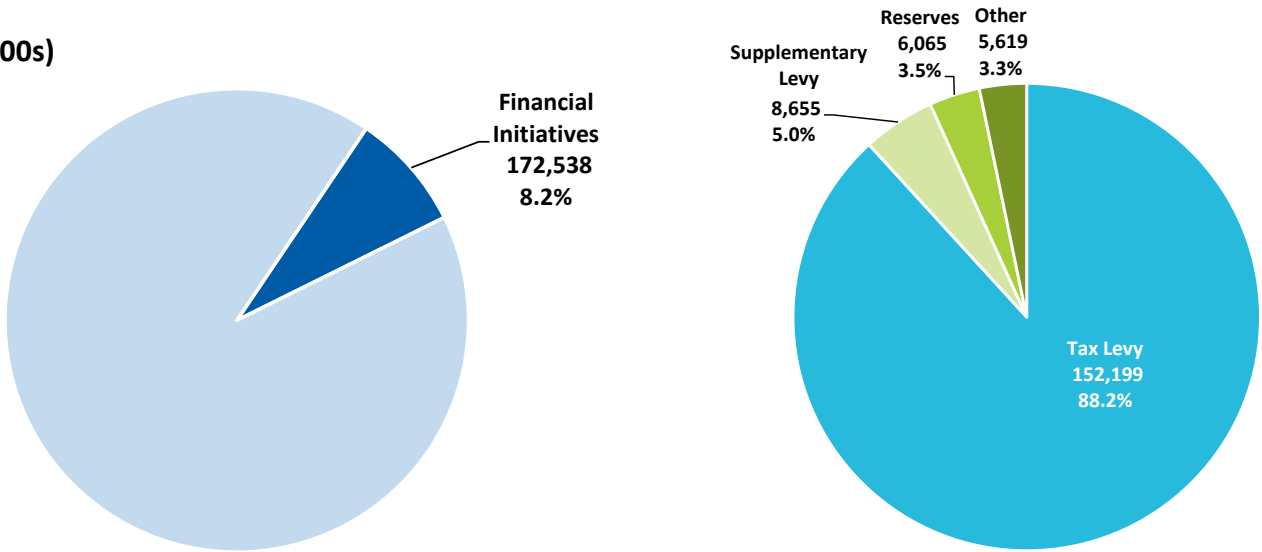
Non-program costs include surveying employees and similar enterprise-wide initiatives.

Such ongoing organizational costs as Workers Compensation, long-term disability program and financial working capital are also included in this section.

As well, it includes funding for special projects, such the new York University campus approved by the provincial government for the Region, that are not included elsewhere in the budget.

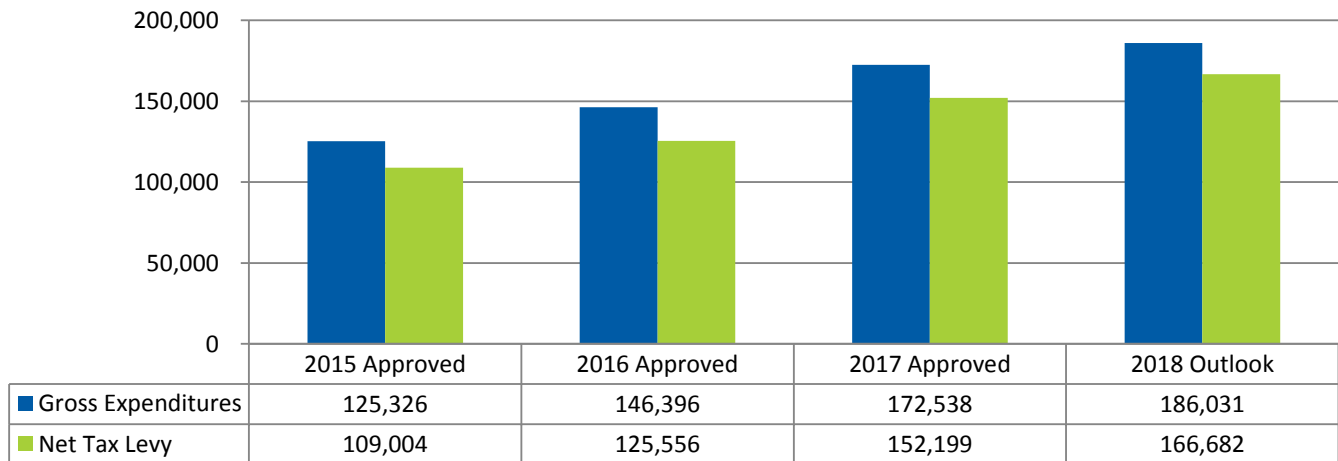
2017 operating budget share of total spending and how it's funded

(in \$000s)



4-year operating budget spending

(in \$000s)



The Operating Budget 2017 to 2018

Financial Initiatives Financial Summary

(in \$000s)	2016 Budget	2017 Approved	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	18,917	17,258	(1,659)	14,860	(2,398)
Fiscal Strategy	127,479	155,299	27,820	171,191	15,892
Revenues	(20,840)	(20,339)	501	(19,349)	990
Allocations and Recoveries	-	(19)	(19)	(21)	(1)
Net Budget	125,556	152,199	26,643	166,682	14,483
% Change			21.2%		9.5%
Outlook - Restated	125,556	151,747	26,191	166,406	14,659

Financial Initiatives Incremental Changes to Budget

(in \$000s)	2017 Approved		2018 Outlook		
	Gross	Net	Gross	Net	
Restated Base	146,396	125,556	172,538	152,199	
Base Adjustments	(1,704)	(1,701)	(2,515)	(1,424)	
Fiscal Strategy	27,820	28,318	15,892	15,792	
Growth & Service Enhancements	25	25	115	115	
Total Budget	172,538	152,199	186,031	166,682	
Change from Prior Year	\$	26,142	26,643	13,493	14,483
	%	17.9%	21.2%	7.8%	9.5%

Financial Initiatives Budget by Program

(in \$000s)	2016 Approved		2017 Approved		% Change
	Gross	Net	Gross	Net	Net
Fiscal Strategy	127,479	118,326	155,299	146,644	23.9%
Non-Program Items	18,917	7,230	17,239	5,555	(23.2%)
Financial Initiatives	146,396	125,556	172,538	152,199	21.2%
Outlook - Restated	146,396	125,556	172,230	151,747	20.9%

(in \$000s)	2018 Outlook		% Change
	Gross	Net	Net
Fiscal Strategy	171,191	162,436	10.8%
Non-Program Items	14,839	4,246	(23.6%)
Financial Initiatives	186,031	166,682	9.5%
Outlook - Restated	186,601	166,406	9.7%



BOARDS AND AUTHORITIES

York Region Council provides funding to several outside organizations that provide public services in the Region. The funding reflects a Regional agreement and provincial mandate to provide support.

- **Toronto and Region Conservation Authority**
- **Lake Simcoe Region Conservation Authority**
- **Hospital Funding**
- **Municipal Property Assessment Corporation**
- **GO Transit**

Funding for York Region partnerships

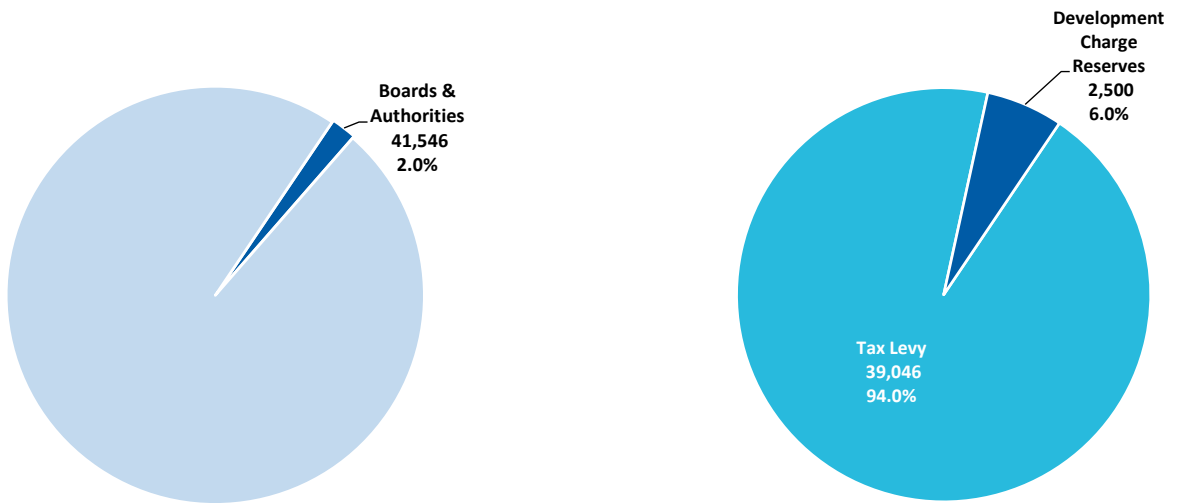
York Region Council provides funding, generally reflecting a Regional agreement or provincial mandate, to several outside organizations that provide public services in the Region:

- Under provincial legislation, conservation authorities receive funding from the municipalities in the watersheds for which they are responsible. York Region, along with other area municipalities, funds the Toronto and Region Conservation Authority and the Lake Simcoe Region Conservation Authority. Originally created to focus on floodplain management, conservation authorities now provide a range of environmental, educational and recreational programs and services related to lakes, rivers and lands in their watersheds. They also have specific responsibilities under such provincial legislation as the *Lake Simcoe Protection Act* and the *Clean Water Act*.
- Area hospitals receive a portion of their capital costs from the Region. The province funds up to 90% of the “bricks and mortar” costs of hospital construction and a smaller share of equipment and furnishings. This leaves roughly 35% of total costs to be funded from community sources. Under a 2009 agreement that runs to 2031, York Region helps the three existing hospitals within its boundaries, plus one in the planning stage, to meet their capital requirements. The Region’s maximum contribution was set at \$12 million in 2009 and is indexed annually based on the higher of assessment growth or inflation. Contribution levels are tied to progress on reducing processing time for emergency patients, because longer times increase the cost of providing York Region Paramedic service. In 2015, for the first time since the agreement was drawn up, hospitals had the maximum contribution available to them because they met or exceeded agreed-upon processing time targets. They have since been able to continue to receive the maximum contribution.
- As a member of the Municipal Property Assessment Corporation, along with all other Ontario municipalities, York Region is required to provide a share of its funding. The non-profit corporation carries out property assessments for all Ontario municipalities.
- GO Transit provides rail and bus service in York Region, linking to Regional transit services. While the province fully funds the shortfall between its operating costs and fare revenues, it shares capital costs with the federal government and the municipalities served by GO, including York Region. GO is undertaking several projects in York Region to upgrade and improve its services.

In 2017, net funding for these organizations and initiatives is \$39 million.

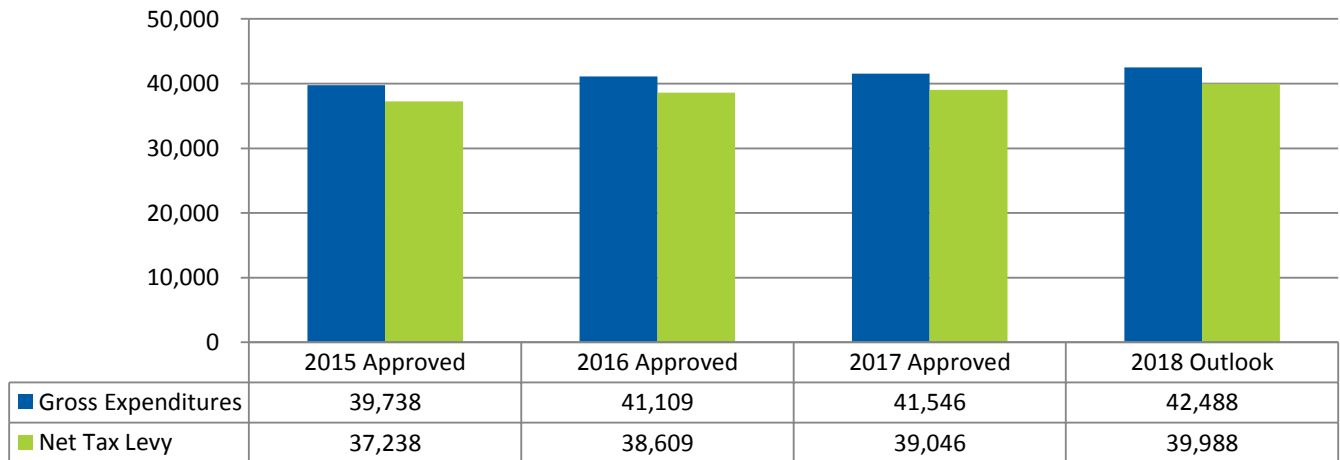
2017 operating budget share of total spending and how it's funded

(in \$000s)



4-year operating budget spending

(in \$000s)



The Operating Budget 2017 to 2018

Boards and Authorities Financial Summary

(in \$000s)	2016 Budget	2017 Approved	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	41,109	41,546	437	42,488	942
Contribution to Capital	-	-	-	-	-
Revenues	(2,500)	(2,500)	-	(2,500)	-
Allocations and Recoveries	-	-	-	-	-
Net Budget	38,609	39,046	437	39,988	942
% Change			1.1%		2.4%
Outlook - Restated	38,609	39,667	1,058	40,651	984

Boards and Authorities Incremental Changes to Budget

(in \$000s)	2017 Approved		2018 Outlook		
	Gross	Net	Gross	Net	
Restated Base	41,109	38,609	41,546	39,046	
Base Adjustments	245	245	159	159	
Efficiencies & Program Reductions	-	-	-	-	
Legislated & Contractual	(56)	(56)	548	548	
Impact of Capital	-	-	-	-	
Growth & Service Enhancements	248	248	235	235	
Total Budget	41,546	39,046	42,488	39,988	
Change from Prior Year	\$	437	437	942	942
	%	1.1%	1.1%	2.3%	2.4%

Boards and Authorities Budget by Program

(in \$000s)	2016 Approved		2017 Approved		% Change
	Gross	Net	Gross	Net	Net
Conservation Authorities					
Toronto & Region Conservation Authority	3,072	3,072	3,197	3,197	4.1%
Lake Simcoe Region Conservation Authority	2,631	2,631	2,751	2,751	4.5%
	5,703	5,703	5,948	5,948	4.3%
Hospital Funding	14,176	14,176	14,424	14,424	1.7%
MPAC	18,729	18,729	18,673	18,673	(0.3%)
GO Transit	2,500	-	2,500	-	
Boards & Authorities	41,109	38,609	41,546	39,046	1.1%
Outlook - Restated	41,109	38,609	42,167	39,667	2.7%

(in \$000s)	2018 Outlook		% Change
	Gross	Net	Net
Conservation Authorities			
Toronto & Region Conservation Authority	3,322	3,322	3.9%
Lake Simcoe Region Conservation Authority	2,785	2,785	1.2%
	6,107	6,107	2.7%
Hospital Funding	14,660	14,660	1.6%
MPAC	19,221	19,221	2.9%
GO Transit	2,500	-	
Boards & Authorities	42,488	39,988	2.4%
Outlook - Restated	43,151	40,651	2.5%

The Conservation Authority information above reflects the amounts which are funded from tax levy. The Conservation Authorities are also supported by the user rate funding. The tables on pages 193 and 194 provide more information.

Boards & Authorities Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	41,109	38,609	41,546	39,046
Base				
Compensation and Inflation	245	245	159	159
Legislated Program Requirements	(56)	(56)	548	548
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	-	-	-	-
Revenues	-	-	-	-
Program Reductions and Efficiencies	-	-	-	-
	189	189	707	707
Impact of Capital				
Contributions to Capital Reserves	-	-	-	-
Net Debenture Financing of Capital Projects	-	-	-	-
Operating Impact of New Capital	-	-	-	-
	-	-	-	-
Growth and Service Enhancements				
Maintaining Existing Service Levels	248	248	235	235
Enhancing Service Levels	-	-	-	-
	248	248	235	235
Total Budget	41,546	39,046	42,488	39,988
Change from Prior Year	\$	437	942	942
	%	1.1%	2.3%	2.4%

**Toronto & Region Conservation Authority
Operating Financial Summary**

(in \$000s)	2016 Budget	2017 Approved	2018 Outlook
Tax Levy	3,072	3,197	3,322
Special Capital Levy			
Watershed Studies and Strategies	36	189	189
Water Risk Management	1,951	1,823	1,850
Regional Biodiversity	900	1,008	1,021
Land Securement and Management	410	388	397
Planning and Development Review	160	106	106
Education and Outreach	683	174	177
Sustainable Communities	527	464	473
Corporate Services	290	621	621
	4,957	4,773	4,834
Total Operating & Capital	8,029	7,970	8,156
Other Expenditures			
Reforestation ¹	40	40	40
	40	40	40
Total Gross Expenditures	8,069	8,010	8,196
Funded by:			
Tax Levy	(3,112)	(3,237)	(3,362)
User Rate - Water	(3,569)	(3,385)	(3,429)
User Rate - Wastewater	(1,388)	(1,388)	(1,405)
Total Funding	(8,069)	(8,010)	(8,196)

¹ Reforestation is included in the Natural Heritage and Forestry budget in Environmental Services

**Lake Simcoe Region Conservation Authority
Operating Financial Summary**

(in \$000s)	2016	2017	2018
	Budget	Approved	Outlook
Tax Levy	2,631	2,751	2,785
Special Capital Levy			
Natural Hazard Mapping	52	53	53
Natural Heritage Mapping	64	64	64
Flood/Forecasting/Warning	112	113	113
Watershed Monitoring	396	398	398
Lake Simcoe Protection Plan	150	147	147
Watershed Special Studies (Rural & Urban) ¹	628	628	628
Conservation Area Management	73	73	73
Program Information Management	89	90	90
Conservation Area Moraine Coalition	5	5	5
Scanlon Infrastructure	-	-	-
Groundwater Management/Basin-wide Initiative	221	222	222
Watershed/Subwatershed Planning	287	288	288
Forestry Management	115	115	115
Streambank Erosion	44	44	44
Conservation Area Maintenance	67	67	67
	2,307	2,307	2,307
Cola and Step on Special Capital Programs	-	54	110
Total Operating & Capital	4,938	5,112	5,202
Other Expenditures			
Reforestation ²	40	40	40
Forgivable Loan - Administrative Building ³	224	-	-
	263	40	40
Total Gross Expenditures	5,202	5,152	5,242
Funded by:			
Tax Levy	(2,895)	(2,791)	(2,825)
User Rate - Water	(1,661)	(1,733)	(1,789)
User Rate - Wastewater	(646)	(628)	(628)
Total Funding	(5,202)	(5,152)	(5,242)

¹ Leap Program has been split into a Rural Program and a new Urban Program

² Reforestation is included in the Natural Heritage and Forestry budget in Environmental Services

³ The forgivable loan is included in the Financial Initiatives budget



YORK REGIONAL POLICE

The York Regional Police Service prides itself on being at the leading edge of policing practice. Its work contributes to the Region's high level of safety and security.

The operating budget to be supported by the tax levy will increase by \$13.4 million, or 4.5%, in 2017 from the 2016 approved budget amount. The outlook for 2018 includes a further increase of \$13.1 million or 4.2% from 2017.

Expanded service needs, reflecting a larger population, are a driver of increases in both years. In 2017, the operating budget will support the addition of 43 staff, which represents a 2.0% increase from 2016 headcount. The majority of the new positions will be front-line police officers. In 2018, York Regional Police plan to hire an additional 22 staff.

In addition, funding will support the accelerated hiring of new officers in 2017 and 2018 to prepare for the impact of numerous pending retirements.

The increased operating budget will also help to offset lower-than-expected revenues in 2017 from motor vehicle collision investigations and alarm response fees.

Ensuring the safety and security of people and property

Like other police services in Ontario, York Regional Police is governed by the provincial *Police Services Act*. The principles in the Act speak to ensuring the safety and security of people and property, safeguarding fundamental rights, co-operating with local communities, respecting and understanding the needs of the victims of crime, and being sensitive to the diverse character of Ontario society.

A seven-member civilian Police Services Board oversees York Regional Police and, as part of its oversight, reviews and approves its budget before it is presented to Council for final approval. The approved budget, which the Police Services Board approved in October 2016, sets out total operating spending of \$310.9 million for 2017 and \$324.1 million for 2018 net of offsetting revenues. On a gross basis including revenues, the figures are \$342.7 million for 2017 and \$358.1 million for 2018.

The police service's executive branch comprises the Office of the Chief of Police and several functions that support service-wide goals and standards. An administrative branch deals with information, financial, court and related services, as well as capital projects and facilities management. The operations branch delivers policing and related services.

The operations of the service take place in five districts, each of which has a district headquarters building, across the nine York Region municipalities. Within each district, there are patrol, criminal investigation, and community-oriented units that deal with crime prevention and first-line response.

A district may, as needed, call on more specialized resources managed out of police headquarters in Aurora. These include front-line duty inspectors, major emergency response, marine, air and canine

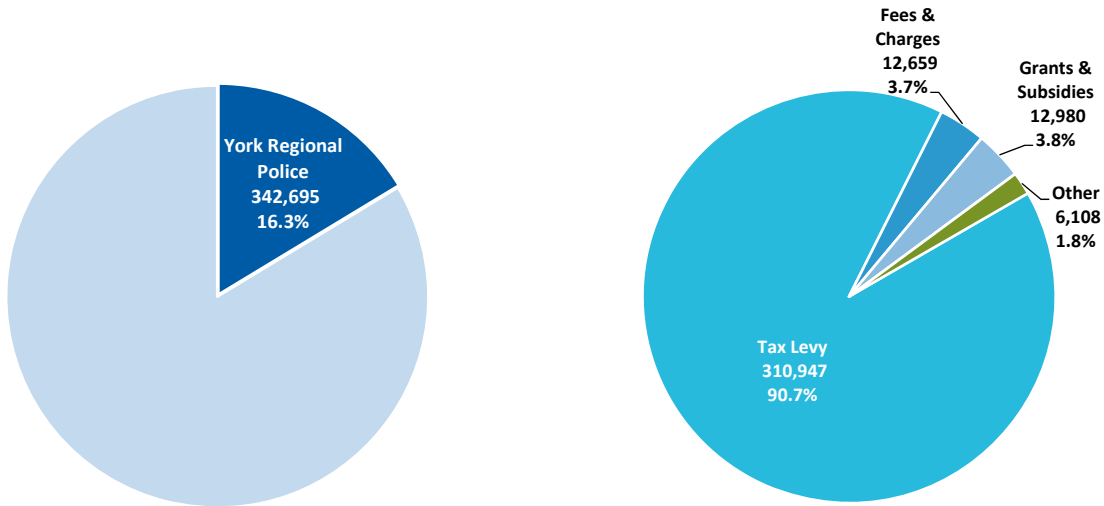
(continued on page 198)

Major initiatives planned and underway:

- Building the York Regional Police Marine Unit Headquarters on Lake Simcoe with a total expected capital cost of \$8.1 million and completion date of 2018.
- Completing and commissioning a new state-of-the-art Training Centre in East Gwillimbury by early 2017.
- Hiring 43 new staff during 2017, including 31 sworn officers and 12 civilian positions, to address population growth, responsible and sustainable service, continuous improvement and operational readiness. Twenty-five of the 31 officers will serve in front-line positions.
- Implementing by early 2017 an information governance software solution, with total capital spending of \$1.0 million, and a business intelligence software solution, with total capital spending of \$1.4 million.

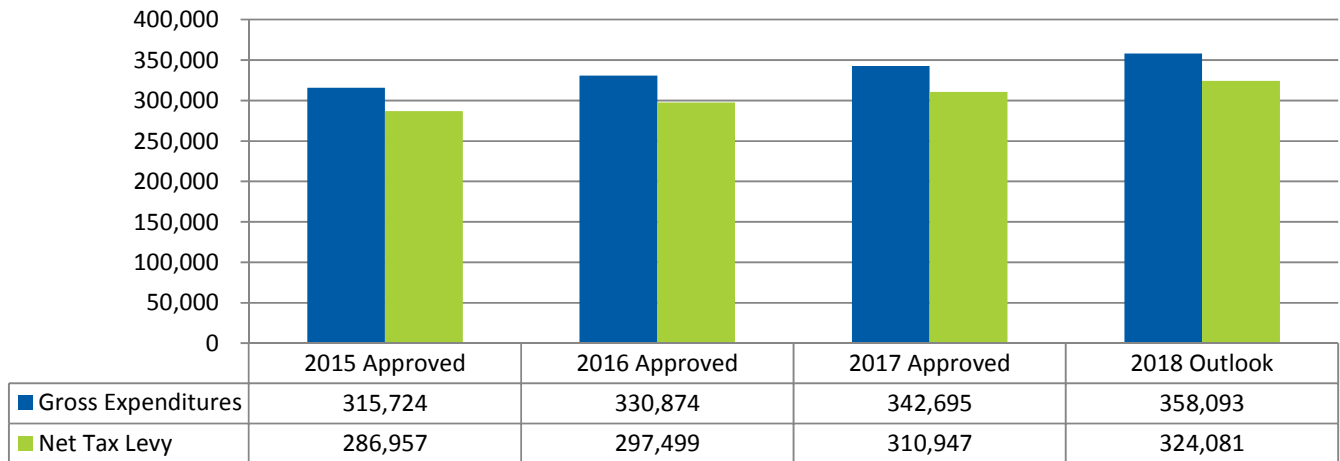
2017 operating budget share of total spending and how it's funded

(in \$000s)



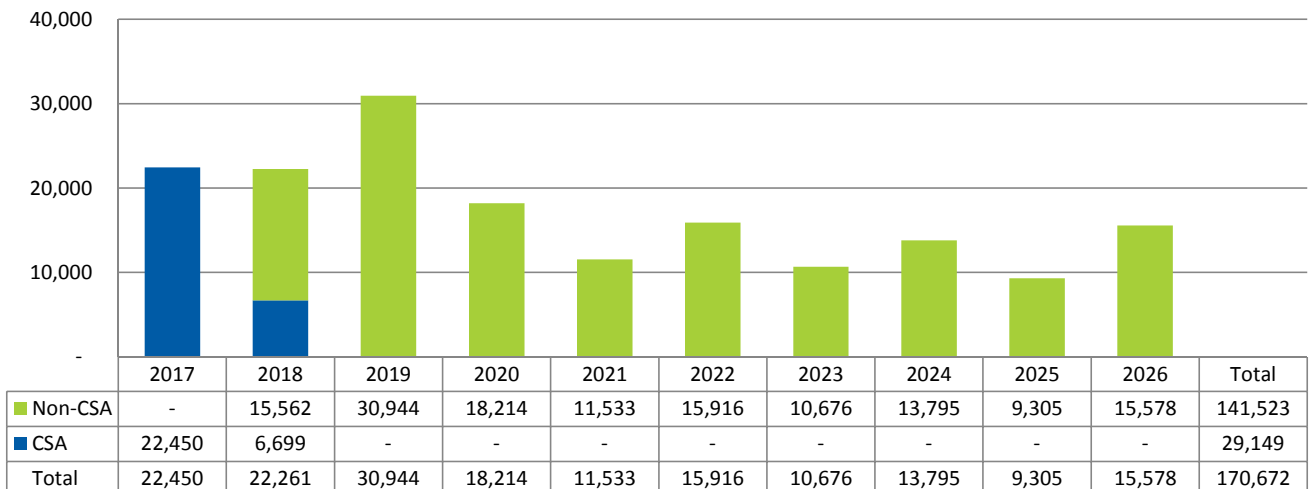
4-year operating budget spending

(in \$000s)



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

(in \$000s)



A single search warrant triggers worldwide child exploitation probe

A child pornography investigation that began with a single search warrant in York Region continues to put away dangerous predators from across the globe nearly two years later.

York Regional Police were notified by the National Child Exploitation Coordination Centre in Ottawa that images of child exploitation were being uploaded from an IP address in East Gwillimbury in April 2013. They discovered a victim who had been coerced into taking self-exploitive pictures and sharing them with people on the internet. The images found their way into chatrooms and social networks filled with similar material, exchanged by child predators worldwide.

Investigators assigned to the case quickly discovered that for every suspect they looked at, a new one seemed to pop up. For that reason they dubbed the case Project Hydra, after the multi-headed serpent in Greek mythology. According to the myth, each time one of Hydra's heads was cut off, a new one would regenerate.

Over the course of a year, officers sent more than 350 investigative packages that included screenshots and images of sexual abuse against children, along with other evidence, to police agencies worldwide, including the FBI and INTERPOL. The investigation ultimately spread to 17 countries.

By May 2016, police forces worldwide executed more than 137 search warrants, leading to 58 arrests and laying of 435 charges. In York Region, seven people face 17 criminal charges as a result of Project Hydra. Worldwide, 57 children have been rescued, although police fear the ultimate number of victims may be as high as 2,000.

(continued from page 196)

units, collision investigations, criminal investigation and forensics. Other centralized services include intelligence, traffic enforcement and safety programs.

The service also uses specialized equipment, such as the Unmanned Aerial System that was used during the PAN AM and PARAPAN AM games in the summer of 2015.

Major achievements in the past year included:

- Dismantling a worldwide child exploitation ring in an investigation that eventually spread to 17 countries, as described in more detail in the box to the left.
- Reaching diverse communities with a series of crime prevention and safety-themed messages. Ethnic media translated the ads for use in Russian, Chinese and Farsi language publications, and they also appeared in English in magazines for Jewish and Persian audiences.
- Marking the 10th anniversary of the Community Safety Village in 2015. Since its doors opened, more than 400,000 children have benefitted from its fire, water, traffic and internet safety programs.

Looking ahead:

Population growth, increasing cultural diversity and greater urbanization are all potential challenges for policing. The police service is addressing these through a business plan that focuses on preventing crime, targeting serious and organized crime, engaging more with youth, enhancing services for victims, making business processes more efficient, being more inclusive and building partnerships with diverse communities, and maintaining a high level of public trust and satisfaction. Its operating budget and investments in capital support these goals.

The police service has developed a 10-year capital plan backed up by an internal 100-year outlook to ensure assets are purchased, constructed and maintained in a responsible way that meets future demand and gives taxpayers the best value for money. The police budget includes Capital Spending Authority of \$29.1 million out to 2018.

In the medium term, plans for capital projects include replacing Newmarket district headquarters and building new sub-stations in King City, Aurora, South Richmond Hill and West Vaughan.

The police service will also continue to invest in the police fleet, communications equipment, information technology and specialized equipment.

Asset management planning reflects the relatively short service life of many of the police service's assets, such as vehicles. York Regional Police published a 2015 State of Infrastructure Report. In preparing for the report, the service reviewed its capital assets to inform the capital business plan. Looking at the condition, lifecycle and replacement cost of existing assets resulted in several new specialized equipment projects.

Building the right skills to help those in mental health crisis

For years, 911 has been the only around-the-clock option to deal with someone in a mental health crisis. And for years, it's been the police who've responded – not always, by their own admission, with the right skills.

That's led to a wider view of how to handle the increasing number of mental health-related calls going to the police – a view that emphasizes the need to defuse the situation and get the person in crisis the longer-term services they need.

The Mental Health Support Team mobile unit was created as a partnership consisting of a York Regional Police plainclothes officer and a civilian crisis worker who respond together in a mental health crisis. Building on the success of that initiative, a new model allows the crisis worker to go directly to the scene and work with the front-line officers. As well as being more cost-effective, this gives officers insights into how the crisis worker – who is trained in social work – can calm the situation and probe what triggered the crisis.

Other coordinated efforts to address mental health crises include a Rapid Response Table made up of police officers and community organizations offering mental health, addiction, family/youth, health, housing and other related services. The table discusses, on an anonymous basis, individuals who are at elevated risk and decides how to best help them. The police now also employ social workers on staff, so that officers can easily provide a referral to a person in crisis. As well, the requalification process for officers emphasizes de-escalation skills.

York Regional Police believe that all these efforts are helping to build trust and legitimacy with residents, especially those with mental health issues.

The Operating Budget 2017 to 2018

York Regional Police Financial Summary

(in \$000s)	2016 Budget	2017 Approved	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	329,669	341,385	11,716	356,438	15,053
Contribution to Capital	-	-	-	-	-
Revenues	(33,374)	(31,747)	1,627	(34,012)	(2,265)
Allocations and Recoveries	1,205	1,310	105	1,655	345
Net Budget	297,499	310,947	13,448	324,081	13,134
% Change			4.5%		4.2%
Outlook - Restated	297,499	310,039	12,540	321,253	11,214

York Regional Police Incremental Changes to Budget

(in \$000s)	2017 Approved		2018 Outlook		
	Gross	Net	Gross	Net	
Restated Base	330,874	297,499	342,695	310,947	
Base Adjustments	9,968	11,842	13,981	12,545	
Efficiencies & Program Reductions	(154)	(154)	-	-	
Legislated & Contractual	-	-	-	-	
Impact of Capital	236	(11)	495	(335)	
Growth & Service Enhancements	1,771	1,771	923	923	
Total Budget	342,695	310,947	358,093	324,081	
Change from Prior Year	\$	11,821	13,448	15,398	13,134
	%	3.6%	4.5%	4.5%	4.2%

York Regional Police Staffing Summary

	2017	%	2018	%
	Approved	Change	Outlook	Change
Budget Base	2,202.0		2,245.0	
New	43.0	2.0%	22.0	1.0%
Conversions	-		-	
Program Reductions	-		-	
Total Full-Time Equivalent	2,245.0	2.0%	2,267.0	1.0%
Outlook - Restated	2,224.0	1.0%	2,246.0	1.0%

York Regional Police Budget Changes

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Budget Base	330,874	297,499	342,695	310,947
Base				
Compensation and Inflation	9,863	9,863	13,635	13,635
Legislated Program Requirements	-	-	-	-
Contractual Commitments and Rate Adjustments	-	-	-	-
Facility Operational Needs	-	-	-	-
Contributions to Non-Capital Reserves	-	-	-	-
Direct Charges, Allocations and Recoveries	105	105	345	345
Revenues				
Provincial/Federal Funding	-	(2,332)	-	(1,063)
Other Revenues	-	4,206	-	(372)
Program Reductions and Efficiencies	(154)	(154)	-	-
	9,814	11,688	13,981	12,545
Impact of Capital				
Contributions to Capital Reserves	170	170	(267)	(267)
Net Debenture Financing of Capital Projects	66	(181)	761	(69)
Operating Impact of New Capital	-	-	-	-
	236	(11)	495	(335)
Growth and Service Enhancements				
Maintaining Existing Service Levels	1,771	1,771	923	923
Enhancing Service Levels	-	-	-	-
	1,771	1,771	923	923
Total Budget	342,695	310,947	358,093	324,081
Change from Prior Year	\$	11,821	13,448	15,398
	%	3.6%	4.5%	4.5%
			4.5%	4.2%

The Capital Budget 2017 to 2026

York Regional Police 2017 Capital Spending Authority and Funding

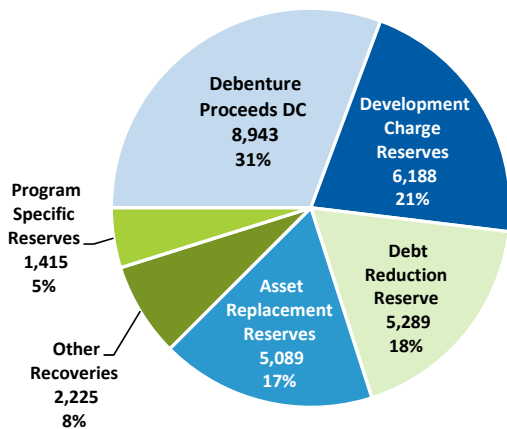
(in \$000s)	2017	2018	2019	2020	2021	2022	2023-2026	Total CSA
2017 Capital Spending Authority	22,450	6,699	-	-	-	-	-	29,149
Financing Sources for 2017 Capital Spending Authority								
Debt Reduction Reserve	4,116	1,173	-	-	-	-	-	5,289
Asset Replacement Reserves	5,089	-	-	-	-	-	-	5,089
Program Specific Reserves	1,046	369	-	-	-	-	-	1,415
Development Charge Reserves	1,031	5,157	-	-	-	-	-	6,188
Other Recoveries	2,225	-	-	-	-	-	-	2,225
Planned Debenture Proceeds*	8,943	-	-	-	-	-	-	8,943
Total Financing Sources	22,450	6,699	-	-	-	-	-	29,149
*Planned Debenture Proceeds								
Development Charges	8,943	-	-	-	-	-	-	8,943
Total Debt Repayment Sources	8,943	-	-	-	-	-	-	8,943

Capital reports including the details by project are included in the Appendix starting on page 359.

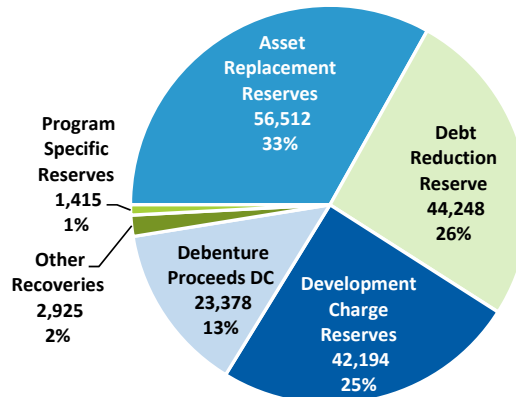
2017 York Regional Police Capital Financing

(in \$000s)

**Capital Spending Authority
\$29 Million**

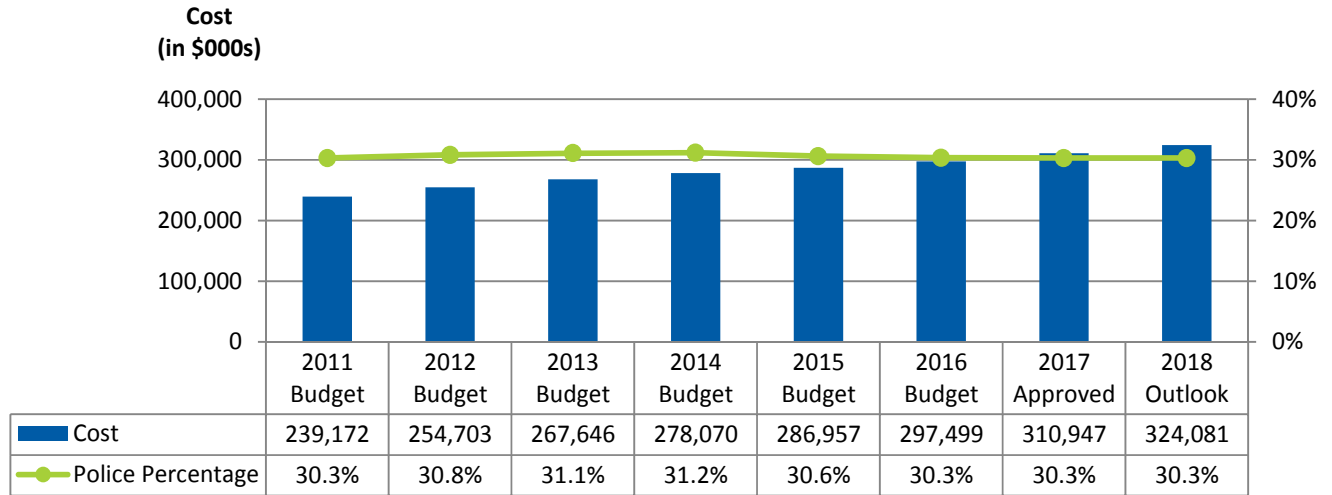


**10-Year Plan
\$171 Million**



York Regional Police Metrics

The Police percentage of Regional tax levy is expected to remain moderate



Note: Police percentage is calculated by dividing their net operating costs by the Region’s net operating costs before assessment growth revenue.

Managing costs in times of growth, York Regional Police’s portion of the regional tax-levy is expected to remain moderate.

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ACHIEVING FINANCIAL SUSTAINABILITY

Good financial management involves balancing the need for services with the costs of providing them.

Getting this balance right over the long term is important for York Region, because it will allow residents to receive services now and in the future in a way that is financially sustainable.

Financial sustainability, however, does not just happen: It requires long-term planning.

Financial sustainability

Planning for financial sustainability brings together three distinct strands of activity: managing the capital plan, reducing reliance on debt and saving for the future. To integrate these strands, the Finance department introduced a Regional fiscal strategy in 2014.



Capital management

The need to invest in capital is a major driver of the fiscal strategy. The Region has invested billions of dollars in major capital assets over the past several years, and must continue to do so.

Most of the past investment has been driven by growth. Growth-related investments are largely paid for by charges on new development. Often, however, the Region must build assets before all the growth that will fund it has happened, because these projects involve large economies of scale and long lead times. While waiting for development to catch up to investments, the Region has borrowed so projects could proceed. As a result, almost 90% of the outstanding debt at the end of 2016 was growth-related.

These borrowings are serviced from the operating budget, and as they rise they increase costs and reduce the Region's financial flexibility. When the development charge collections needed to repay them arrive more slowly than expected, the impacts on the fiscal picture become more pronounced.

This has been the case for the Region in recent years, and the trend is expected to continue. Collections were below forecast in both 2014 and 2015, and the forecast for 2016 was subsequently lowered from \$322 million to \$302 million. For the 2017 Budget, the ten-year development charge collection forecast, going out to 2026, is \$274 million lower than the 2016 Budget forecast over the same period.

Responding to this trend, the Region reduced planned spending in its 10-year capital plans in 2013, 2014 and 2015 to ensure projects aligned more closely with expected growth and to limit the amount and duration of borrowing.

To further limit debt, the Region is also looking at ways of growing that require relatively less new infrastructure. This was a theme of discussions in updating the Regional Official Plan, Water and Wastewater Master Plan and Transportation Master Plan. This direction helped Environmental Services develop its One Water approach, for example, as outlined on page 98.

In this budget, the 10-year plan as a whole aligns with the 10-year plan from the 2016 budget.

Planning must also take into account the need to renew and ultimately replace capital assets as they age. This must be funded from sources other than development charges, which may be used only for growth-related projects.

In the past, debt was used for some renewal and replacement projects, which increased Regional borrowings. The next section discusses in more detail how the Region eliminated the need to borrow for these projects.

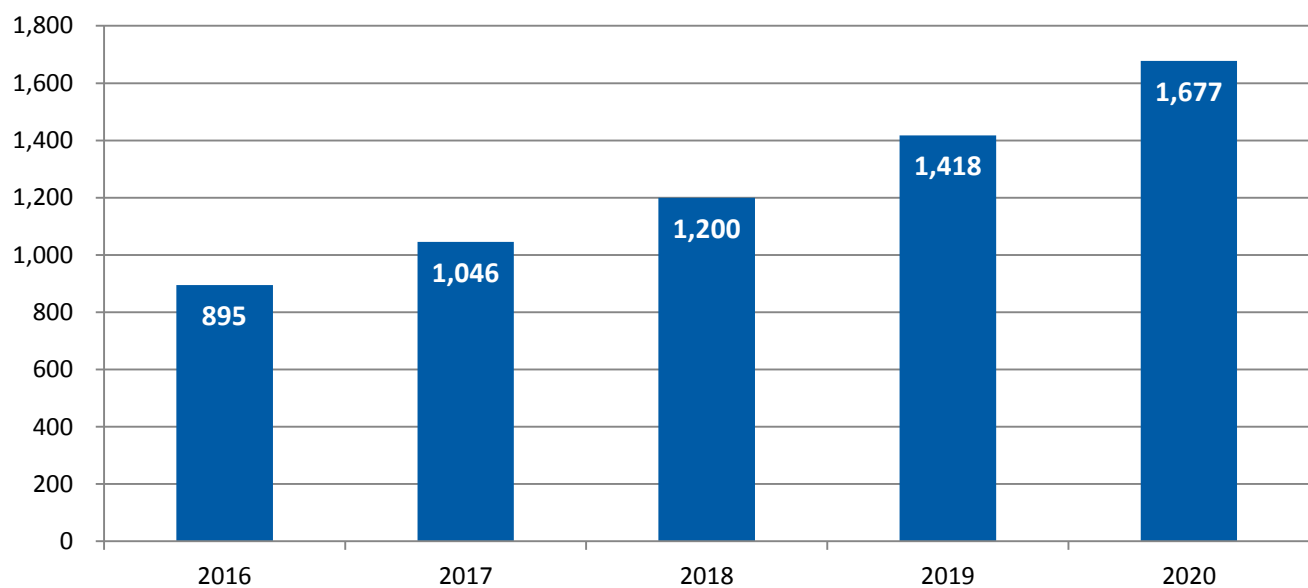
Reserves management

The Regional fiscal strategy is helping to ensure adequate reserves are built up for asset renewal and replacement, so that these projects do not have to be funded by debt.

For water and wastewater assets, user rates are expected to generate all the needed funding, as discussed in the User Rate section starting on page 57. For other infrastructure, the Region continues to increase contributions to reserves funded from the tax levy. Before 2013, the annual increase in the Region’s contribution to asset replacement reserves was 1% of the prior year’s tax levy. That year, Council approved a new contribution rate increase of 2% to be phased in by 2017. For 2018, the approved outlook includes a 4% increase over the previous year’s contribution.

Growth in asset replacement reserves

\$ Millions



As well, 100% of the Region’s supplementary tax revenues may be added to these reserves each year. (Supplementary tax revenues reflect growth in assessment values, owing for example to new properties or property improvements after the data in the tax roll are finalized.)

With the new user rates and the increase in contribution to tax-levy-funded reserves, the Region is now able to rely solely on reserves instead of issuing new debt for all current and planned asset renewal and replacement projects.

The Region is also developing and refining asset management plans to ensure it invests the right amount in its infrastructure at the right time, as discussed on page 18. The projected reserve balances will be adjusted once the asset management plans are complete and the full life-cycle investment needs are known.

Growth in reserves that is coordinated with asset management plans will help ensure that infrastructure provides the right level of service. The next section describes how this and other measures have helped reduce reliance on debt.

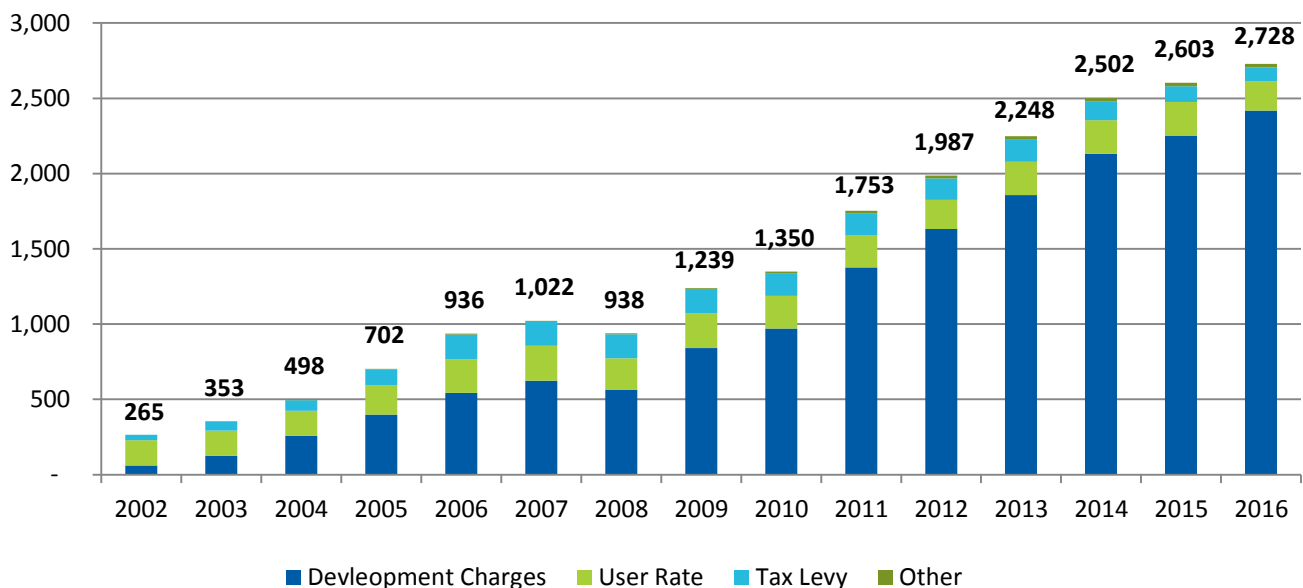
Reducing reliance on debt

Borrowings against future development charge collections, user rates, and the tax levy all contribute to the Region’s total debt. The graph below shows the shares attributable to each. Ultimately, however, all borrowings relate to capital assets — acquiring, rehabilitating and ultimately replacing them.

The Region is reducing borrowing pressures by better managing the capital plan and contributing more to asset rehabilitation and replacement reserves, elements of the Regional fiscal strategy discussed in the previous two sections. As an additional element of the strategy, the Region created a new reserve in 2014 earmarked specifically for reducing debt.

York Region outstanding debt level, 2002-2016

\$ Millions

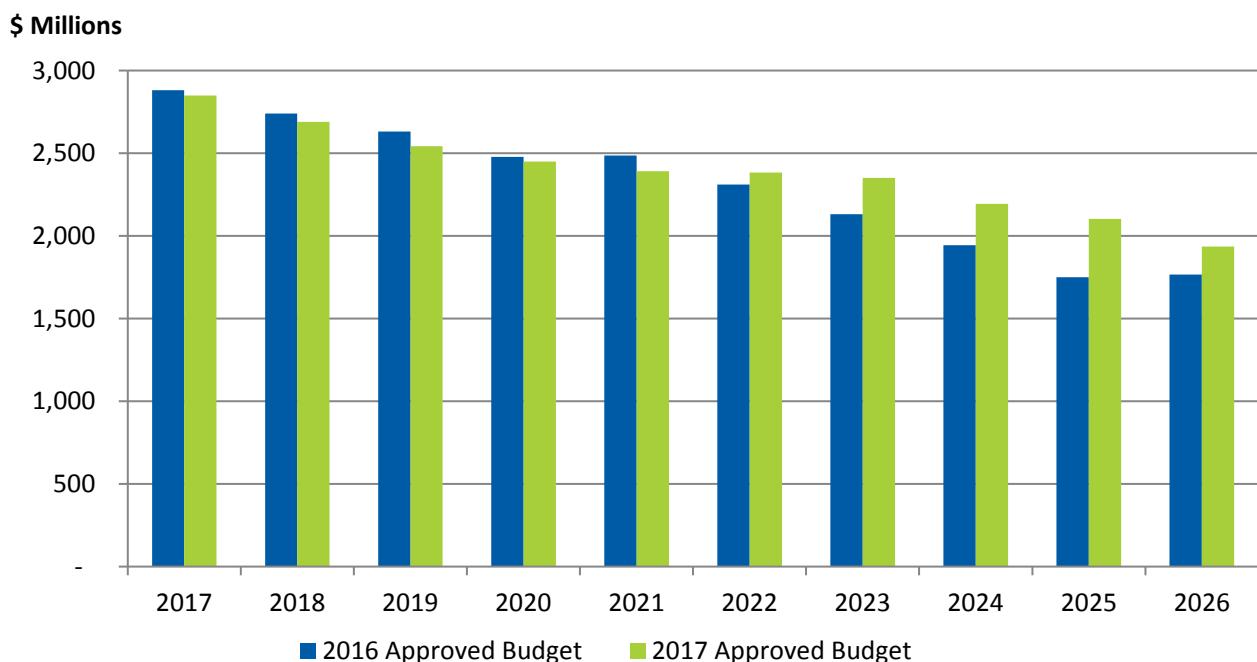


The debt reduction reserve was initially set up by reallocating funds from other reserves. There are several mechanisms by which it can grow.

- One is through a change in how the annual surplus, other than what is related to housing operations, is allocated to reserves. Under the strategy, the order is:
 - First, to reserves against such contingent liabilities as workers’ compensation claims, up to their target levels;
 - Then to the general capital reserve, up to its target level;
 - Then to the fuel stabilization reserve if needed that year; and
 - Then to the debt reduction reserve.
- The reserve may also grow through appropriations in the budget or by contributions of 50% of supplementary tax revenues each year.
- As well, between 50% and 100% of the savings arising from funding a project through the reserve instead of issuing tax levy debt may be contributed to the reserve.

As a result of the creation of the debt reduction reserve, York Region has issued no new tax levy debt since 2014. The goal is to continue to build the debt reduction reserve to avoid all tax levy supported debt over the next 10 years. This budget reflects that commitment and continues to reduce debt reliance. However, with lower development charge revenues forecasted, the total outstanding debt is slightly higher from years 2022 onward than it was in the 2016 budget. The graph below shows the impact on total expected debt.

Budget will reduce outstanding debt



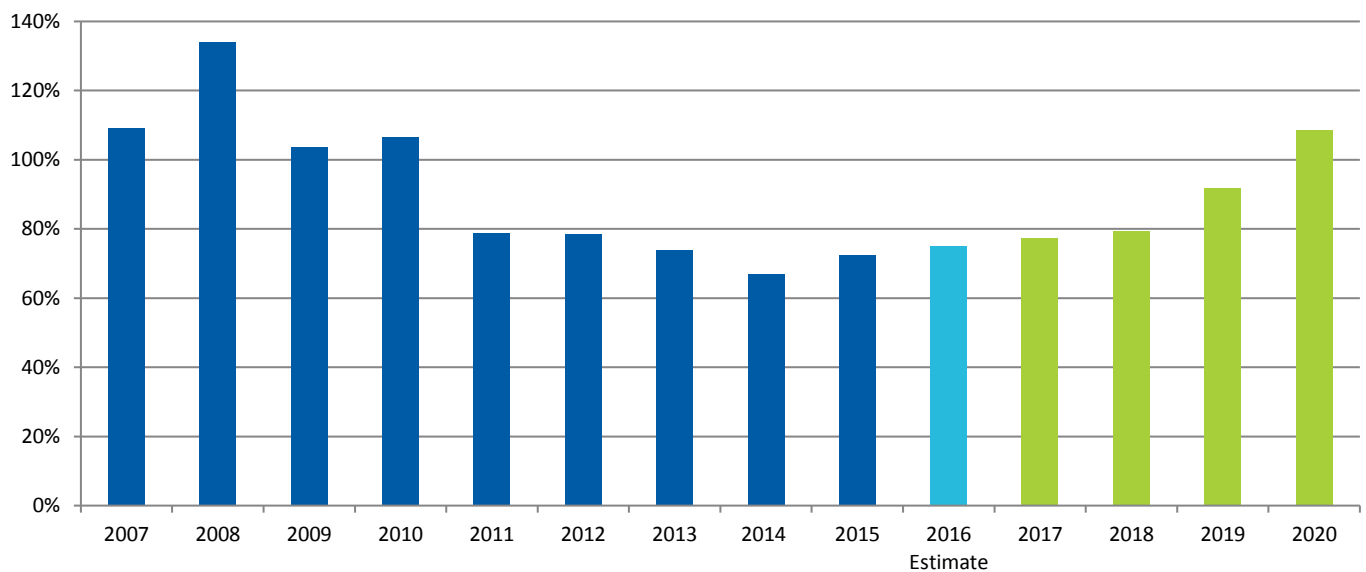
Impacts of the Regional fiscal strategy

The Region will continue to use debt strategically to meet its infrastructure needs. As a result of all of its actions, however, the Region has been able to reduce expected peak debt in its 10-year outlook. This has strengthened its financial position considerably.

With peak debt lowered, and a commitment to building reserves, York Region will see a strong improvement in its ratio of reserves to debt, as the graph below shows.

This discussion underscores that in recognizing the risks to financial sustainability now, while it is still benefiting from growth, the Region is well positioned to manage them.

Reserve-to-Debt ratio





RESERVES AND RESERVE FUNDS

Fund accounting, used by municipalities, is intended to show that funds have been used for the purpose for which they were obtained.

York Region uses three types of funds:

- The **current fund** underpins the operating budget. All operating revenues go into it and all operating spending is paid from it. The main sources of revenue for the current fund are federal and provincial grants and subsidies, fees and charges, water and wastewater user rates, contributions from reserves and the tax levy.
- The **capital fund** is used for capital expenditures. Its main funding sources are debentures, development charge reserve contributions, contributions from other reserves, and federal and provincial grants and subsidies.
- The Region also has **reserve funds** for future operating and capital purposes. They are funded from development charges, supplementary taxes, operating surpluses and allocations as directed by Regional Council.

Reserves and reserve funds

The Region has three major categories of reserve fund to support its policies and provincial requirements:

- Capital asset rehabilitation and replacement
- Capital acquisition
- Operating and Human Resources

It also maintains social service and police-related reserves for specific purposes.

The remainder of this section outlines what each category of reserve includes.

Capital asset rehabilitation and replacement reserves

A key part of the Regional fiscal strategy is to ensure that adequate reserves are in place for capital assets as they need to be renewed or replaced. Capital Asset Rehabilitation and Replacement Reserves are in place for Regional roads and regionally-owned facilities, housing, equipment and vehicles.

In 2016, more than \$221.8 million was allocated to these reserves from the fiscal strategy, departmental contributions and now the water and wastewater user rates. This brings the balance to an expected \$895.0 million by year-end. This budget will contribute a further \$270.6 million in 2017. The section titled Achieving Financial Sustainability discusses increases in contribution levels to these reserves, which are expected to grow substantially, to a balance of about \$3.7 billion, over the next 10 years.

Capital acquisition reserves

These reserves are used for capital expenditures. Key capital acquisition reserves are:

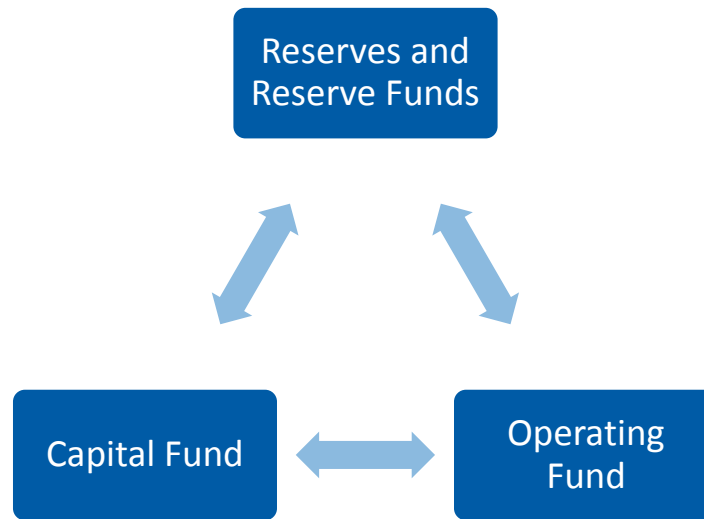
The **Development Charge Reserve** is for funds collected from residential and non-residential development and covers the growth-related portion of certain capital costs, that include roads, water, wastewater, and health, among others. At the end of 2016, these reserves are expected to have a balance of about \$247.7 million.

The **Social Housing Reserve** is used to develop affordable housing projects in the Region, and is expected to have a balance of \$107.5 million at the end of 2016. This reserve is expected to decline to approximately \$65.2 million over the next 10 years, based on planned developments.

The **General Capital Reserve** is typically used to fund unplanned, non-recurring capital items. The balance of the reserve is expected to be \$46.8 million at the end of 2016.

The **Land Banking Reserve** was established in 2014 for buying land needed for the long-term capital plan. At the end of 2016, the expected balance was \$11.4 million.

Fund Relationships



The 2017 to 2018 Operating and Capital Budgets by fund use and source

(in \$000s)	2017 Approved		2018 Outlook	
	Operating	Capital	Operating	Capital
Usage of Funds:				
Transportation Services	207,241	249,965	212,196	262,340
Environmental Services	46,777	198,825	48,083	219,911
Community & Health Services	176,819	50,521	182,633	61,390
Corporate Management	90,829	109,912	94,457	106,657
Court Services	(2,384)	-	(2,422)	-
Financial Initiatives	152,199	-	166,682	-
Boards and Authorities	39,031	-	39,973	-
York Region Rapid Transit Corporation	4,667	310,413	4,441	104,171
York Regional Police	310,947	22,450	324,081	22,261
Total	1,026,126	942,086	1,070,124	776,730
Source of Funds:				
General Tax Levy	1,026,126	31,877	1,070,124	42,071
User Rates	383,429	-	414,155	-
Fees and Charges	50,498	-	52,701	-
Reserves	38,644	376,486	34,705	385,529
Development Charge Reserve Draws	245,057	103,464	247,181	269,348
Grants and Subsidies	323,317	97,491	328,869	45,894
Debenture Proceeds	-	292,298	-	-
Other Revenue/Recoveries	29,610	40,471	30,116	33,888
Total	2,096,682	942,086	2,177,851	776,730

Operating and Human Resources reserves

The **Working Capital Reserve** is used to help offset borrowing costs which arise during the year due to timing differences between receiving tax revenue and spending needs. The balance is expected to be \$43.6 million by the end of 2016.

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 balance is expected to be \$217.2 million by the end of 2016.

The **Tax Stabilization Reserve** is available to fund temporary tax revenue shortfalls and unforeseeable one-time expenditures. The balance is expected to be \$51.6 million by the end of 2016.

The **Insurance Reserve** funds costs incurred for insurance coverage and payment of claims. This reserve balance is determined through a rigorous annual examination of all claim files held by the Region. The balance is expected to be \$20.8 million by the end of 2016.

The **Fiscal Stabilization Reserve** was established in 2012 to manage the transition to a post GTA-pooling environment. The reserve was funded through budget contributions, and drawdowns will be determined by Council. The balance is expected to be \$43.0 million by the end of 2016.

The **Water and Wastewater Rate Stabilization Reserves** were established in 2015 to provide year-to-year stabilization in water and sewage rates.

The **Human Resources Reserves** are available to cover costs related to Workplace Safety and Insurance Board and long-term disability claims as well as sick leave benefits. These reserve balances are determined through actuarial examinations. The balance is expected to be \$54.9 million by the end of 2016.

The **Social Assistance Reserve** was established to provide support for in-year fiscal pressures associated with a possible downturn in economic conditions that could lead to sudden increases in the social assistance caseload. This reserve will decline in balance over the next several years in conjunction with the Province uploading responsibility for Social Assistance. At the end of 2016, the balance is expected to be \$23.2 million.

The **Police Services Reserves** are for the Traffic Safety Strategy Initiative, GTA Crime Abatement and Seized Money. At the end of 2016, the balance was expected to be \$0.2 million.

Types of reserves and their purpose

Reserve Name	Purpose	Source of Funding	Year Established
Capital Reserves			
Development Charges	Growth infrastructure	Development charge collections	1991
Solid Waste Management	Waste Management	Allocation in annual budget	1993
General Capital	Non-recurring capital	Operating surplus allocation	1995
Social Housing Development	Social Housing development/repairs	Allocation in annual budget	1998
Transit	York/GO Transit	To be determined	1999
Roads Capital	Funding on-going capital	Allocation in annual budget	1998
Federal Gas Tax	Eligible projects (transit etc)	Federal funds	2005
Non-Profit Housing	Non-profit housing repairs	Allocation in annual budget	1996
IT Development Reserve	Development of IT systems	Allocation in annual budget	2010
Hospital Financing	Hospital capital expenditures	Allocation in annual budget	2010
Land Banking	Purchase land for future needs	Allocation in annual budget	2014
Move Ontario	Move Ontario 2020 Projects and TYSSE	Provincial funds	2008
Capital Replacement Reserves			
Facilities Rehabilitation	Building repairs/rehabilitation	Allocation in annual budget	2009
Roads Rehabilitation/Replacement	Roads rehabilitation	Allocation in annual budget	2000
Vehicle Replacement	Fleet replacement	Allocation in annual budget	1997
Equipment Replacement	IT and other equipment replacement	Allocation in annual budget	1993
Region Owned Housing	Regional Housing replacement	Allocation in annual Budget	2009
Transit Vehicle Replacement	Transit vehicle refurbishment/replacement	Allocation in annual budget	2014
Capital Asset Replacement - Wastewater	Wastewater system repairs/rehabilitation	User rate budget	1991
Capital Asset Replacement - Water	Water system repairs/rehabilitation	User rate budget	1991
Corporate Reserves			
Water Rate Stabilization	To prevent fluctuations in water rates	User rate budget	2015
Wastewater Rate Stabilization	To prevent fluctuations in wastewater rates	User rate budget	2015
University Campus	To fund York University Markham campus	Allocation in annual budget	2015
Court Service	To assist Court Service in managing its cost	Surplus revenue related to the Provincial Offences Act	2015
IT Licensing and Software	Enterprise-wide software licensing	Allocation in annual budget	2015
Insurance	To fund insurance claims	Allocation in annual budget	1997
Tax Stabilization	Tax stabilization	Allocation in annual budget	2002
Fuel Cost Stabilization	Fuel cost stabilization	Budget allocation and fuel savings	2010
Debt Reduction	Reduce future tax-levy debenture	Allocation in annual budget	2014
Innovation	Capitals result in efficiency and savings	Allocation in annual budget	2002
Provincial Gas Tax	Transit growth and expansion	Provincial funds	2004
Fiscal Stabilization	Mitigate further revenue shortfall	Allocation in annual budget	2012
Working Capital	To fund day to day operating	Allocation in annual budget	2001
Seized Moneys	To return to its rightful owner	Money seized by York Regional Police	1998
Alternative community	Repair housing units of ACL residence	Transferred from the Ministry of Health	1998
Land Securement	York Greening	Allocation in annual budget	2001
Social Assistance (SA)	Unanticipated Social Assistance costs	Allocation in annual budget	1998
Human Resource Reserves			
Group benefits	Benefit claims	Allocation in annual budget	1991
Sick Leave – Region	Vested sick leave benefits	Payroll surcharge	1982
Sick Leave – Police	Vested sick leave benefits	Allocation in annual budget	1999
WSIB	Workers compensation claims	Allocation in annual budget	1996
Police OMERS	Police Pension surplus	OMERS surplus	1995
Long Term Disability	LTD liability	Allocation in annual budget	2002

Projection of reserves for the year end of 2017 based on 2016 year end estimates and 2017 budget

(in \$000s)	Actual				Budgeted
	Balance*	Receipts	Draws	Interest	Balance
	Dec 31, 2016				Dec 31, 2017
Development Charges	247,726	475,064	(338,460)	4,266	388,596
Capital Replacement					
Equipment Replacement	42,551	15,706	(13,788)	761	45,230
Vehicle Replacement	26,138	9,147	(10,851)	443	24,877
Facilities Rehabilitation and Replacement	100,024	24,784	(13,443)	1,850	113,214
Region Owned Housing (Replacement)	77,673	14,128	-	1,483	93,284
Roads Infrastructure	442,762	56,604	-	8,244	507,609
Transit Vehicle Replacement Reserve	52,181	19,904	(11,524)	986	61,547
Capital Asset replacement -Water	78,921	36,889	(39,774)	1,646	77,682
Capital Asset replacement -Wastewater	74,720	93,470	(47,717)	2,098	122,571
Sub-total	894,970	270,631	(137,097)	17,510	1,046,015
Capital					
Solid Waste	67,232	7,097	(12,100)	1,133	63,361
General Capital	46,825	100	(4,386)	782	43,321
Social Housing Development	107,493	-	(10,680)	1,788	98,601
Transit	7,566	9,100	(9,100)	83	7,649
Roads	6,025	30,082	(22,777)	131	13,460
Non-Profit Housing Repairs	37,913	9,300	(5,633)	696	42,276
Federal Gas Tax	65,843	31,384	(77,403)	578	20,403
Move Ontario	28,342	-	-	496	28,838
Hospital Financing	7,090	14,437	(14,502)	193	7,219
IT Development	16,308	5,710	(8,410)	262	13,870
Land Banking Reserve	11,414			200	11,613
Sub-total	402,050	107,210	(164,990)	6,341	350,610
Corporate Reserves					
Debt Reduction Reserve	217,236	39,546	(130,054)	3,010	129,738
Insurance	20,815	6,953	(6,926)	364	21,206
Insurance Claims Certificate System	12	-	-	0	12
Innovation	4,970	-	-	87	5,057
Fiscal Stabilization	42,986	1,132	-	762	44,880
Tax Stabilization	51,625	-	(668)	898	51,854
Provincial Gas Tax	6,815	15,323	(15,323)	92	6,907
Land Securement	1,646	1,700	(930)	36	2,452
Alternative Community	260	-	-	5	264
Working Capital	43,607	-	(500)	-	43,107
University Campus Reserve	2,038	1,021	-	34	3,093
Court Reserve	1,011	625	(625)	14	1,025

*Actual balance is estimated and subject to change as part of year-end adjustments.

Projection of reserves for the year end of 2017 based on 2016 year end estimates and 2017 budget (continued)

(in \$000s)	Actual				Budgeted
	Balance*	Receipts	Draws	Interest	Balance
	Dec 31, 2016				Dec 31, 2017
IT Licensing & Software Development	302	300	-	6	608
Fuel Cost Stabilization	3,820	3,750	(3,820)	66	3,816
Water - Rate Stabilization	9,758	400	-	214	10,372
Wastewater- Rate Stabilization	11,607	400	-	254	12,261
Seized Moneys	214	60	(100)	5	180
Social Assistance	23,243	-	(2,723)	407	20,926
Sub-total	441,965	71,209	(161,669)	6,254	357,758
Human Resources Reserves					
Long-Term Disability (LTD)	30,612	-	-	536	31,148
Sun Life Benefits	2,568	-	(20)	45	2,593
Sick Leave	5,872	1,500	(1,500)	103	5,975
Police Sick Leave	(3,360)	1,500	-	(46)	(1,905)
Worker's Compensation	19,226	-	-	336	19,562
Sub-total	54,918	3,000	(1,520)	974	57,372
Total Reserves and Reserve Funds	2,041,629	927,114	(803,737)	35,345	2,200,352

Note: Actual balance is estimated and subject to change as part of year-end adjustments.

Continuity schedule of reserves and reserve funds (Projection to December 31, 2017)

(in \$000s)	Capital			Human	Total
	Capital	Replacement	Corporate	Resources	
Balance January 1, 2016	637,516	786,830	413,204	52,064	1,889,614
Balance January 1, 2017	649,776	894,970	441,965	54,918	2,041,629
Estimated contribution	582,274	270,631	71,209	3,000	927,114
Estimated interest	10,607	17,510	6,254	974	35,345
Estimated expenditures					
Current			(161,669)	(1,520)	(163,189)
Capital	(503,451)	(137,097)			(640,547)
Estimated Balance December 31, 2017	739,206	1,046,015	357,758	57,372	2,200,352

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DEBT MANAGEMENT PLAN

Municipalities in Ontario may only issue debt for capital purposes. The Province regulates the amount of municipal debt and other financial obligations through an Annual Repayment Limit (ARL) regulation under the Municipal Act, 2001.

Debt Management Plan

Municipalities in Ontario may only issue debt for capital purposes. The Province regulates the amount of municipal debt and other financial obligations through an annual repayment limit regulation under the Municipal Act, 2001. The annual repayment limit restricts the aggregate annual cost of servicing the anticipated long-term debt and financial obligations to 25 per cent of a municipality's own source revenue plus, in the case of York Region alone, a growth cost supplement equal to 80 per cent of the average of the last three fiscal years of development charge collections. The combination of the annual repayment limit and the growth cost supplement is called the growth-related annual repayment limit, but will be referred to as the annual repayment limit in this plan.

To qualify for the growth-related cost supplement, the Region is required to meet two conditions:

1. Maintain at least an AA low (or equivalent) credit rating; and
2. As part of the preparation of its budget for the fiscal year, Council adopts or affirms a plan for the management of its long-term debt and financial obligations.

As of September 2016, the Region had met the first condition by maintaining an Aaa credit rating with Moody's Investor Service and receiving a AA+ credit rating from S&P Global Ratings.

To meet the second condition, the Province requires Regional Council to consider the following items as part of its long-term debt management plan:

1. The long-term debt and financial obligations needs over a multi-year period;
2. Projections of the annual repayment limit for each year of the multi-year period compared to its existing and proposed long-term debt-related payments;
3. Risk and mitigation strategies associated with the long-term debt strategy;
4. A long-term debt and financial obligations policy;
5. Prudent and cost-effective management of existing and projected long-term debt and other financial obligations;
6. Estimated temporary borrowing needs for 2017; and
7. Evaluation and comparison of 2016 projections and outcomes.

The long-term debt and financial obligation needs over a multi-year period

The fiscal strategy guided the preparation of the 2017 Budget

In preparing the 2017 Budget, staff followed principles of the fiscal strategy, which was first formally approved by Council in 2014, to help better manage the Region's financial resources. A major tenet of this strategy is to use a more balanced approach when funding long-term capital expenditures. To accomplish this, a detailed review of both the forecast capital expenditures and funding sources is undertaken each year. Where necessary, the level of expenditures may be adjusted to match more closely to the available funding, while maintaining overall capital priorities.

The ten-year Capital Plan that has been submitted to Council for 2017 is \$95 million higher when compared to the same period and \$13 million higher than last year's ten-year capital plan. In addition, the timing of some capital projects has shifted.

The development charge collections forecast is down by \$20 million in 2016 and by \$274 million over the next ten years (2017-2026).

The tax levy Debt Reduction Reserve avoids approximately \$459 million of new tax levy debt over the next ten years.

Finally, the phase-in of full cost recovery for water and wastewater services that began in 2016 is expected to permit the Region to avoid issuing user rate debt.

Overall, the Region's need for new long-term debt during the 2017-2026 period is expected to be \$1.1 billion, which is \$0.3 billion higher compared to last year's ten-year capital plan. The higher debt requirement is due to a lower development charge collections forecast.

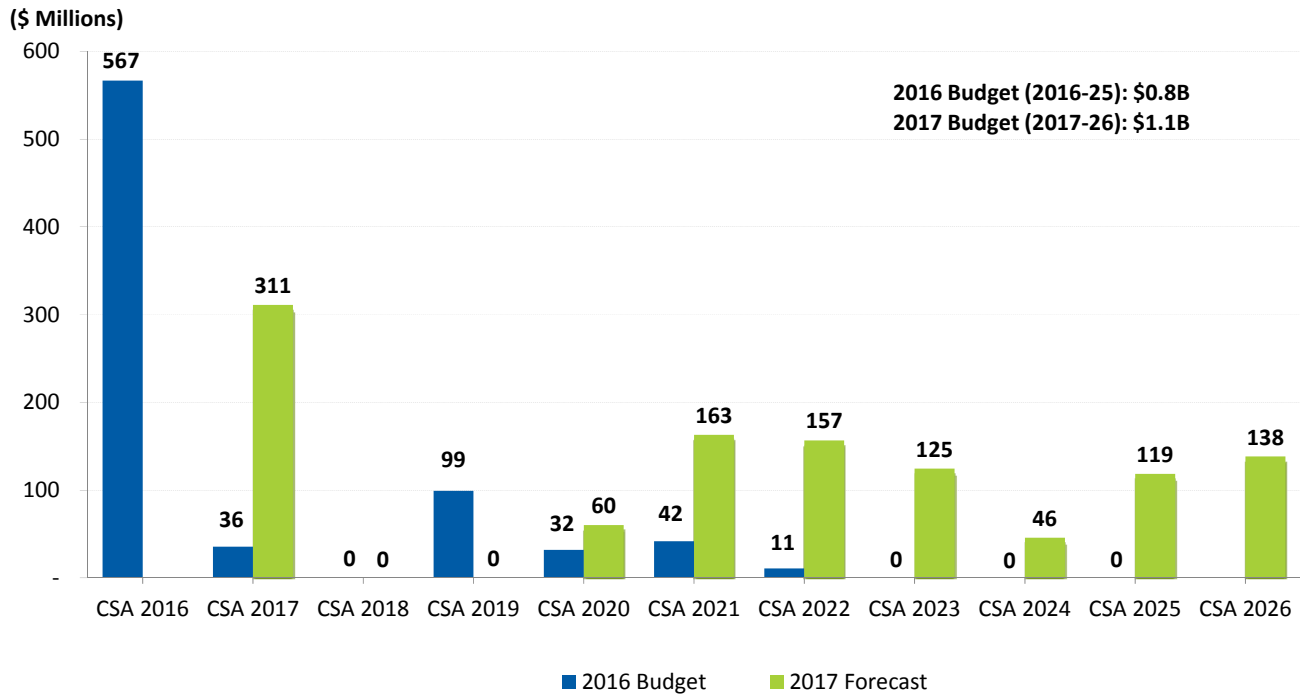
Reliance on debt increases in the last six years of the ten-year capital plan

Capital spending authority provides Council's authorization for departments to proceed with capital projects, including multi-year projects. The Region must have enough debt room when capital spending authority is approved to remain within its provincially-mandated annual repayment limit.

Approximately \$0.3 billion (or 28 per cent) of the \$1.1 billion in projected debenture requirements has been included within the capital spending authority for 2017, as illustrated on the first graph on the next page. In contrast, approximately \$0.6 billion (or 72 per cent) of the \$0.8 billion in the projected debenture requirements was included within the capital spending authority for 2016.

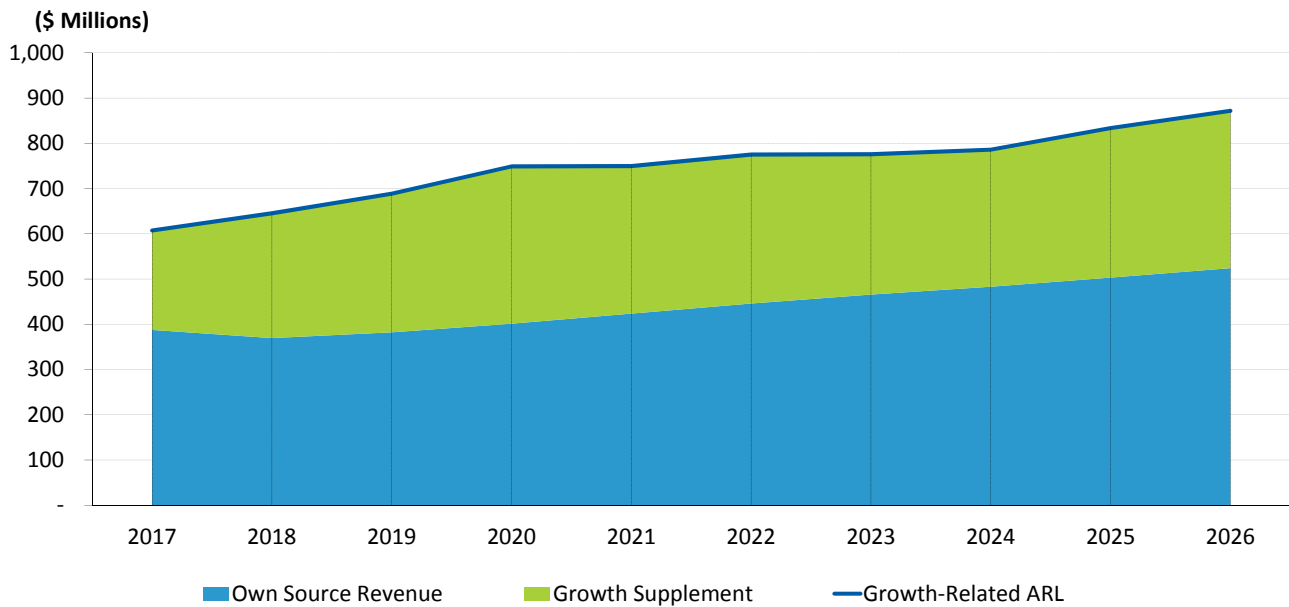
The capital plan also contains projects with an estimated debt of about \$0.8 billion that are planned, but do not yet have capital spending authority. For the purposes of this Debt Management Plan, Finance has estimated the future debt requirements for each year of the plan on a capital spending authority basis. The graph on the top of the next page illustrates the amount of new debt to be issued on a capital spending authority (CSA) basis. For example, the Region will seek Council authorization to issue \$311 million of new debt to commit to capital projects within the capital spending authority for 2017. However, the actual capital expenditures associated with the \$311 million is expected to flow over three years: \$292 million in 2017, \$7 million in 2019 and \$12 million in 2020. The Region's reliance on debt shifts to the last six years in the ten-year capital plan.

Multi-year Forecast of New Debt to be Issued



Source: York Region Finance Department

Annual Repayment Limit Forecast



Source: York Region Finance Department

Projections of the annual repayment limit for each year of the multi-year period compared to its existing and proposed long-term debt-related payments

How much debt room will we have?

The annual repayment limit is calculated by determining and projecting 25 per cent of own-source revenues, and adding 80 per cent of the three-year rolling average of historic development charge collections (derived from the development charge collection forecast). The existing and proposed annual financial obligations must be within this limit. These calculations are shown in the appendix on page 367.

Based on these calculations, the Region's annual repayment limit will increase from \$607 million in 2017 to \$872 million by 2026, as illustrated on the chart on the bottom of the previous page.

What are our estimated debt and other financial obligation payments?

The existing debt payment and financial obligations include the following components:

- Principal obligations
- Interest obligations
- Hospital funding
- Social housing mortgages
- Long-term leases
- University funding

These existing annual debt payment and other financial obligations will total approximately \$312 million in 2017, but are estimated to decline to approximately \$263 million by 2026. This estimate is for existing debt only, excluding the principal and interest costs associated with debt to be used in the future. The largest component of these obligations will be the principal and interest on existing debt, which is expected to decrease from \$283 million in 2017 to \$233 million by 2026 as existing debt is repaid. Hospital financing is forecast to increase at a rate of 2 per cent per year, rising from \$13.9 million per year in 2017 to \$16.3 million per year by 2026. The Region will also contribute approximately \$1 million annually to the University Campus Reserve towards a commitment of \$25 million for the new York University campus in the City of Markham.

As noted earlier, the capital spending authority budgeting concept employed by the Region requires that there be enough debt room under the annual repayment limit at the time of project authorization. For example, to assign capital spending authority to projects as part of the 2017 budget process, the Region must have sufficient room under its 2017 annual repayment limit to recognize the full financial cost of the projects "as if" they were going to be incurred entirely in 2017, even if the actual costs are spread out over multiple years. This is the case for each year of the capital plan.

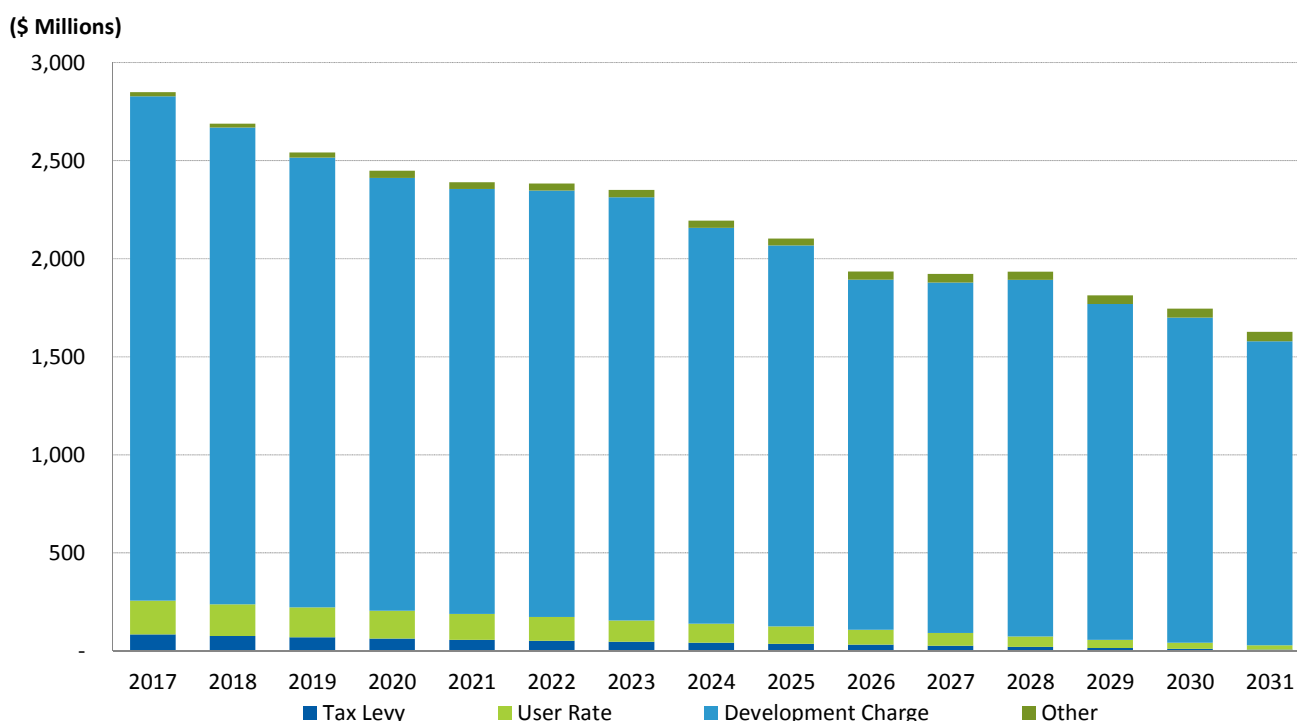
The ten-year capital plan in the 2017 Budget is \$6.1 billion, of which \$1.1 billion will be debt financed. Assuming an annual interest rate of 3.55 per cent in 2017 and a term of 20 years, the annual obligation arising from this debt for 2017 will be approximately \$23 million¹.

Will the Region be within its annual repayment limit?

For 2017, the Region will be well within its annual repayment limit, as shown in the table below.

(\$ Millions)	
Component Description	Forecast 2017
25% of Own Source Revenues	387
Plus: Growth Cost Supplement²	220
Total Annual Repayment Limit	607
Less: Existing Debt Payment and Financial Obligations	312
Less: Anticipated New Debt Payment	23
Remaining Annual Repayment Limit	272

Outstanding New Debt Projection



Source: York Region Finance Department

¹This is the weighted average interest rate based on a review of current and historic rates as well as planned capital spending authority cash flow timing. The 20-year term is based on the anticipated average term of future debt issues. Debt repayment is calculated on a “full commitment basis”, which allocates a full year’s payment to the year of issuance rather than the partial (i.e., interest only) payment that usually occurs as a result of issuance timing.

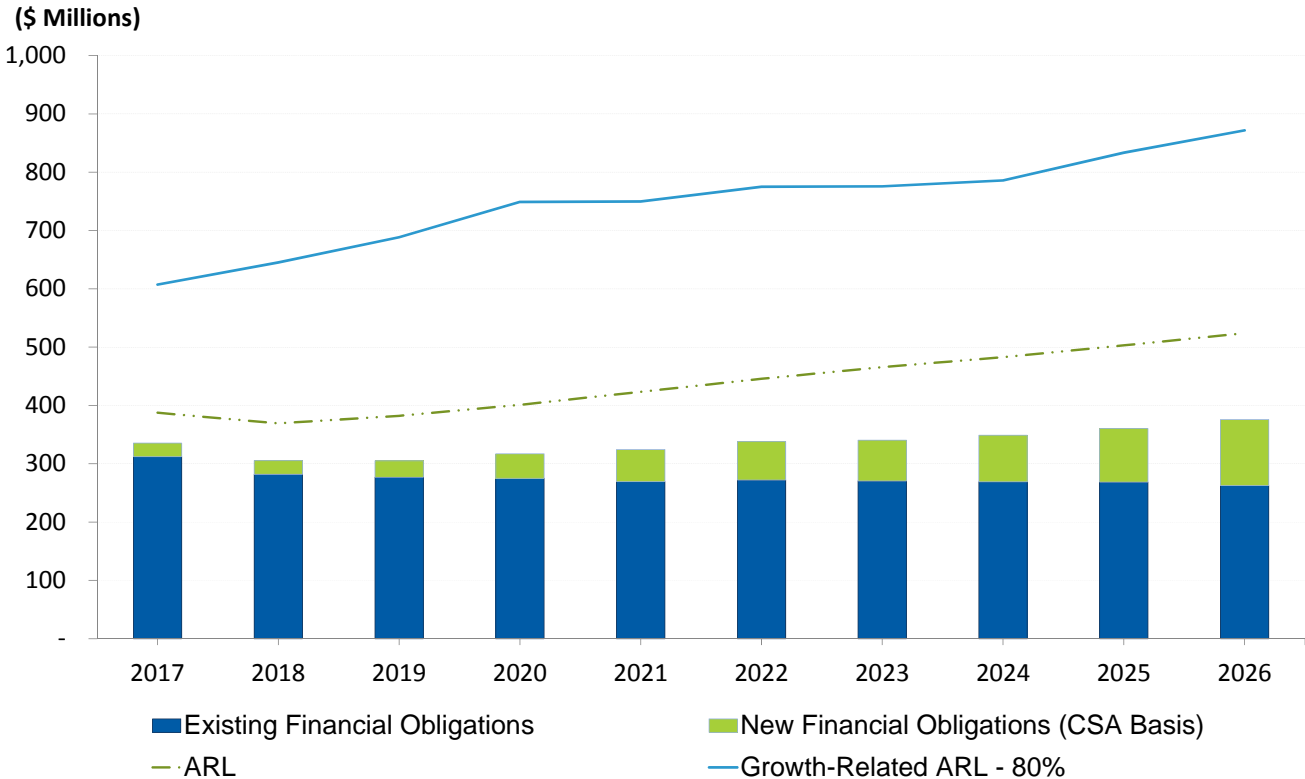
²Growth Cost Supplement in 2017 is calculated at 80 per cent of the 3-year rolling average of development charge collections (2014-2016 inclusive).

Capital spending authority is based on existing and future project commitments. Assuming that the debt needs remain as shown in the ten-year capital budget and all future capital spending authority debt occurs as planned, the Region’s outstanding debt will increase to a high of \$2.9 billion in 2017 and then start to decrease in 2018, as illustrated on the graph on the previous page.

The annual debt payments related to each year’s increment have been calculated on the same basis as the 2017 capital spending authority, except that the assumed interest rate will increase to 5.25 per cent by 2026.³ As a result, the financial obligations associated with new debt-related capital spending authority will increase to \$92 million by 2026.

The graph below shows that the Region’s financial obligations will be well within its annual repayment limit for all years.

Annual Repayment Limit vs Annual Capital Spending Authority Based Debt and Financial Obligations



Source: York Region Finance Department

³The base rate assumptions increase from 3.55 per cent to 5.25 per cent by 2023 and are held constant thereafter. The term will remain 20 years and the payment will continue to be calculated on a “full commitment” basis for the entire forecast.

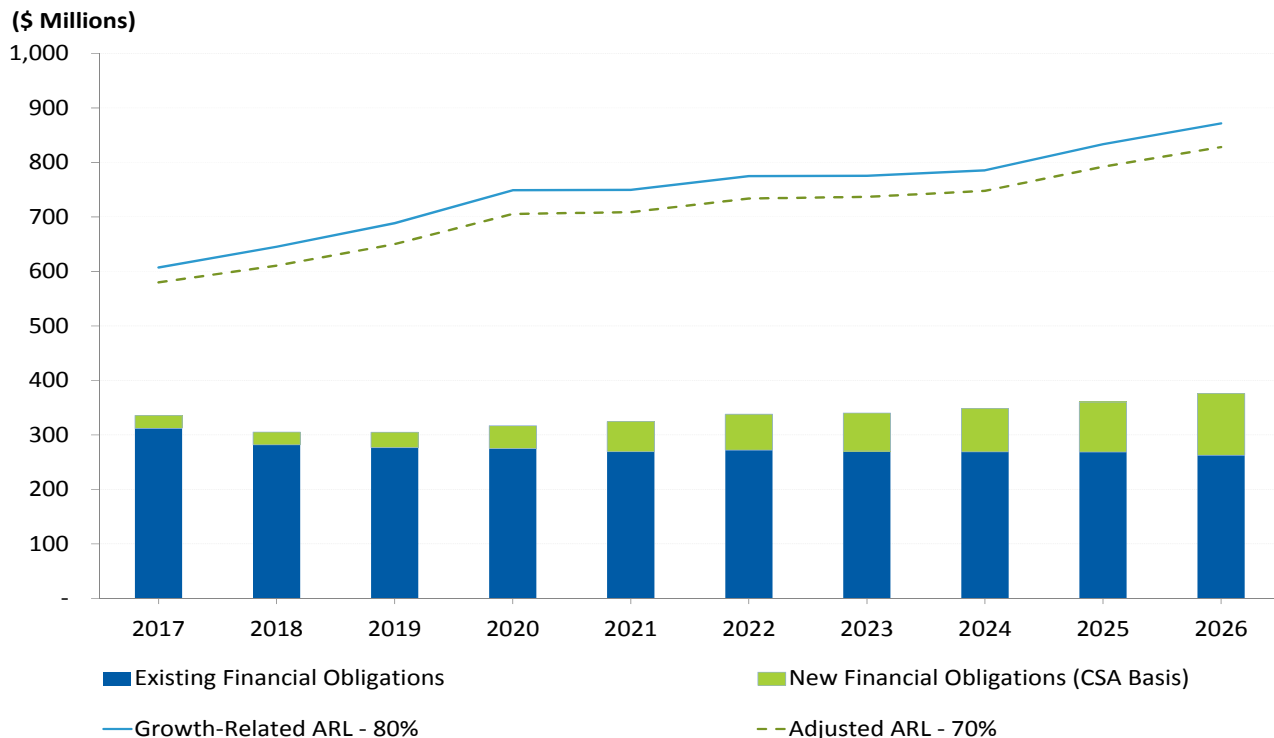
Risk and mitigation strategies associated with the long-term debt strategy, including interest rate risk and foreign currency exposure

Anticipated development charge collections represent one of the most significant risks to debt management

Development charge collections are difficult to predict from one year to the next and can vary significantly as economic conditions change over time. Collections lower than forecast could limit the Region’s debt issuing abilities to levels below those indicated in this plan and require changes in the phasing of the capital plan. Staff review development charge collection trends and forecasts annually to enable further changes before finalization of the capital plan during the budget process.

As a matter of normal practice, the Region’s capital plan will be measured against an adjusted annual repayment limit that uses only 70 per cent of the three-year rolling average of historic development charge collections as a cost supplement, versus the 80 per cent permitted, unless specific Council approval is obtained to do otherwise. This would have the effect of partially mitigating the impact of lower than expected development charge collections. The impact on the annual repayment limit calculations of the adjusted annual repayment limit that uses only 70 per cent of the three-year rolling average of historic development charge collections as a cost supplement is illustrated on the graph below, which shows that the Region’s obligations would still be well within its annual repayment limit even if only 70 per cent of forecast development charge collections are considered as a cost supplement.

Adjusted Annual Repayment Limit vs Annual Capital Spending Authority Based Debt and Financial Obligations



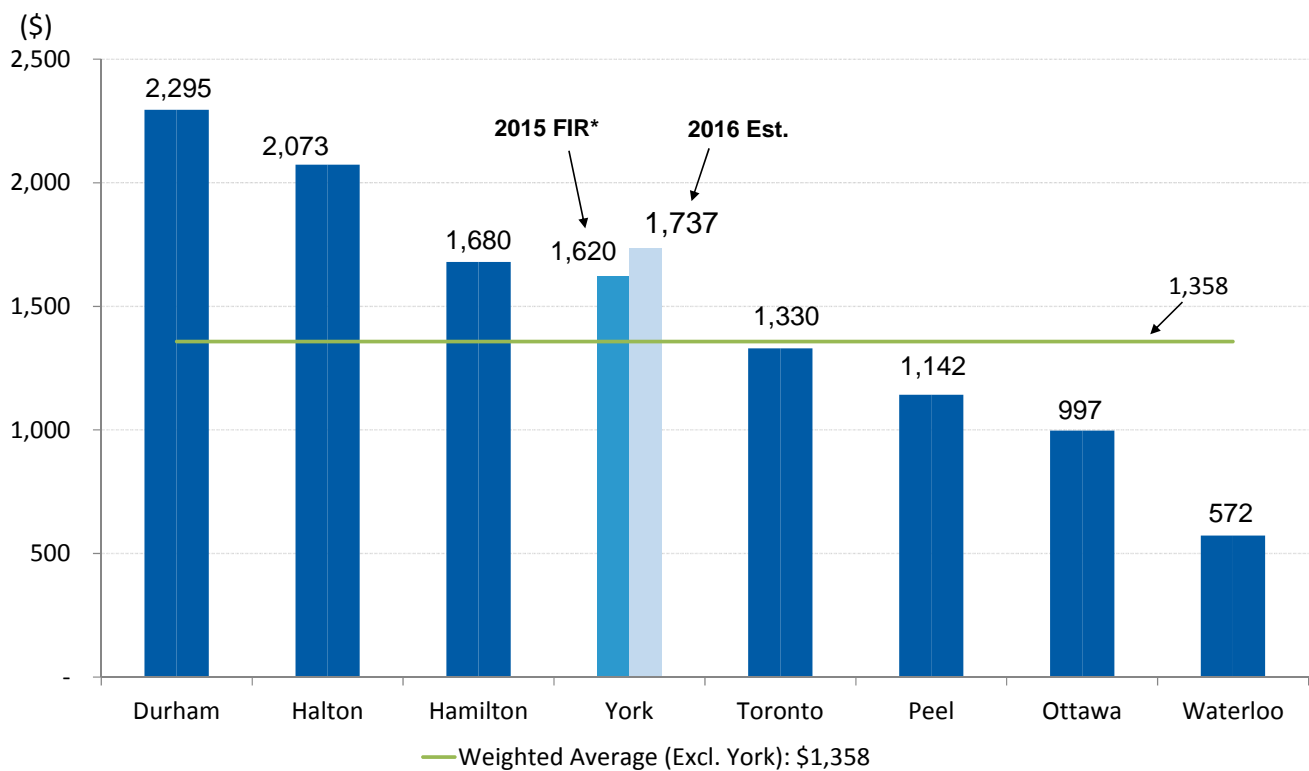
Source: York Region Finance Department

Lower than expected development charge collections in any given year can result in a decrease in liquidity and debt servicing ability. To help mitigate this, the Capital Financing and Debt policy says that the Region will maintain overall development charge reserve balances that are at least equal to the next year’s estimated development charge-related principal and interest obligations. Moreover, the Region maintains significant non-development charge reserves (graph shown on the next page) that could be used to fund development charge-related debt servicing costs on an interim basis, should the need arise.

Reserves are critical to the Region’s debt management plan

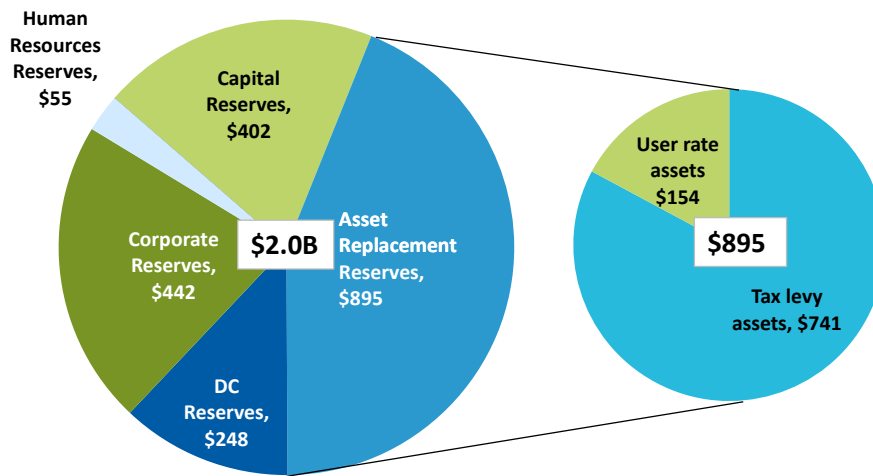
In assessing the Region’s risk profile, credit rating agencies evaluate liquidity and consider reserves an indicator of fiscal prudence. Reserves also protect against non-capital long-term liabilities and external shocks. The Region has been successful in building up a high level of reserves and remains above the weighted average of comparable municipalities, as shown on the graph below.

Comparison of 2015 Reserves Per Capita



Source: Figures for comparator peer group are based on results summarized in 2015 Financial Information Returns (FIR).

Composition of Reserves at December 31, 2016 (estimated, \$ Millions)



Source: York Region Finance Department

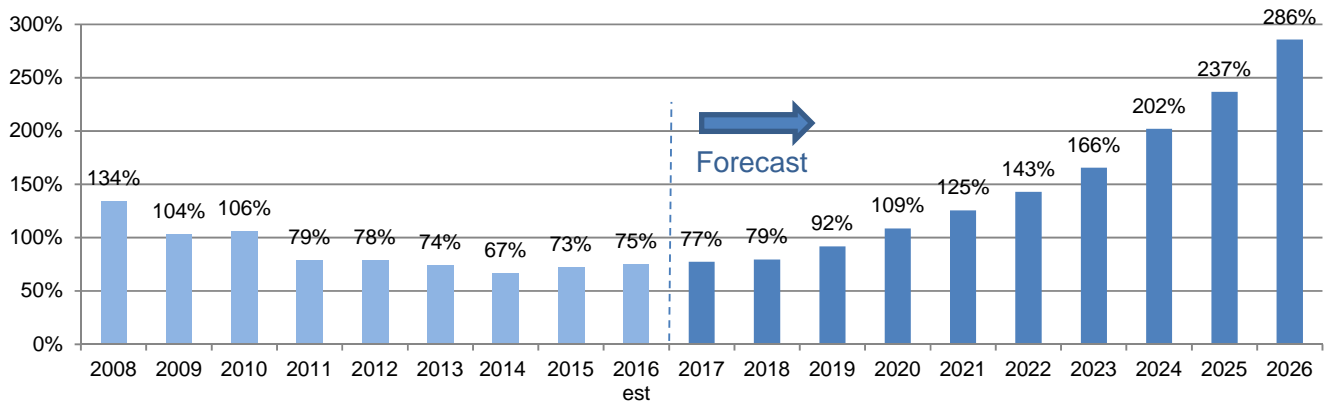
The fiscal strategy involves continuing to build up reserves over time to help meet future capital funding requirements

As infrastructure ages, it periodically needs major rehabilitation and ultimately needs to be replaced. Since asset replacement is a cost incurred for existing assets, development charges cannot be used for this purpose. Therefore, funding sources such as taxes and/or user rates must be used to pay for asset replacement. To minimize the impact that rehabilitation needs will have on tax/rate payers in any given year, debentures may be used to spread the costs over time.

An alternative to issuing debt is to build and set aside reserves specifically to fund future capital rehabilitation and replacement. To this end, in 2006 Council approved a policy of increasing the annual contributions to asset replacement reserves by an increment equal to 1 per cent of the prior year's tax levy. In 2013, Council amended this policy to gradually increase that increment by 0.2 per cent each year until it reached 2 per cent of the prior year's tax levy in 2017. The fiscal strategy maintains this policy and anticipates the annual contribution to asset replacement reserves will be approximately \$112 million in 2017, and increase to approximately \$117 million in 2018. In addition, annual operating surpluses help build reserves, in accordance with Council's approved surplus management policy.

As illustrated on the graph on next page, the ratio of reserves to debt has been deteriorating since 2010 as the need for growth-related debt continues to outpace the receipt of growth-related revenues. However, as a result of the measures contained in the fiscal strategy, the ratio is expected to stabilize over the next four years and then should trend upward. A ratio greater than 100 per cent indicates the Region is a net "investor" as opposed to a net "borrower." The Region is expected to be a net "investor" by 2020.

Reserve-to-Debt Ratio



Source: York Region Finance Department

Full cost recovery user rates enable the Region to build reserves to fund future capital rehabilitation and replacement

In October 2015, Council approved six years of water and wastewater rate increases. As a result, full cost recovery is expected to be achieved by the end of 2021. Full cost recovery will enable the reserves to fund all future rehabilitation and replacement requirements without the need to issue any new user rate debt and without impact to the tax levy.

The contributions to the water and wastewater replacement reserves are expected to promote equity across generations. The graph on the next page shows the projected annual per capita contributions to the water and wastewater capital asset replacement reserves.

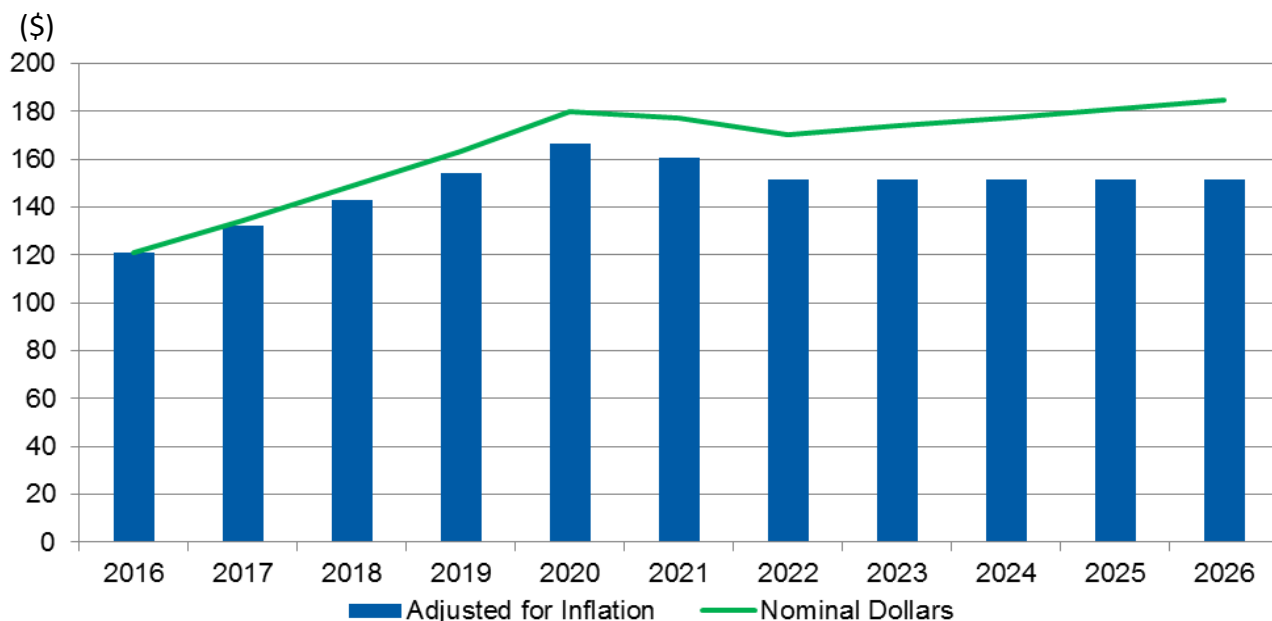
Reserves will be used to reduce tax levy related debt requirements

One way to mitigate the risks associated with the Region's future debt requirements is to eliminate the need for debt altogether. In 2014, the Debt Reduction Reserve was established to fund tax levy capital expenditures in place of debt. As a result, the tax levy-supported debt need was reduced by approximately \$459 million over the 2017 to 2026 forecast period, allowing the Region to avoid approximately \$294 million in principal and interest costs over the same period. At this time, the Region is not expecting to issue new tax levy debt during the ten year forecast period.

The forecast includes an increase in expected costs of debt financing over time

The debt forecast is sensitive to interest rate fluctuations over the forecast period. For example, a one per cent increase in interest rates would result in approximately \$0.6 million in additional annual financing costs for every \$100 million in debt, assuming a twenty-year term.

Annual per Capita Contribution to Water and Wastewater Capital Asset Replacement Reserves



Source: York Region Finance Department

Interest rates are currently at historical lows. Average interest rates are weighted to incorporate the actual cash flow timing of a given year’s capital spending authority commitment to reflect the multi-year nature of these projects. Interest rate assumptions are summarized in the table below.

Interest Rate Forecast

Interest Rate	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Annual Estimate (%)	3.55	3.90	4.25	4.50	4.75	5.00	5.25	5.25	5.25	5.25
Weighted Average (%) ⁴	3.60	0.00*	0.00*	4.50	4.85	5.04	5.25	5.25	5.25	5.26

*As a result of the fiscal strategy, the Region will avoid issuing new debt for capital spending authority year 2018 and 2019 by drawing on reserves to fund capital projects.

Interest rate fluctuations will also affect debt with refunding provisions. Refunding provisions occur where the debt amortization period (e.g., 20 years) is longer than the contractual terms (e.g., 10 years), requiring part of the debt to be refinanced for an additional term. The concept is similar to a mortgage whereby the mortgage amortization period (e.g., 20 years) is longer than the mortgage contractual term (e.g., 5 years), requiring the borrower to refinance the mortgage upon expiration of the contractual term (e.g., obtain another mortgage contract after 5 years). For existing debt, this risk has been accounted for by calculating the annual repayment on the amount outstanding after the contract term expires using an additional ten-year term with a reforecast future interest rate. For new debt, forecast annual

⁴The weighted average interest rates apply to new debenture requirements in the 2017 Capital Plan

repayments have been calculated at the rates noted in the table on previous page using a twenty-year term.

The Region has the ability to offset market risk through a variety of mechanisms

Given the volatility of financial markets in recent years, there is a risk that borrowing costs will be higher than expected and/or the market may not be able to absorb the issuance of new debt at the specific time when it is needed.

Interest/market risk mitigation strategies that are being employed to deal with this possibility include:

- Conservative interest rate forecasts
- Use of bond forward agreements to hedge interest costs on new debt issues when appropriate
- Pre-financing of capital projects where it is financially beneficial to do so
- Borrowing applications to government agencies such as Infrastructure Ontario
- Use of variable rate debt/lines of credit or short-term borrowing from reserves in the event of market disruption or in anticipation of significantly lower interest rates
- Use of underwriting syndicates
- An active Investor Relations program
- Structuring new debt to better meet the needs of potential investors.

The debt management plan has other risks

Other risks relate to the forecast of capital infrastructure costs. Factors such as change orders, inflation, the addition of new projects, or projects being moved forward in the capital plan could result in higher debt requirements than are anticipated in this Plan. To address this risk, phase-in strategies for large capital projects will be considered when appropriate.

Long-term debt and financial obligations policy

Council has approved a Capital Financing and Debt Policy that guides the overall management of the Region's current and expected financing needs and underpins this long-term debt management plan. This policy, last updated and approved by Council in 2015, is reviewed annually to identify and incorporate best practices.

The policy covers all long-term financial obligations entered into by the Region. It establishes objectives, standards of care, authorized financing instruments, and reporting requirements and responsibilities, so as to ensure that the Region's infrastructure needs are financed as effectively as possible.

Prudent and cost-effective management of existing and projected long-term debt and other financial obligations

The Capital Financing and Debt Policy sets out provisions to manage existing and projected long-term debt and other financial obligations in the most prudent and cost-effective manner possible.

These provisions include:

- Parameters and risk considerations for financing leases, which can be used in certain circumstances where long-term debt financing is neither feasible nor appropriate (i.e., lease versus buy)
- Diversification and optimization of the term structure of debentures through a review of interest rate curves
- Limiting the term of financing to the lesser of the anticipated useful life of the underlying asset or the period over which repayment will occur
- Ensuring a high standard of care by ensuring that staff are sufficiently knowledgeable with respect to standard financing transactions and/or the use of outside advice when necessary
- Maintaining an investor relations program in order to increase market awareness and boost demand for Regional debentures
- Maintaining at least a AA- credit rating to minimize interest costs and maximize access to capital markets
- Use of an underwriting syndicate to facilitate the marketing and selling of debenture issues.

Estimated temporary borrowing needs for 2017

Temporary borrowing needs arise from the need to finance operational expenditures pending receipt of taxes and other revenues and the need to finance capital expenditures until long-term financing is in place

The Region's temporary borrowing requirements are addressed in detail under a separate report to Council. In 2017, it is estimated that approximately \$400 million will be required for operating needs. Temporary borrowing can also result from the need to interim finance capital expenditures until long-term financing is in place. In 2017, it is estimated that approximately \$300 million will be required for interim capital financing.

Similar to long-term debt and financial obligations, the Province limits the amount of funding used for temporary borrowing needs to 50 per cent of budgeted total revenue from January to September of the previous year and 25 per cent from October to December⁵. The Region's estimated temporary borrowing needs noted above are well within these limits. It is Regional policy to fund these short-term needs out of reserves and this is expected to continue in 2017. Any funds borrowed from reserves are always paid back during the year of borrowing with interest at the same rate that would have been earned on the corresponding reserves.

⁵Temporary borrowing provisions are set out in Sections 405 and 407 of the Municipal Act, 2001. Temporary borrowings are not part of the annual repayment limit calculations .

Evaluation and comparison of 2016 projections and outcomes

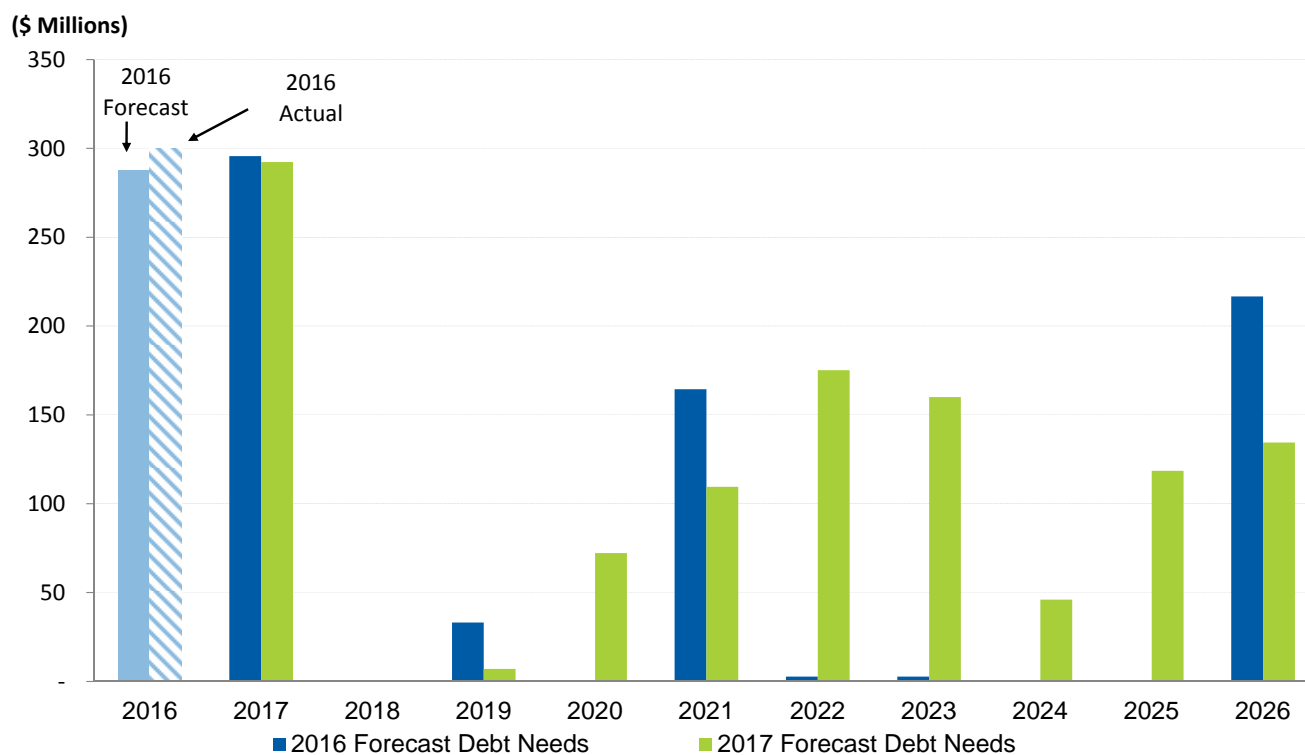
As the table below shows, the Region was in compliance with its annual repayment limit for 2016.

Region's 2016 Annual Repayment Limit (\$ Millions)

(\$ Millions)	Forecast	Actual	Difference
25% of Own Source Revenues	354	354	-
Plus: Growth Cost Supplement	199	189	(10)
Total Annual Repayment Limit	553	543	(10)
Less: Existing Debt Payment and Financial Obligations	316	322	6
Less: Anticipated New Debt Payment and Financial Obligations	46	46	-
Remaining Annual Repayment Limit	191	175	(16)

A year-over-year comparison of annual debt requirements is shown on the graph below. In September 2016, Council approved \$32 million of accelerated debenture spending for Transportation Services that were previously expected to be completed in 2017, partly offset by delay in spending from other departments into 2017. The 2017 forecast debt needs excludes the \$32 million of accelerated spending Transportation Services already financed in 2016 and includes reprofiling of spending from other departments.

Comparison of Debt Needs—2016 Budget vs 2017 Budget

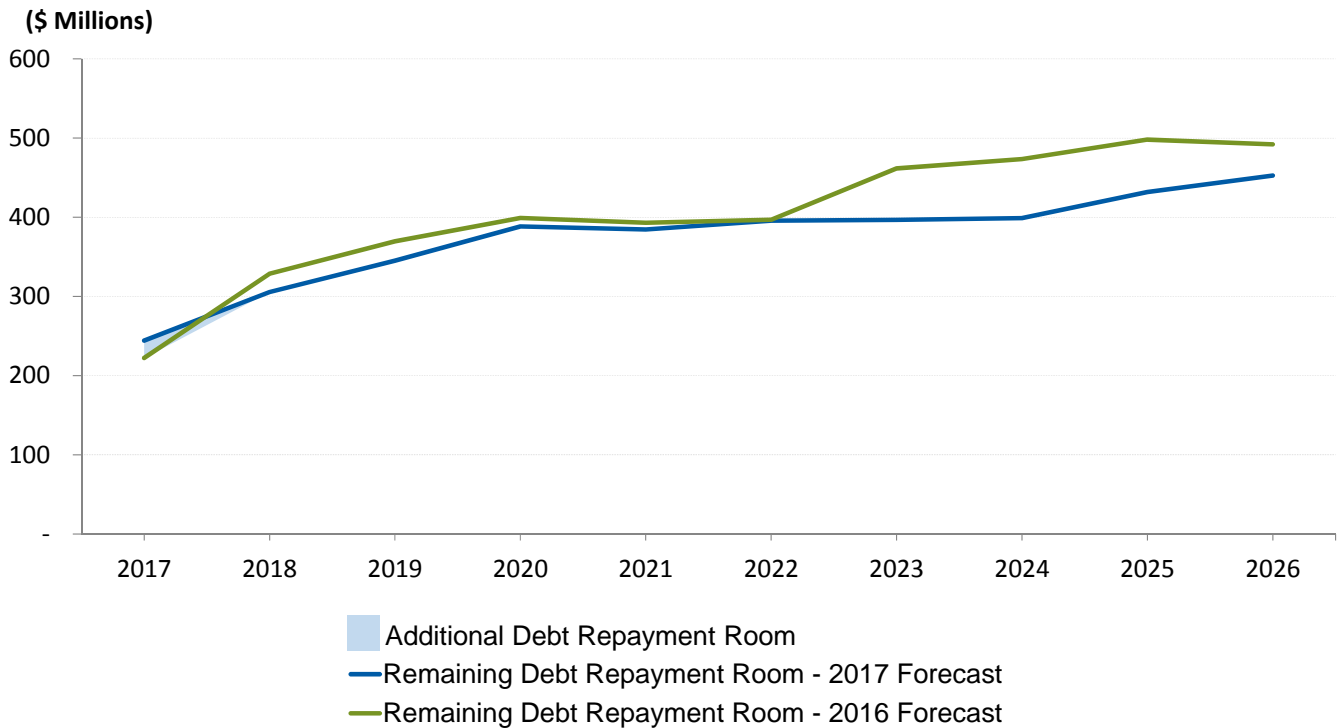


Source: York Region Finance Department

The capital plan included in the 2017 budget shows a total debt requirement of \$1.1 billion over the 2017-2026 period. This is \$0.3 billion higher than last year. The higher debt requirement is due to a lower development charge collections forecast.

As illustrated on the graph below, the updated debt requirement maintains the Region’s annual repayment limit room. Overall, the Region’s financial flexibility is maintained in the 2017 forecast.

Comparison of Forecasted Remaining Annual Repayment Room



Source: York Region Finance Department

Conclusion

The long-term debt management plan addresses the matters that Council is required to consider before adopting the Long-Term Debt Management Plan. The financing that the Region requires to fund and manage its capital plan is within its annual repayment limit. Staff will continue to assess the long-term implications of the annual repayment limit methodology as outlined in the Regulation.

Operating Financial Summary—Detailed

(in \$000s)	2014 Actual	2015 Actual	2016 Budget	2017 Approved	2018 Outlook
Expenditures					
Salaries and Benefits	621,399	663,097	692,015	726,457	754,962
Program Specific Costs	402,741	427,954	474,340	485,774	495,735
Professional / Contracted Services	104,253	87,397	87,851	89,172	92,091
General Expenses	69,282	69,885	80,923	90,355	90,667
Financing Costs	326,527	361,636	321,358	320,325	306,433
Occupancy Costs	53,166	60,162	84,595	89,127	93,752
Contribution to Reserves	291,270	329,906	344,442	388,430	439,614
Internal Charges / Recoveries	-	3,092	(1,010)	(910)	(820)
Minor Capital	2,426	3,269	3,956	3,310	3,206
Direct Charges & Intradepartmental Costs	(53,766)	(63,717)	(85,509)	(95,344)	(97,773)
Total Expenditures	1,817,298	1,942,682	2,002,961	2,096,696	2,177,866
Revenues					
Grant Subsidies	(281,565)	(303,481)	(309,960)	(323,317)	(328,869)
User Fees	(291,721)	(326,404)	(354,830)	(383,429)	(414,155)
Fees and Charges	(49,149)	(80,105)	(53,475)	(50,498)	(52,701)
Development Charges	(232,518)	(234,776)	(235,930)	(245,057)	(247,181)
Contribution From Reserves	(41,885)	(49,646)	(41,467)	(38,644)	(34,705)
Third Party Recoveries	(14,089)	(14,618)	(13,716)	(15,239)	(15,526)
Court Revenues Disbursement	(12,466)	(13,272)	(12,773)	(14,372)	(14,590)
Total Revenues	(923,392)	(1,022,302)	(1,022,152)	(1,070,556)	(1,107,727)
Net Tax Levy Requirement	893,906	920,380	980,809	1,026,140	1,070,139

Operating Financial Summary—Summarized

(in \$000s)	2014 Actual	2015 Actual	Inc/(Dec) \$	2016 Approved	Inc/(Dec) \$	2017 Approved	Inc/(Dec) \$	2018 Outlook	Inc/(Dec) \$
Operating Expenditures	1,707,280	1,812,548	105,268	1,911,344	98,796	1,991,678	80,335	2,059,799	68,121
Contribution to Capital	62,037	87,631	25,594	49,647	(37,984)	45,062	(4,585)	44,649	(414)
Fiscal strategy	100,989	106,213	5,224	127,479	21,266	155,299	27,820	171,191	15,892
Revenues	(923,392)	(1,022,302)	(98,910)	(1,022,152)	150	(1,070,556)	(48,404)	(1,107,727)	(37,171)
Allocations and Recoveries	(53,008)	(63,709)	(10,701)	(85,509)	(21,800)	(95,344)	(9,835)	(97,773)	(2,430)
Net Budget	893,906	920,380	26,474	980,809	60,429	1,026,140	45,331	1,070,139	43,999
% Change		2.96%		6.57%		4.62%		4.29%	
Assessment Growth Revenue				(16,493)		(17,210)		(16,760)	
Net Budget After Assessment Growth Revenue		920,380		964,316		1,008,930		1,053,379	
% Change		2.96%		4.77%		2.87%		2.65%	

Note: The 2015 Actual figures have been updated to ensure they reflect the modified accrual basis of accounting used for the budget.

Net Operating Impacts of Capital

(in \$000s)	2017 Approved		2018 Outlook	
	Gross	Net	Gross	Net
Contributions to Capital Reserves				
Transportation Services	(2,703)	(2,703)	192	192
Environmental Services	26,757	26,757	34,207	34,207
Community & Health Services	200	200	-	-
Information Technology Services	676	676	512	512
York Regional Police	170	170	(267)	(267)
Subtotal	25,099	25,099	34,644	34,644
Net Debenture Financing of Capital Projects				
Transportation Services	10,310	(1,422)	855	(1,265)
Environmental Services	(13,531)	(7,272)	(21,537)	(14,616)
Community & Health Services	213	(227)	509	10
Property Services	(3)	172	(29)	(29)
York Region Rapid Transit Corporation	595	(3,345)	6,641	(236)
York Regional Police	66	(181)	761	(69)
Subtotal	(2,350)	(12,275)	(12,801)	(16,205)
Operating Impact of New Capital				
Transportation Services	2,688	2,688	952	952
Environmental Services	278	278	-	-
Community & Health Services	2,137	2,137	2,102	2,011
Information Technology Services	170	170	396	396
Property Services	3	3	107	107
Subtotal	5,276	5,276	3,557	3,466
VivaNext Impact on Operating				
Transportation Services	1,135	1,135	1,517	1,517
Subtotal	1,135	1,135	1,517	1,517
Total Net Operating Impact of Capital	29,161	19,236	26,917	23,422

Net shows the impact on both the tax levy and user rates.

Consolidated Operating Budget Summary

(in \$000s)	2014 Actuals		2015 Actuals		% Change		2016 Budget		% Change	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Transportation Services	293,968	189,475	305,456	197,633	4.31%	4.31%	319,655	205,380	3.92%	3.92%
Environmental Services	485,477	46,286	523,702	48,869	5.58%	5.58%	542,943	51,101	4.57%	4.57%
Community and Health Services	406,509	139,099	427,841	138,520	(0.42%)	(0.42%)	490,524	172,452	24.50%	24.50%
Corporate Management and Governance	90,049	83,454	93,121	86,493	3.64%	3.64%	94,680	88,483	2.30%	2.30%
Recovery from WWw User Rate	-	(6,256)	-	(5,340)	(14.64%)	(14.64%)	-	(5,407)	1.25%	1.25%
Financial Initiatives	144,220	110,111	171,220	109,835	(0.25%)	(0.25%)	146,396	125,556	14.31%	14.31%
Court Services	11,130	(1,690)	12,543	(1,031)	(38.99%)	(38.99%)	12,626	(742)	(28.07%)	(28.07%)
Boards and Authorities	55,086	49,698	55,485	49,198	(1.01%)	(1.01%)	41,109	38,609	(21.52%)	(21.52%)
York Region Rapid Transit Corporation	21,105	10,724	21,843	9,246	(13.78%)	(13.78%)	24,155	7,878	(14.80%)	(14.80%)
Police Services	309,754	273,005	331,470	286,957	5.11%	5.11%	330,874	297,499	3.67%	3.67%
Total Operating Budget	1,817,298	893,906	1,942,681	920,380	2.96%	2.96%	2,002,962	980,809	6.57%	6.57%
Assessment Growth Revenue							-	(16,493)	(1.79%)	(1.79%)
Total After Assessment Growth Revenue							2,002,962	964,316	4.77%	4.77%

(in \$000s)	2017 Approved		% Change		2018 Outlook		% Change	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Transportation Services	337,035	207,241	0.91%	0.91%	347,715	212,196	2.39%	2.39%
Environmental Services	563,851	52,791	3.31%	3.31%	587,034	54,282	2.82%	2.82%
Community and Health Services	503,892	176,819	2.53%	2.53%	510,745	182,633	3.29%	3.29%
Corporate Management and Governance	97,085	90,829	2.65%	2.65%	100,868	94,457	3.99%	3.99%
Recovery from WWw User Rate	-	(6,014)	11.23%	11.23%	-	(6,200)	3.08%	3.08%
Financial Initiatives	172,538	152,199	21.22%	21.22%	186,031	166,682	9.52%	9.52%
Court Services	13,170	(2,384)	221.42%	221.42%	13,357	(2,422)	1.61%	1.61%
Boards and Authorities	41,546	39,046	1.13%	1.13%	42,488	39,988	2.41%	2.41%
York Region Rapid Transit Corporation	24,884	4,667	(40.76%)	(40.76%)	31,535	4,441	(4.83%)	(4.83%)
Police Services	342,695	310,947	4.52%	4.52%	358,093	324,081	4.22%	4.22%
Total Operating Budget	2,096,696	1,026,140	4.62%	4.62%	2,177,866	1,070,139	4.29%	4.29%
Assessment Growth Revenue	-	(17,210)	(1.75%)	(1.75%)	-	(16,760)	(1.63%)	(1.63%)
Total After Assessment Growth Revenue	2,096,696	1,008,930	2.87%	2.87%	2,177,866	1,053,379	2.65%	2.65%

Incremental Staff Complement Summary (Base Year 2014)

Full time Equivalents	2014 Base	2015 Change	2016 Change	2017 Approved	2018 Outlook	Total FTEs
Transportation Services	417.7	19.0	22.0	19.0	18.0	495.7
Environmental Services	339.0	18.0	18.0	19.0	18.0	412.0
Community and Health Services	1,716.1	31.3	41.5	31.0	27.0	1,846.9
Corporate Management and Governance	560.0	34.0	30.0	19.0	18.0	661.0
Court Services	77.0	2.0	(1.0)	1.0	-	79.0
York Region Rapid Transit Corporation	48.0	-	-	-	-	48.0
York Regional Police	2,134.0	46.0	22.0	43.0	22.0	2,267.0
Total York Region	5,291.8	150.3	132.5	132.0	103.0	5,809.6

York Region Transit 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Growth															
Gross Expenditures															
TS86107 : Intelligent Transportation System	5,708	1,189	2,150	2,450	1,560	1,277	1,321	720	720	720	720	720	12,358	8,200	27,455
TS86116 : Presto Next Phase Upgrade	2,284	1,460	425	2,355	1,379	1,020	370	370	370	370	370	370	7,399	3,850	14,993
TS86119 : Viva Network Expansion - TMS	-	1,568	2,000	4,178	1,827	451	-	-	-	-	-	-	8,456	-	10,024
TT81582 : Transit Garage North	-	570	13,500	3,268	-	-	-	-	-	-	2,000	10,500	29,268	15,000	44,838
TT81583 : Transit Garage Southeast	-	2,000	25,000	2,500	2,500	4,183	33,000	34,000	-	-	-	-	101,183	-	103,183
TT81584 : Transit Garage South	-	-	-	-	-	-	27,000	-	-	-	-	-	27,000	73,000	100,000
TT81585 : Bus Rapid Transit Garage	-	160	-	-	-	-	-	-	-	-	-	1,000	1,000	11,000	12,160
TT82150 : Bus Terminals, Loops & Stops - Expansion	15,820	1,946	670	2,965	3,294	3,295	505	505	505	505	505	505	13,254	4,300	35,320
TT82155 : Major Mackenzie West Terminal	-	50	1,000	1,000	7,000	-	-	-	-	-	-	-	9,000	-	9,050
TT82157 : Major Mackenzie East Parking Facility	-	50	1,500	-	-	-	-	-	-	-	-	-	1,500	-	1,550
TT82770 : Support Vehicles	1,481	680	200	150	100	-	50	50	50	50	50	50	750	500	3,411
TT84399 : Mobility Plus Bus Expansion	-	-	-	260	-	260	-	-	260	-	520	-	1,300	3,120	4,420
TT84599 : Conventional Bus Expansion	2,685	17,670	8,400	13,200	-	-	3,000	7,800	5,400	7,200	6,000	5,400	56,400	64,800	141,555
TT84799 : Viva Bus Expansion	-	-	6,000	-	14,400	-	-	9,600	9,600	-	9,600	-	49,200	58,800	108,000
Total Growth Gross Expenditures	27,979	27,343	60,845	32,326	32,060	10,486	65,246	53,045	16,905	8,845	19,765	18,545	318,068	242,570	615,960
Funding Sources															
Regional															
Current Tax Levy - Reserves	419	50	-	-	-	-	-	-	-	-	-	-	-	-	469
Development Charges	1,849	1,788	12,641	2,086	13,102	1,150	18,506	15,585	8,620	505	8,960	1,897	83,052	89,026	175,715
Debt Reduction Reserve	-	1,598	19,176	9,882	8,997	1,322	15,363	-	-	-	-	-	54,740	-	56,338
Other Recoveries (Regional)	0	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Reserves	21,517	23,907	29,028	20,358	9,961	8,014	31,377	37,460	8,285	8,340	10,805	16,648	180,276	153,544	379,244
External															
Provincial Funding	1,524	-	-	-	-	-	-	-	-	-	-	-	-	-	1,524
Debtenture															

York Region Transit 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Debtenture Proceeds	2,671	-	-	-	-	-	-	-	-	-	-	-	-	-	2,671
Total Growth Funding Sources	27,979	27,343	60,845	32,326	32,060	10,486	65,246	53,045	16,905	8,845	19,765	18,545	318,068	242,570	615,960
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
TS86114 : Transit Management System Upgrade & Replacement	-	1,042	404	2,586	1,908	4,810	4,752	664	656	658	660	712	17,800	-	18,842
TS86115 : Automated Fare Collection System Replacement	1,233	600	700	2,750	350	200	100	50	200	100	550	200	5,200	-	7,033
TS86117 : Transportation Services Office Expansion	1,405	500	1,320	500	500	500	500	500	500	500	500	500	5,820	-	7,725
TT81589 : YRT Garage Rehabilitation and Replacement	-	-	100	253	164	203	343	1,033	272	318	561	502	3,749	-	3,749
TT82190 : Bus Terminals, Loops & Stops - Replacement	9,805	1,090	1,150	1,030	720	670	900	970	570	620	920	620	8,170	-	19,065
TT83970 : Bike Racks - Bus	-	47	60	74	25	-	-	-	-	-	-	-	159	-	206
TT84499 : Mobility Plus Bus Replacement	-	-	-	-	2,340	2,340	-	-	-	-	260	2,340	7,280	-	7,280
TT84699 : Conventional Bus Replacement	6,958	-	9,000	9,000	1,800	8,550	22,650	13,050	18,750	14,400	11,400	18,000	126,600	-	133,558
TT84899 : Viva Bus Replacement	-	-	-	30,000	6,000	-	13,200	32,000	14,000	-	14,400	18,000	127,600	-	127,600
TT86100 : Facility Security	602	-	-	-	-	150	75	75	75	75	75	75	600	-	1,202
TT86102 : Viva Bus Refresh	6,344	1,200	-	-	1,200	960	-	400	-	2,000	1,360	-	5,920	-	13,464
TT86103 : Bike Racks & Lockers - Transit Facilities	-	50	95	-	-	-	-	-	-	-	-	-	95	-	145
TT86110 : Vehicle Diagnostic System	-	-	-	475	500	-	-	-	-	-	-	-	975	-	975
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	10,090	4,410	6,300	6,090	7,350	5,880	4,200	2,100	2,940	4,200	3,570	6,300	48,930	-	63,430
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	2,731	2,625	1,750	-	-	-	-	-	-	-	-	-	1,750	-	7,106
Total Rehabilitation and Replacement Gross Expenditures	39,169	11,564	20,879	52,768	22,857	24,263	46,720	50,832	37,963	22,871	34,256	47,249	360,648	-	411,381
Funding Sources															
Regional															
Current Tax Levy - Reserves	23,629	9,100	9,100	9,100	9,100	9,100	11,000	12,000	13,000	14,000	15,000	16,000	117,400	-	150,129
Other Recoveries (Regional)	66	-	-	-	-	-	-	-	-	-	-	-	-	-	66
Reserves	13,110	2,367	11,624	43,584	13,732	15,163	35,720	38,832	24,963	8,871	19,256	31,249	242,994	-	258,471

York Region Transit 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
External															
Provincial Funding	2,193	97	155	74	25	-	-	-	-	-	-	-	254	-	2,544
Debtenture															
Debtenture Proceeds	170	-	-	-	-	-	-	-	-	-	-	-	-	-	170
Total Rehabilitation and Replacement Funding Sources	39,169	11,564	20,879	52,758	22,857	24,263	46,720	50,832	37,963	22,871	34,256	47,249	360,648	-	411,381
Total York Region Transit Gross Expenditures	67,147	38,907	81,724	85,084	54,917	34,749	111,966	103,877	54,868	31,716	54,021	65,794	678,716	242,570	1,027,340
Funding Sources															
Regional															
Current Tax Levy - Reserves	24,048	9,150	9,100	9,100	9,100	9,100	11,000	12,000	13,000	14,000	15,000	16,000	117,400	-	150,598
Development Charges	1,849	1,788	12,641	2,086	13,102	1,150	18,506	15,585	8,620	505	8,960	1,897	83,052	89,026	175,715
Debt Reduction Reserve	-	1,598	19,176	9,882	8,997	1,322	15,363	-	-	-	-	-	54,740	-	56,338
Other Recoveries (Regional)	66	-	-	-	-	-	-	-	-	-	-	-	-	-	66
Reserves	34,627	26,274	40,652	63,942	23,693	23,177	67,097	76,292	33,248	17,211	30,061	47,897	423,270	153,544	637,715
External															
Provincial Funding	3,717	97	155	74	25	-	-	-	-	-	-	-	254	-	4,068
Debtenture															
Debtenture Proceeds	2,841	-	-	-	-	-	-	-	-	-	-	-	-	-	2,841
Total York Region Transit Funding Sources	67,147	38,907	81,724	85,084	54,917	34,749	111,966	103,877	54,868	31,716	54,021	65,794	678,716	242,570	1,027,340

York Region Transit 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Growth											
TS86107 : Intelligent Transportation System	12,358	-	-	-	-	-	-	12,358	-	-	-
TS86116 : Presto Next Phase Upgrade	7,399	-	-	-	-	-	-	7,399	-	-	-
TS86119 : Viva Network Expansion - TMS	8,456	-	4,178	-	-	-	-	4,278	-	-	-
TT81582 : Transit Garage North	29,268	-	-	-	-	-	4,098	25,170	-	-	-
TT81583 : Transit Garage Southeast	101,183	-	24,492	-	-	-	20,339	56,352	-	-	-
TT81584 : Transit Garage South	27,000	-	15,363	-	-	-	11,637	-	-	-	-
TT81585 : Bus Rapid Transit Garage	1,000	-	-	-	-	-	37	963	-	-	-
TT82150 : Bus Terminals, Loops & Stops - Expansion	13,254	-	2,707	-	-	-	1,154	9,393	-	-	-
TT82155 : Major Mackenzie West Terminal	9,000	-	8,000	-	-	-	-	1,000	-	-	-
TT82157 : Major Mackenzie East Parking Facility	1,500	-	-	-	-	-	-	1,500	-	-	-
TT82770 : Support Vehicles	750	-	-	-	-	-	-	750	-	-	-
TT84399 : Mobility Plus Bus Expansion	1,300	-	-	-	-	-	110	1,190	-	-	-
TT84599 : Conventional Bus Expansion	56,400	-	-	-	-	-	3,611	52,789	-	-	-
TT84799 : Viva Bus Expansion	49,200	-	-	-	-	-	42,066	7,134	-	-	-
Growth Total	318,068	-	54,740	-	-	-	83,052	180,276	-	-	-
Program Group: Rehabilitation and Replacement											
TS86114 : Transit Management System Upgrade & Replacement	17,800	17,800	-	-	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	5,200	5,200	-	-	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	5,820	5,820	-	-	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	3,749	-	-	-	3,749	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	8,170	8,170	-	-	-	-	-	-	-	-	-
TT83970 : Bike Racks - Bus	159	-	-	-	-	-	-	-	159	-	-
TT84499 : Mobility Plus Bus Replacement	7,280	-	-	7,280	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	126,600	36,588	-	90,012	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	127,600	-	-	127,600	-	-	-	-	-	-	-

York Region Transit 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
TT86100 : Facility Security	600	600	-	-	-	-	-	-	-	-	-
TT86102 : Viva Bus Refresh	5,920	5,920	-	-	-	-	-	-	-	-	-
TT86103 : Bike Racks & Lockers - Transit Facilities	95	-	-	-	-	-	-	-	95	-	-
TT86110 : Vehicle Diagnostic System	975	975	-	-	-	-	-	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	48,930	34,577	-	14,353	-	-	-	-	-	-	-
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	1,750	1,750	-	-	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	360,648	117,400	-	239,245	3,749	-	-	-	254	-	-
York Region Transit Total	678,716	117,400	54,740	239,245	3,749	-	83,052	180,276	254	-	-

York Region Transit Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Program Group: Growth													
Gross Expenditures													
TS86107 : Intelligent Transportation System	2,150	-	-	-	-	-	-	-	-	-	2,150	-	2,150
TS86116 : Presto Next Phase Upgrade	425	-	-	-	-	-	-	-	-	-	425	-	425
TS86119 : Viva Network Expansion - TMS	2,000	4,178	1,827	451	-	-	-	-	-	-	8,456	-	8,456
TT81582 : Transit Garage North	13,500	3,268	-	-	-	-	-	-	-	-	16,768	-	16,768
TT81583 : Transit Garage Southeast	25,000	2,500	2,500	4,183	33,000	34,000	-	-	-	-	101,183	-	101,183
TT82150 : Bus Terminals, Loops & Stops - Expansion	670	2,965	3,294	3,295	-	-	-	-	-	-	10,224	-	10,224
TT82155 : Major Mackenzie West Terminal	1,000	1,000	7,000	-	-	-	-	-	-	-	9,000	-	9,000
TT82157 : Major Mackenzie East Parking Facility	1,500	-	-	-	-	-	-	-	-	-	1,500	-	1,500
TT82770 : Support Vehicles	200	-	-	-	-	-	-	-	-	-	200	-	200
TT84399 : Mobility Plus Bus Expansion	-	260	-	-	-	-	-	-	-	-	260	-	260
TT84599 : Conventional Bus Expansion	8,400	13,200	-	-	-	-	-	-	-	-	21,600	-	21,600
TT84799 : Viva Bus Expansion	6,000	-	-	-	-	-	-	-	-	-	6,000	-	6,000
Total Growth Gross Expenditures	60,845	27,371	14,621	7,929	33,000	34,000	-	-	-	-	177,766	-	177,766
Funding Sources													
Regional													
Development Charges	12,641	2,086	790	1,128	6,633	6,834	-	-	-	-	30,112	-	30,112
Debt Reduction Reserve	19,176	9,882	8,997	1,322	-	-	-	-	-	-	39,377	-	39,377
Reserves	29,028	15,403	4,834	5,479	26,367	27,166	-	-	-	-	108,277	-	108,277
Total Growth Funding Sources	60,845	27,371	14,621	7,929	33,000	34,000	-	-	-	-	177,766	-	177,766
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
TS86114 : Transit Management System Upgrade & Replacement	404	-	-	-	-	-	-	-	-	-	404	-	404
TS86115 : Automated Fare Collection System Replacement	700	-	-	-	-	-	-	-	-	-	700	-	700
TS86117 : Transportation Services Office Expansion	1,320	-	-	-	-	-	-	-	-	-	1,320	-	1,320
TT81589 : YRT Garage Rehabilitation and Replacement	100	-	-	-	-	-	-	-	-	-	100	-	100

York Region Transit Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
TT82190 : Bus Terminals, Loops & Stops - Replacement	1,150	-	-	-	-	-	-	-	-	-	1,150	-	1,150
TT83970 : Bike Racks - Bus	60	-	-	-	-	-	-	-	-	-	60	-	60
TT84699 : Conventional Bus Replacement	9,000	9,000	-	-	-	-	-	-	-	-	18,000	-	18,000
TT84899 : Viva Bus Replacement	-	30,000	-	-	-	-	-	-	-	-	30,000	-	30,000
TT86103 : Bike Racks & Lockers - Transit Facilities	95	-	-	-	-	-	-	-	-	-	95	-	95
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	6,300	-	-	-	-	-	-	-	-	-	6,300	-	6,300
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	1,750	-	-	-	-	-	-	-	-	-	1,750	-	1,750
Total Rehabilitation and Replacement Gross Expenditures	20,879	39,000	-	-	-	-	-	-	-	-	59,879	-	59,879
Funding Sources													
Regional													
Current Tax Levy - Reserves	9,100	-	-	-	-	-	-	-	-	-	9,100	-	9,100
Reserves	11,624	39,000	-	-	-	-	-	-	-	-	50,624	-	50,624
External													
Provincial Funding	155	-	-	-	-	-	-	-	-	-	155	-	155
Total Rehabilitation and Replacement Funding Sources	20,879	39,000	-	-	-	-	-	-	-	-	59,879	-	59,879
Total York Region Transit Gross Expenditures	81,724	66,371	14,621	7,929	33,000	34,000	-	-	-	-	237,645	-	237,645
Funding Sources													
Regional													
Current Tax Levy - Reserves	9,100	-	-	-	-	-	-	-	-	-	9,100	-	9,100
Development Charges	12,641	2,086	790	1,128	6,633	6,834	-	-	-	-	30,112	-	30,112
Debt Reduction Reserve	19,176	9,882	8,997	1,322	-	-	-	-	-	-	39,377	-	39,377
Reserves	40,652	54,403	4,834	5,479	26,367	27,166	-	-	-	-	158,901	-	158,901
External													
Provincial Funding	155	-	-	-	-	-	-	-	-	-	155	-	155
Total York Region Transit Funding Sources	81,724	66,371	14,621	7,929	33,000	34,000	-	-	-	-	237,645	-	237,645

York Region Transit Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
Program Group: Growth											
TS86107 : Intelligent Transportation System	2,150	-	-	-	-	-	-	2,150	-	-	-
TS86116 : Presto Next Phase Upgrade	425	-	-	-	-	-	-	425	-	-	-
TS86119 : Viva Network Expansion - TMS	8,456	-	4,178	-	-	-	-	4,278	-	-	-
TT81582 : Transit Garage North	16,768	-	-	-	-	-	2,348	14,420	-	-	-
TT81583 : Transit Garage Southeast	101,183	-	24,492	-	-	-	20,339	56,352	-	-	-
TT82150 : Bus Terminals, Loops & Stops - Expansion	10,224	-	2,707	-	-	-	890	6,627	-	-	-
TT82155 : Major Mackenzie West Terminal	9,000	-	8,000	-	-	-	-	1,000	-	-	-
TT82157 : Major Mackenzie East Parking Facility	1,500	-	-	-	-	-	-	1,500	-	-	-
TT82770 : Support Vehicles	200	-	-	-	-	-	-	200	-	-	-
TT84399 : Mobility Plus Bus Expansion	260	-	-	-	-	-	22	238	-	-	-
TT84599 : Conventional Bus Expansion	21,600	-	-	-	-	-	1,383	20,217	-	-	-
TT84799 : Viva Bus Expansion	6,000	-	-	-	-	-	5,130	870	-	-	-
Growth Total	177,766	-	39,377	-	-	-	30,112	108,277	-	-	-
Program Group: Rehabilitation and Replacement											
TS86114 : Transit Management System Upgrade & Replacement	404	404	-	-	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	700	700	-	-	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	1,320	1,320	-	-	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	100	-	-	-	100	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	1,150	1,150	-	-	-	-	-	-	-	-	-
TT83970 : Bike Racks - Bus	60	-	-	-	-	-	-	-	60	-	-
TT84699 : Conventional Bus Replacement	18,000	-	-	18,000	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	30,000	-	-	30,000	-	-	-	-	-	-	-
TT86103 : Bike Racks & Lockers - Transit Facilities	95	-	-	-	-	-	-	-	95	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	6,300	3,776	-	2,524	-	-	-	-	-	-	-

York Region Transit Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	1,750	1,750	-	-	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	59,879	9,100	-	50,524	100	-	-	-	155	-	-
York Region Transit Total	237,645	9,100	39,377	50,524	100	-	30,112	108,277	155	-	-

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Growth															
Gross Expenditures															
TR39910 : Miscellaneous Design & Survey for Future Projects	5,311	1,150	1,150	1,150	1,150	1,150	750	750	750	750	750	750	9,100	7,500	23,061
TR39920 : Property Acquisition for Future Capital Projects	1,888	500	500	500	500	500	500	500	500	500	500	500	5,000	5,000	12,388
TR39950 : Intersection Improvement Program	17,086	3,200	4,000	4,500	5,000	5,000	4,500	4,000	4,000	4,000	4,874	4,874	44,748	48,740	113,774
TR39970 : Miscellaneous Payments to Developers	18,846	4,000	8,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	-	40,000	40,000	102,846
TR39990 : Traffic Control Signal Electronic Improvements	-	1,970	1,835	1,875	1,875	1,875	1,875	1,875	600	600	600	600	13,610	6,000	21,580
TR39999 : Viva Network 2017 TE & ITS	-	560	215	-	-	-	-	-	-	-	-	-	215	-	775
TR80101 : King Road - Yonge Street to Bond Crescent	-	123	-	-	-	-	100	3,456	168	-	-	-	3,724	-	3,847
TR80104 : Keele Street and Loydtown Aurora Road	-	2,897	764	-	-	-	-	-	-	-	-	-	764	-	3,661
TR80116 : Teston Road - Pine Valley Drive to Weston Road	-	268	608	2,918	2,266	838	1,000	11,176	2,514	-	-	-	21,320	-	21,588
TR80118 : Capital Requirement for Roads Maintenance Yards	-	3,420	3,550	1,090	-	-	-	-	-	-	-	-	4,640	-	8,060
TR80121 : Development Transportation Demand Management	-	300	300	300	100	-	-	-	-	-	-	-	700	-	1,000
TR80230 : Portable Snow Melting Facilities	-	-	-	450	-	-	-	-	-	-	-	-	450	-	450
TR80270 : York Durham Line and Durham Road #5	-	77	55	-	-	-	-	-	-	-	-	-	55	-	132
TR80430 : Regional Streetscaping	4,893	1,280	1,350	1,350	1,350	1,400	1,400	1,400	1,400	1,400	1,400	1,450	13,900	14,800	34,873
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	-	700	60	32	20	-	-	-	-	-	-	-	112	-	812
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	-	7,150	6,000	-	-	-	-	-	-	-	-	-	6,000	-	13,150
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	-	5,911	6,000	-	-	-	-	-	-	-	-	-	6,000	-	11,911
TR80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	4,020	15	5	-	-	-	-	-	-	-	-	-	5	17,020	21,060
TR81010 : King Road and Weston Road	-	600	65	2,030	1,693	17	-	-	-	-	-	-	3,805	-	4,405

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
TR81020 : King Road and Highway 27	-	-	2,401	2,832	40	-	-	-	-	-	-	-	5,273	-	5,273
TR81030 : Leslie Street and 19th Avenue	10	-	1,404	1,862	67	302	-	-	-	-	-	-	3,635	-	3,645
TR81040 : York Region Roads Operations Facility Strategy	-	-	100	100	100	100	200	-	-	-	-	-	600	-	600
TR81045 : Southwest Central Roads Maintenance Facilities	200	-	3,400	6,650	7,300	1,500	4,300	1,500	13,250	13,250	-	8,400	59,550	21,500	81,250
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	580	-	4,000	7,673	14,368	15,166	1,847	-	-	-	-	-	43,054	-	43,634
TR81362 : Intersection Improvements Dufferin and Rutherford	-	-	-	-	-	250	250	1,760	-	-	-	-	2,260	-	2,260
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	400	-	850	750	-	3,103	8,416	8,416	-	-	-	-	21,535	-	21,935
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	-	-	-	100	100	120	520	2,000	1,600	750	6,187	6,774	18,151	1,089	19,240
TR81410 : Leslie Street - Highway 7 to Highway 407	-	-	-	200	200	75	-	-	-	-	-	-	475	9,640	10,115
TR81420 : Bayview Avenue - John Street to Highway 7	29	70	90	-	-	-	-	-	700	700	-	1,100	2,590	25,540	28,229
TR81480 : Weston Road - Steeles Avenue to Highway 7	-	-	-	-	-	-	-	-	-	-	-	900	900	9,540	10,440
TR81810 : Highway 50 - Highway 7 to Rutherford Road	-	-	314	314	-	-	-	-	-	-	-	-	628	-	628
TR81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	500	-	1,015	1,650	2,812	2,716	146	117	-	-	-	-	8,456	-	8,956
TR81922 : Major Mackenzie Drive - Bathurst Street to Leslie Street	-	-	-	-	330	330	940	1,350	1,350	7,000	7,400	7,100	25,800	52,760	78,560
TR81932 : Viva Network Expansion Plan	-	1,600	2,342	6,605	6,605	9,682	-	-	-	-	-	-	25,234	-	26,834
TR81944 : Major Mackenzie Drive - Weston Road to Highway 400	-	3,020	860	200	-	-	-	-	-	-	-	-	1,060	-	4,080
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	80	-	178	179	-	-	-	300	850	1,500	645	-	3,652	25,835	29,567
TR81952 : Dufferin Street Langstaff Road to Major Mackenzie Drive	-	-	360	360	-	-	-	-	-	-	-	-	720	30,545	31,265
TR81953 : Woodbine Avenue Highway 7 to Major Mackenzie Drive	-	-	-	-	-	-	-	-	-	-	830	830	1,660	24,980	26,640
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie	0	150	400	335	-	-	-	-	-	-	500	3,400	4,635	60,855	65,640

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Drive															
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	-	300	-	-	966	3,682	6,575	2,933	-	-	-	-	14,156	-	14,456
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	-	350	825	8,325	7,700	6,800	6,285	14,040	11,945	-	-	-	55,920	-	56,270
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	-	335	600	549	21	2,200	2,614	2,788	6,977	-	-	-	15,749	-	16,084
TR81971 : Bathurst Street - Elgin Mills Road to 19th Avenue	-	-	-	-	-	120	230	600	780	530	350	300	2,910	10,356	13,266
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	-	170	100	-	-	853	856	221	221	530	6,743	2,552	12,076	-	12,246
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	-	-	-	-	-	600	600	1,000	7,602	7,602	1,297	-	18,701	-	18,701
TR81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	447	200	454	454	-	-	-	-	-	-	-	-	908	32,988	34,543
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	-	80	170	170	-	-	-	365	1,500	1,375	-	13,797	17,377	17,049	34,506
TR81983 : Rutherford Road - Pine Valley Drive to Weston Road	-	-	-	-	-	-	-	-	200	169	597	597	1,563	13,683	15,246
TR81996 : Bayview Avenue - Steeles Avenue to John Street	45	70	90	-	-	-	-	-	500	500	5,800	-	6,890	29,970	36,975
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	-	11,000	11,675	2,492	-	-	-	500	500	500	500	500	16,667	-	27,667
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	-	9,000	13,070	2,316	-	-	-	100	100	100	100	100	15,886	-	24,886
TR82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	-	-	-	-	-	6,400	6,400	6,400	-	-	-	-	19,200	-	19,200
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	11	74	175	150	-	-	-	-	-	500	500	375	1,700	19,901	21,686
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	2	-	180	180	-	-	-	-	-	-	-	-	360	12,385	12,747
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	-	120	390	3,300	2,940	1,916	5,268	5,587	251	-	-	-	19,652	-	19,772
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	4	200	700	600	600	-	2,275	8,097	8,097	-	-	-	20,369	-	20,569
TR83340 : Bathurst Street - Centre Street to Highway 407	-	-	-	-	-	-	-	200	200	400	400	600	1,800	25,300	27,100
TR83360 : Leslie Street - Highway 7	0	-	-	200	200	400	-	-	-	120	-	1,070	1,990	20,320	22,310

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
to 16th Avenue															
TR83370 : Leslie Street - 16th Avenue to Major Mackenzie Drive	-	-	-	100	100	280	-	-	-	-	-	290	770	16,030	16,800
TR83380 : Markham Road - Steeles Avenue to Highway 407 Including Grade Separation	-	-	-	-	-	150	150	150	450	450	550	100	2,000	20,780	22,780
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	163	74	175	150	-	-	-	-	-	500	500	375	1,700	22,823	24,760
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	-	550	1,400	-	-	-	-	8,600	9,174	-	-	-	19,174	-	19,724
TR83480 : Transportation Master Plan Update	1,136	300	500	500	300	850	800	-	-	300	850	800	4,900	3,900	10,236
TR83490 : Smart Commute Initiative	-	217	200	200	200	200	200	200	200	200	200	200	2,000	2,000	4,217
TR83890 : Accessibility for Ontarians with Disabilities Act Compliance	1,045	250	250	250	250	250	250	-	-	-	850	850	2,950	8,500	12,745
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	-	-	100	100	20	210	651	500	-	-	-	-	1,581	-	1,581
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	-	-	100	100	100	100	2,000	2,575	-	-	-	-	4,975	-	4,975
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	-	-	100	100	100	100	3,000	3,771	-	-	-	-	7,171	-	7,171
TR84003 : Weston Road - Highway 7 to Rutherford Road	-	-	-	-	-	-	-	-	-	-	830	830	1,660	23,240	24,900
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	74	-	100	-	-	-	-	-	-	-	-	-	100	8,775	8,949
TR84008 : 16th Avenue - McCowan Road to Ninth Line	11	204	314	313	-	-	-	-	-	-	-	-	627	60,063	60,905
TR84043 : Kennedy Road - Major Mackenzie Drive to Donald Cousens Parkway	-	-	-	-	-	-	-	250	-	-	-	-	250	6,790	7,040
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	-	6,704	-	5,256	3,168	-	-	-	-	-	-	-	8,424	-	15,128
TR84045 : Lake to Lake Cycling Facilities	-	321	2,840	-	-	-	-	-	-	-	-	-	2,840	-	3,161
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	-	425	700	600	600	-	2,295	14,058	14,058	-	-	-	32,311	-	32,736
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	-	300	340	165	-	-	-	-	-	-	385	385	1,275	47,911	49,486
TR84170 : 16th Avenue - Kennedy	59	66	139	139	-	-	-	-	-	-	-	477	755	17,639	18,519

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Road to McCowan Road															
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	-	1,070	3,865	12,799	874	15	15	15	-	-	-	-	17,563	-	18,653
TR84190 : Leslie Street - John's Side Road to Mulock Drive	-	8,503	756	15	15	15	-	-	-	-	-	-	801	-	9,304
TR84200 : Doane Road - Highway 404 to Yonge Street	-	600	2,450	5,000	5,000	3,000	-	-	1,150	7,630	7,630	7,628	39,488	-	40,088
TR84860 : Bathurst Street and Davis Drive	-	686	247	4,025	239	-	-	-	-	-	-	-	4,511	-	5,197
TR84890 : Kennedy Road - 14th Avenue to Highway 407	-	30	40	45	200	375	600	635	1,381	8,940	1,791	-	14,007	-	14,037
TR84940 : Pedestrian Cycling Program	1,703	560	95	500	500	500	500	500	500	500	500	500	4,595	5,000	11,858
TR85560 : Rutherford Road - Keele Street to Dufferin Street	-	305	83	2,196	3,424	3,349	1,812	214	-	-	-	-	11,078	-	11,383
TR85570 : Rutherford Road - Jane Street to Keele Street	-	284	600	5,000	7,346	6,896	7,106	4,449	-	-	-	-	31,397	-	31,681
TR85580 : Rutherford Road - Dufferin Street to Bathurst Street	-	100	500	500	500	1,100	3,000	908	4,340	7,004	6,778	-	24,630	-	24,730
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	-	108	185	181	50	500	500	3,091	100	9,036	8,526	2,514	24,683	-	24,791
TR85610 : 16th Avenue - Leslie Street to Highway 404	-	53	85	135	1,483	841	2,803	5,835	-	-	-	-	11,182	-	11,235
TR85620 : 2nd Concession - Green Lane to Doane Road	-	20,774	3,076	-	-	-	-	-	-	-	-	-	3,076	-	23,850
TR85630 : Keele Street - Langstaff Road to Rutherford Road	3	-	-	-	-	-	-	-	-	-	-	150	150	16,190	16,343
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway Z7	-	14,475	4,100	8,616	15,924	15,874	740	-	-	-	-	-	45,254	-	59,729
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	-	9,850	1,890	400	-	-	-	-	-	-	-	-	2,290	-	12,140
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	-	-	200	100	400	650	8,828	4,465	1,257	-	-	-	15,900	-	15,900
TR85680 : Major Mackenzie Drive - Jane Street to Keele Street	3	-	-	-	120	120	620	600	2,100	2,100	700	-	6,360	14,058	20,421
TR85710 : Yonge Street - Davis Drive to Green Lane	-	3,000	959	2,000	4,300	6,000	6,000	7,360	87	97	-	-	26,803	-	29,803
TR85790 : Southeast Patrol Area Works Yard	25,084	1,200	1,670	12,970	13,190	5,970	6,650	-	-	-	750	260	41,460	16,050	83,794
TR85810 : Arterial Corridor Transportation Studies	883	250	250	250	250	250	250	250	250	250	250	250	2,500	2,500	6,133

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10		
													Year Total	Balance to Complete	
TR85830 : Retrofit Noise Mitigation	-	10	50	50	50	50	50	50	50	50	50	50	500	500	1,010
TR86730 : Highway 404 Interchange at Doane Road	13,606	-	-	-	-	-	-	-	-	-	-	100	100	3,320	17,026
TR86770 : Major Mackenzie Drive - Bathurst Street to Keele Street	3	-	-	220	300	500	500	1,050	950	2,200	2,200	700	8,120	32,830	40,953
TR86880 : Pedestrian Cycling Municipal Partnership Program	2,833	774	500	500	500	500	500	500	500	500	500	500	5,000	5,000	13,607
TR88162 : Roads Corssing at Highway 427 North of Langstaff Road	-	-	-	-	-	-	-	-	2,682	-	-	-	2,682	-	2,682
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	-	-	-	-	670	-	-	-	-	-	-	-	670	-	670
TR88164 : Bales Parking Lot Expansion	-	-	50	450	-	-	-	-	-	-	-	-	500	-	500
TR88165 : Lake to Lake - Bayview - Bloomington to Vandorf	-	-	50	450	-	-	-	-	-	-	-	-	500	-	500
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	4,062	-	-	-	-	-	-	-	15	15	221	219	470	5,600	10,132
TR95110 : Bayview Avenue - Major Mackenzie Drive to Elgin Mills Road	44	70	90	-	-	-	-	-	-	-	-	-	90	24,260	24,464
TR96020 : Bathurst Street - Green Lane West to Yonge Street	-	4,930	365	-	-	-	-	-	-	-	-	-	365	-	5,295
TR96770 : Keele Street - Steeles Avenue to Highway 7	-	2,250	1,100	4,851	8,371	8,063	-	-	-	-	-	-	22,385	-	24,635
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	-	120	390	600	2,500	1,200	4,319	4,319	4,219	251	-	-	17,798	-	17,918
TR97010 : Bloomington Road - Yonge Street to Bayview Avenue	-	292	23	21	-	-	-	-	-	-	-	-	44	-	336
TR97080 : Bloomington Road - Bayview Avenue to Highway 404	-	55	7	7	-	-	-	-	-	-	-	-	14	-	69
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	-	6,227	17,919	6,789	228	25	15	15	-	-	-	-	24,991	-	31,218
TR97150 : Leslie Street - Bethesda Side Road to Bloomington Road	2,656	639	51	445	-	-	-	-	-	-	-	-	496	10,759	14,550
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	-	22,668	7,880	97	97	-	-	-	-	-	-	-	8,074	-	30,742
TR98340 : 19th Avenue - Yonge Street to Bayview Avenue	-	2,860	1,500	-	-	-	-	-	-	-	-	-	1,500	-	4,360
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	2,958	-	-	200	200	300	-	-	-	-	1,100	3,300	5,100	33,700	41,758
TR98650 : Major Mackenzie Drive -	216	-	61	450	-	-	-	-	-	-	-	-	511	1,311	2,038

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Donald Cousens Parkway to Ninth Line															
TR98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	-	60	44	13	-	-	-	-	-	-	-	-	57	-	117
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	499	550	350	-	-	-	-	-	-	-	-	-	350	14,610	16,009
TR98960 : Kennedy Road - Highway 407 to Highway 7	-	50	110	110	-	-	-	395	695	1,806	5,110	-	8,226	-	8,276
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	-	74	130	174	665	660	2,779	-	1,108	4,460	3,526	2,046	15,548	2,514	18,136
TR99220 : Leslie Street/Don Mills Road - Steeles Avenue to Highway 407	36	-	-	100	100	100	-	-	-	-	-	-	300	7,120	7,456
TR99240 : Kennedy Road - 14th Avenue to Denison Street	-	100	80	90	-	-	-	170	1,035	2,431	3,826	5	7,637	-	7,737
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	-	47	140	185	804	1,705	3,426	10,542	2,980	-	-	-	19,782	-	19,829
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	-	108	15	14	-	-	-	-	-	-	-	-	29	-	137
TR99540 : Langstaff Road - Dufferin Street to Keele Street	174	80	200	260	-	-	-	-	-	-	-	-	460	31,730	32,444
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	-	80	180	180	500	1,205	907	2,537	5,481	1,272	-	-	12,262	-	12,342
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	-	60	170	170	-	300	440	1,330	200	10	-	3,277	5,897	12,186	18,143
TR99803 : Leslie Street and Stouffville Road Jog Elimination	-	-	-	-	-	-	-	-	200	700	6,160	7,860	14,920	31,905	46,825
TR99805 : Langstaff Road - Weston Road to Jane Street	16	80	200	260	-	-	-	-	-	-	-	-	460	27,399	27,955
TR99806 : Langstaff Road - Jane Street to Keele Street	-	90	200	1,320	1,000	1,500	2,000	3,000	3,000	4,500	-	-	16,520	-	16,610
TR99816 : Teston Road - Keele Street to Dufferin Street	-	-	75	400	400	200	800	2,010	7,130	5,730	-	419	17,164	126,871	144,035
TR99818 : Jane Street - Highway 7 to Rutherford Road	-	-	-	-	-	-	-	-	355	355	920	920	2,550	28,829	31,379
TR99890 : Intelligent Transportation System	4,127	615	1,279	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	14,779	15,000	34,521
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	-	250	1,450	2,500	-	-	-	-	-	-	-	-	3,950	-	4,200
TR99900 : Fleet New Additions	4,352	600	600	600	600	400	400	400	400	400	400	400	4,600	4,000	13,552
TS36110 : Technology Data	19	490	1,435	550	500	518	419	416	419	419	419	990	6,085	9,900	16,494

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
TS36120 : Department Project Support	-	835	1,230	800	700	518	418	418	418	418	418	990	6,328	9,900	17,063
Total Growth Gross Expenditures	118,346	178,953	146,833	155,582	139,891	138,404	129,090	172,509	138,939	110,800	101,413	95,454	1,328,915	1,314,789	2,941,003
Funding Sources															
Regional															
Current Tax Levy - Reserves	14,472	15,854	12,254	18,885	17,133	15,831	13,185	15,773	13,844	16,172	10,481	8,833	142,391	134,992	307,709
Development Charges	74,411	16,887	24,394	113,590	106,351	107,774	84,396	78,171	58,026	86,017	86,357	68,672	813,749	332,064	1,237,111
Debt Reduction Reserve	8,415	4,028	6,510	6,650	7,300	1,500	4,300	1,500	13,250	6,470	-	8,400	55,880	20,900	89,223
Other Recoveries (Regional)	140	-	-	-	-	-	-	-	-	-	-	-	-	-	140
Reserves	4,503	1,586	2,665	1,350	1,200	1,036	837	834	837	837	837	1,980	12,413	19,845	38,347
External															
Other Recoveries (External)	(366)	21,667	28,393	15,107	7,907	12,263	10,063	19,814	9,898	1,304	3,738	7,569	116,056	84,102	221,459
Debenture															
Debenture Proceeds	5,685	-	-	-	-	-	-	-	-	-	-	-	-	-	5,685
Debenture Proceeds DC	11,086	118,931	72,617	-	-	-	16,309	56,417	43,084	-	-	-	188,426	722,886	1,041,329
Total Growth Funding Sources	118,346	178,953	146,833	155,582	139,891	138,404	129,090	172,509	138,939	110,800	101,413	95,454	1,328,915	1,314,789	2,941,003
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
TR39930 : Bridge & Culvert Rehabilitation	9,863	2,500	3,465	3,540	3,720	3,900	4,170	4,440	4,800	4,980	5,160	5,340	43,515	-	55,878
TR39960 : Asset Renewal and Replacement	96,191	19,800	5,243	5,238	11,006	8,821	13,531	8,700	11,377	8,035	13,750	23,292	108,993	-	224,984
TR39980 : Various Road Improvements	17,865	2,760	3,300	2,900	3,000	3,100	3,250	3,400	3,600	3,700	3,800	3,900	33,950	-	54,575
TR80105 : Signal Modernization Program	-	1,000	1,000	1,000	1,000	1,000	1,000	-	-	-	-	-	5,000	-	6,000
TR80220 : LED Replacement Traffic Signals	1,990	-	250	250	250	250	250	250	250	250	250	250	2,500	-	4,490
TR80221 : LED Streetlight Conversion	-	100	100	100	100	100	100	100	100	100	100	100	1,000	-	1,100
TR83910 : Roads Asset Management	2,963	1,340	1,185	1,250	1,250	1,650	1,350	1,350	1,350	1,350	1,750	1,450	13,935	-	18,238
TR83920 : Traffic Safety Program Improvements	621	100	100	100	100	100	100	100	100	100	100	100	1,000	-	1,721
TR84950 : Drainage System Program	1,616	350	375	400	425	450	470	490	510	560	580	600	4,860	-	6,826
TR87300 : East Humber River	-	297	25	900	-	-	-	-	-	-	-	-	925	-	1,222

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Bridge - Jane Street North of King Road															
TR87310 : King Home Bridge - King Road East of Highway 400	-	-	25	2,036	-	-	-	-	-	-	-	-	2,061	-	2,061
TR87320 : Gibney Bridge - McCowan Road North of Queensville Sideroad	-	240	1,542	-	-	-	-	-	-	-	-	-	1,542	-	1,782
TR88161 : Roads Office Expansion	-	-	100	-	-	-	-	-	-	-	-	-	100	-	100
TR99801 : Rapidways Asset Management	168	150	150	150	200	200	100	100	100	100	100	100	1,300	-	1,618
TR99870 : Various Railway Crossing Improvements	3,340	450	500	550	600	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,650	-	12,440
TR99910 : Fleet Replacement	-	807	4,048	3,260	1,890	2,950	4,180	2,280	3,630	2,770	4,110	3,570	32,688	-	33,495
Total Rehabilitation and Replacement Gross Expenditures	134,618	29,894	21,408	21,674	23,541	23,521	29,501	22,210	26,817	22,945	30,700	39,702	262,019	-	426,531
Funding Sources															
Regional															
Current Tax Levy - Reserves	81,959	22,163	9,080	10,300	12,057	14,399	21,649	16,426	19,509	16,398	22,603	32,145	174,566	-	278,688
Development Charges	4,387	1,319	1,238	4,095	3,223	3,595	1,396	1,102	1,108	3,727	3,937	3,937	27,358	-	33,064
Debt Reduction Reserve	-	-	4,475	956	4,678	2,477	-	-	-	-	-	-	12,586	-	12,586
Other Recoveries (Regional)	31	-	-	-	-	-	-	-	-	-	-	-	-	-	31
Reserves	43,943	4,759	4,048	6,248	3,483	2,950	4,180	2,280	3,630	2,770	4,110	3,570	37,269	-	85,971
External															
Other Recoveries (External)	811	75	75	75	100	100	50	50	50	50	50	50	650	-	1,536
Provincial Funding	1,301	-	-	-	-	-	-	-	-	-	-	-	-	-	1,301
Debenture															
Debenture Proceeds	1,560	-	-	-	-	-	-	-	-	-	-	-	-	-	1,560
Debenture Proceeds DC	625	1,578	2,492	-	-	-	2,226	2,352	2,520	-	-	-	9,590	-	11,793
Total Rehabilitation and Replacement Funding Sources	134,618	29,894	21,408	21,674	23,541	23,521	29,501	22,210	26,817	22,945	30,700	39,702	262,019	-	426,531
Total Roads Gross Expenditures	252,964	208,847	168,241	177,256	163,432	161,925	158,591	194,719	165,756	133,745	132,113	135,156	1,590,934	1,314,789	3,367,534
Funding Sources															
Regional															
Current Tax Levy - Reserves	96,431	38,017	21,334	29,185	29,190	30,230	34,834	32,199	33,353	32,570	33,084	40,978	316,957	134,992	586,397
Development Charges	78,798	18,206	25,632	117,685	109,574	111,369	85,792	79,273	59,134	89,744	90,294	72,609	841,107	332,064	1,270,175
Debt Reduction Reserve	8,415	4,028	10,985	7,606	11,978	3,977	4,300	1,500	13,250	6,470	-	8,400	68,466	20,900	101,809
Other Recoveries (Regional)	171	-	-	-	-	-	-	-	-	-	-	-	-	-	171

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Reserves	48,447	6,345	6,713	7,598	4,683	3,986	5,017	3,114	4,467	3,607	4,947	5,550	49,682	19,845	124,319
External															
Other Recoveries (External)	445	21,742	28,468	15,182	8,007	12,363	10,113	19,864	9,948	1,354	3,788	7,619	116,706	84,102	222,995
Provincial Funding	1,301	-	-	-	-	-	-	-	-	-	-	-	-	-	1,301
Debenture															
Debenture Proceeds	7,245	-	-	-	-	-	-	-	-	-	-	-	-	-	7,245
Debenture Proceeds DC	11,711	120,509	75,109	-	-	-	18,535	58,769	45,604	-	-	-	198,016	722,886	1,053,122
Total Roads Funding Sources	252,964	208,847	168,241	177,256	163,432	161,325	158,591	194,719	165,756	133,745	132,113	135,156	1,590,934	1,314,789	3,367,534

Roads

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	
Program Group: Growth												
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	651,393	-	-	-	(651,393)	
TR39910 : Miscellaneous Design & Survey for Future Projects	9,100	910	-	-	-	-	8,190	-	-	-	-	
TR39920 : Property Acquisition for Future Capital Projects	5,000	500	-	-	-	-	-	-	-	-	4,500	
TR39950 : Intersection Improvement Program	44,748	4,474	-	-	-	-	40,274	-	-	-	-	
TR39970 : Miscellaneous Payments to Developers	40,000	-	-	-	-	-	40,000	-	-	-	-	
TR39990 : Traffic Control Signal Electronic Improvements	13,610	1,364	-	-	-	-	12,246	-	-	-	-	
TR39999 : Viva Network 2017 TE & ITS	215	22	-	-	-	-	-	-	-	-	193	
TR80101 : King Road - Yonge Street to Bond Crescent	3,724	1,154	-	-	-	-	107	-	-	1,800	663	
TR80104 : Keele Street and Lloydtown Aurora Road	764	76	-	-	-	-	-	-	-	-	688	
TR80116 : Teston Road - Pine Valley Drive to Weston Road	21,320	2,133	-	-	-	-	-	-	-	-	19,187	
TR80118 : Capital Requirement for Roads Maintenance Yards	4,640	1,530	3,110	-	-	-	-	-	-	-	-	
TR80121 : Development Transportation Demand Management	700	700	-	-	-	-	-	-	-	-	-	
TR80230 : Portable Snow Melting Facilities	450	148	-	-	-	-	-	-	-	-	302	
TR80270 : York Durham Line and Durham Road #5	55	6	-	-	-	-	49	-	-	-	-	
TR80430 : Regional Streetscaping	13,900	2,780	-	-	-	-	11,120	-	-	-	-	
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	112	11	-	-	-	-	101	-	-	-	-	
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	6,000	600	-	-	-	-	-	-	-	-	5,400	
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	6,000	265	-	-	-	-	-	-	-	3,350	2,385	
TR80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	5	1	-	-	-	-	4	-	-	-	-	
TR81010 : King Road and Weston Road	3,805	381	-	-	-	-	73	-	-	-	3,351	
TR81020 : King Road and Highway 27	5,273	307	-	-	-	-	36	-	-	2,200	2,730	

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
TR81030 : Leslie Street and 19th Avenue	3,635	363	-	-	-	-	60	-	-	-	3,212
TR81040 : York Region Roads Operations Facility Strategy	600	60	-	-	-	-	540	-	-	-	-
TR81045 : Southwest Central Roads Maintenance Facilities	59,550	6,780	52,770	-	-	-	-	-	-	-	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	43,054	4,055	-	-	-	-	-	-	-	2,500	36,499
TR81362 : Intersection Improvements Dufferin and Rutherford	2,260	226	-	-	-	-	-	-	-	-	2,034
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	21,535	2,019	-	-	-	-	-	-	-	1,350	18,166
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	18,151	1,675	-	-	-	-	288	-	-	1,400	14,788
TR81410 : Leslie Street - Highway 7 to Highway 407	475	48	-	-	-	-	427	-	-	-	-
TR81420 : Bayview Avenue - John Street to Highway 7	2,590	259	-	-	-	-	81	-	-	-	2,250
TR81480 : Weston Road - Steeles Avenue to Highway 7	900	90	-	-	-	-	-	-	-	-	810
TR81810 : Highway 50 - Highway 7 to Rutherford Road	628	62	-	-	-	-	-	-	-	-	566
TR81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	8,456	5,074	-	-	-	-	105	-	-	-	3,277
TR81922 : Major Mackenzie Drive - Bathurst Street to Leslie Street	25,800	2,580	-	-	-	-	-	-	-	-	23,220
TR81932 : Viva Network Expansion Plan	25,234	2,522	-	-	-	-	-	-	-	-	22,712
TR81944 : Major Mackenzie Drive - Weston Road to Highway 400	1,060	76	-	-	-	-	180	-	-	300	504
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	3,652	366	-	-	-	-	321	-	-	-	2,965
TR81952 : Dufferin Street Langstaff Road to Major Mackenzie Drive	720	72	-	-	-	-	-	-	-	-	648
TR81953 : Woodbine Avenue Highway 7 to Major Mackenzie Drive	1,660	166	-	-	-	-	-	-	-	-	1,494
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	4,635	464	-	-	-	-	-	-	-	-	4,171
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	14,156	1,186	-	-	-	-	-	-	-	2,300	10,670
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	55,920	1,898	-	-	-	-	-	-	-	36,909	17,113

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	15,749	1,528	-	-	-	-	19	-	-	470	13,732
TR81971 : Bathurst Street - Elgin Mills Road to 19th Avenue	2,910	291	-	-	-	-	108	-	-	-	2,511
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	12,076	1,207	-	-	-	-	488	-	-	-	10,381
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	18,701	1,870	-	-	-	-	-	-	-	-	16,831
TR81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	908	30	-	-	-	-	278	-	-	600	-
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	17,377	1,739	-	-	-	-	306	-	-	-	15,332
TR81983 : Rutherford Road - Pine Valley Drive to Weston Road	1,563	157	-	-	-	-	332	-	-	-	1,074
TR81996 : Bayview Avenue - Steeles Avenue to John Street	6,890	689	-	-	-	-	81	-	-	-	6,120
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	16,667	552	-	-	-	-	740	-	-	1,167	4,208
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	15,886	795	-	-	-	-	225	-	-	7,943	6,923
TR82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	19,200	1,920	-	-	-	-	-	-	-	-	17,280
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	1,700	171	-	-	-	-	292	-	-	-	1,237
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	360	36	-	-	-	-	324	-	-	-	-
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	19,652	1,826	-	-	-	-	-	-	-	1,400	16,426
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	20,369	1,810	-	-	-	-	-	-	-	2,280	16,279
TR83340 : Bathurst Street - Centre Street to Highway 407	1,800	180	-	-	-	-	360	-	-	-	1,260
TR83360 : Leslie Street - Highway 7 to 16th Avenue	1,990	199	-	-	-	-	468	-	-	-	1,323
TR83370 : Leslie Street - 16th Avenue to Major Mackenzie Drive	770	77	-	-	-	-	180	-	-	-	513
TR83380 : Markham Road - Steeles Avenue to Highway 407 Including Grade Separation	2,000	200	-	-	-	-	495	-	-	-	1,305
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	1,700	171	-	-	-	-	292	-	-	-	1,237

Roads

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	19,174	1,817	-	-	-	-	-	-	-	1,000	16,357
TR83480 : Transportation Master Plan Update	4,900	490	-	-	-	-	-	-	-	-	4,410
TR83490 : Smart Commute Initiative	2,000	200	-	-	-	-	1,800	-	-	-	-
TR83830 : Accessibility for Ontarians with Disabilities Act Compliance	2,950	2,950	-	-	-	-	-	-	-	-	-
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	1,581	158	-	-	-	-	387	-	-	-	1,036
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	4,975	498	-	-	-	-	360	-	-	-	4,117
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	7,171	717	-	-	-	-	360	-	-	-	6,094
TR84003 : Weston Road - Highway 7 to Rutherford Road	1,660	166	-	-	-	-	-	-	-	-	1,494
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	100	10	-	-	-	-	90	-	-	-	-
TR84008 : 16th Avenue - McCowan Road to Ninth Line	627	62	-	-	-	-	-	-	-	-	565
TR84043 : Kennedy Road - Major Mackenzie Drive to Donald Cousens Parkway	250	25	-	-	-	-	-	-	-	-	225
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	8,424	843	-	-	-	-	-	-	-	-	7,581
TR84045 : Lake to Lake Cycling Facilities	2,840	126	-	-	-	-	-	-	-	1,582	1,132
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	32,311	2,992	-	-	-	-	-	-	-	2,400	26,919
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	1,275	44	-	-	-	-	390	-	-	841	-
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	755	76	-	-	-	-	250	-	-	-	429
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	17,583	1,511	-	-	-	-	39	-	-	2,489	13,544
TR84190 : Leslie Street - John's Side Road to Mulock Drive	801	39	-	-	-	-	39	-	-	427	296
TR84200 : Doane Road - Highway 404 to Yonge Street	39,488	3,349	-	-	-	-	-	-	-	6,000	30,139
TR84860 : Bathurst Street and Davis Drive	4,511	355	-	-	-	-	-	-	-	961	3,195
TR84890 : Kennedy Road - 14th Avenue to Highway 407	14,007	1,403	-	-	-	-	256	-	-	-	12,348

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
TR84940 : Pedestrian Cycling Program	4,595	460	-	-	-	-	4,135	-	-	-	-
TR85560 : Rutherford Road - Keele Street to Dufferin Street	11,078	1,107	-	-	-	-	268	-	-	-	9,703
TR85570 : Rutherford Road - Jane Street to Keele Street	31,397	3,050	-	-	-	-	-	-	-	900	27,447
TR85580 : Rutherford Road - Dufferin Street to Bathurst Street	24,630	2,378	-	-	-	-	-	-	-	850	21,402
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	24,683	2,463	-	-	-	-	301	-	-	60	21,859
TR85610 : 16th Avenue - Leslie Street to Highway 404	11,182	1,108	-	-	-	-	197	-	-	114	9,763
TR85620 : 2nd Concession - Green Lane to Doane Road	3,076	128	-	-	-	-	-	-	-	1,800	1,148
TR85630 : Keele Street - Langstaff Road to Rutherford Road	150	15	-	-	-	-	135	-	-	-	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	45,254	4,065	-	-	-	-	-	-	-	4,600	36,589
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	2,290	145	-	-	-	-	-	-	-	840	1,305
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	15,900	1,389	-	-	-	-	270	-	-	2,002	12,239
TR85680 : Major Mackenzie Drive - Jane Street to Keele Street	6,360	636	-	-	-	-	216	-	-	-	5,508
TR85710 : Yonge Street - Davis Drive to Green Lane	26,803	2,681	-	-	-	-	-	-	-	-	24,122
TR85790 : Southeast Patrol Area Works Yard	41,460	14,097	-	-	-	-	172	-	-	-	27,191
TR85810 : Arterial Corridor Transportation Studies	2,500	250	-	-	-	-	2,250	-	-	-	-
TR85830 : Retrofit Noise Mitigation	500	50	-	-	-	-	450	-	-	-	-
TR86730 : Highway 404 Interchange at Doane Road	100	10	-	-	-	-	90	-	-	-	-
TR86770 : Major Mackenzie Drive - Bathurst Street to Keele Street	8,120	812	-	-	-	-	378	-	-	-	6,930
TR86880 : Pedestrian Cycling Municipal Partnership Program	5,000	500	-	-	-	-	4,500	-	-	-	-
TR88162 : Roads Corssing at Highway 427 North of Langstaff Road	2,682	2,682	-	-	-	-	-	-	-	-	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	670	670	-	-	-	-	-	-	-	-	-

Roads

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
TR88164 : Bales Parking Lot Expansion	500	50	-	-	-	-	45	-	-	-	405
TR88165 : Lake to Lake - Bayview - Bloomington to Vandorf	500	50	-	-	-	-	450	-	-	-	-
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	470	48	-	-	-	-	422	-	-	-	-
TR95110 : Bayview Avenue - Major Mackenzie Drive to Elgin Mills Road	90	9	-	-	-	-	81	-	-	-	-
TR96020 : Bathurst Street - Green Lane West to Yonge Street	365	37	-	-	-	-	-	-	-	-	328
TR96770 : Keele Street - Steeles Avenue to Highway 7	22,385	1,788	-	-	-	-	990	-	-	4,500	15,107
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	17,798	1,640	-	-	-	-	-	-	-	1,400	14,758
TR97010 : Bloomington Road - Yonge Street to Bayview Avenue	44	4	-	-	-	-	40	-	-	-	-
TR97080 : Bloomington Road - Bayview Avenue to Highway 404	14	2	-	-	-	-	12	-	-	-	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	24,991	2,044	-	-	-	-	48	-	-	4,568	18,331
TR97150 : Leslie Street - Bethesda Side Road to Bloomington Road	496	298	-	-	-	-	198	-	-	-	-
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	8,074	808	-	-	-	-	174	-	-	-	7,092
TR98340 : 19th Avenue - Yonge Street to Bayview Avenue	1,500	150	-	-	-	-	-	-	-	-	1,350
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	5,100	260	-	-	-	-	360	-	-	2,500	1,980
TR98650 : Major Mackenzie Drive - Donald Cousens Parkway to Ninth Line	511	51	-	-	-	-	55	-	-	-	405
TR98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	57	5	-	-	-	-	52	-	-	-	-
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	350	35	-	-	-	-	-	-	-	-	315
TR98960 : Kennedy Road - Highway 407 to Highway 7	8,226	825	-	-	-	-	198	-	-	-	7,203
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	15,548	1,535	-	-	-	-	274	-	-	207	13,532
TR99220 : Leslie Street/Don Mills Road - Steeles Avenue to Highway 407	300	30	-	-	-	-	270	-	-	-	-
TR99240 : Kennedy Road - 14th Avenue to Denison Street	7,637	766	-	-	-	-	306	-	-	-	6,565

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	19,782	1,974	-	-	-	-	292	-	-	46	17,470
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	29	3	-	-	-	-	26	-	-	-	-
TR99540 : Langstaff Road - Dufferin Street to Keele Street	460	46	-	-	-	-	180	-	-	-	234
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	12,262	1,227	-	-	-	-	324	-	-	-	10,711
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	5,897	590	-	-	-	-	495	-	-	-	4,812
TR99803 : Leslie Street and Stouffville Road Jog Elimination	14,920	1,492	-	-	-	-	180	-	-	-	13,248
TR99805 : Langstaff Road - Weston Road to Jane Street	460	46	-	-	-	-	180	-	-	-	234
TR99806 : Langstaff Road - Jane Street to Keele Street	16,520	1,652	-	-	-	-	180	-	-	-	14,688
TR99816 : Teston Road - Keele Street to Dufferin Street	17,164	1,717	-	-	-	-	247	-	-	-	15,200
TR99818 : Jane Street - Highway 7 to Rutherford Road	2,550	256	-	-	-	-	-	-	-	-	2,294
TR99890 : Intelligent Transportation System	14,779	1,478	-	-	-	-	13,301	-	-	-	-
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	3,950	395	-	-	-	-	3,555	-	-	-	-
TR99900 : Fleet New Additions	4,600	1,702	-	-	-	-	2,898	-	-	-	-
TS36110 : Technology Data	6,085	-	-	-	-	-	-	6,085	-	-	-
TS36120 : Department Project Support	6,328	-	-	-	-	-	-	6,328	-	-	-
Growth Total	1,328,915	142,391	55,880	-	-	-	813,749	12,413	-	116,056	188,426
Program Group: Rehabilitation and Replacement											
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	14,993	-	-	-	(14,993)
TR39930 : Bridge & Culvert Rehabilitation	43,515	30,461	-	-	-	-	-	-	-	-	13,054
TR39960 : Asset Renewal and Replacement	108,993	96,407	12,586	-	-	-	-	-	-	-	-
TR39980 : Various Road Improvements	33,950	23,765	-	-	-	-	-	-	-	-	10,185
TR80105 : Signal Modernization Program	5,000	3,500	-	-	-	-	1,500	-	-	-	-
TR80220 : LED Replacement Traffic Signals	2,500	1,750	-	-	-	-	750	-	-	-	-

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
TR80221 : LED Streetlight Conversion	1,000	700	-	-	-	-	300	-	-	-	-
TR83910 : Roads Asset Management	13,935	9,755	-	-	-	-	4,180	-	-	-	-
TR83920 : Traffic Safety Program Improvements	1,000	700	-	-	-	-	300	-	-	-	-
TR84950 : Drainage System Program	4,860	3,403	-	-	-	-	1,457	-	-	-	-
TR87300 : East Humber River Bridge - Jane Street North of King Road	925	648	-	-	-	-	7	-	-	-	270
TR87310 : King Home Bridge - King Road East of Highway 400	2,061	1,443	-	-	-	-	7	-	-	-	611
TR87320 : Gibney Bridge - McCowan Road North of Queensville Sideroad	1,542	1,079	-	-	-	-	-	-	-	-	463
TR88161 : Roads Office Expansion	100	100	-	-	-	-	-	-	-	-	-
TR99801 : Rapidways Asset Management	1,300	456	-	-	-	-	194	-	-	650	-
TR99870 : Various Railway Crossing Improvements	8,650	4,980	-	-	-	-	3,670	-	-	-	-
TR99910 : Fleet Replacement	32,688	-	-	32,688	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	262,019	179,147	12,586	32,688	-	-	27,358	-	-	650	9,590
Roads Total	1,590,934	321,538	68,466	32,688	-	-	841,107	12,413	-	116,706	198,016

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Program Group: Growth													
Gross Expenditures													
TR39910 : Miscellaneous Design & Survey for Future Projects	1,150	-	-	-	-	-	-	-	-	-	1,150	-	1,150
TR39920 : Property Acquisition for Future Capital Projects	500	-	-	-	-	-	-	-	-	-	500	-	500
TR39950 : Intersection Improvement Program	4,000	-	-	-	-	-	-	-	-	-	4,000	-	4,000
TR39970 : Miscellaneous Payments to Developers	8,000	-	-	-	-	-	-	-	-	-	8,000	-	8,000
TR39990 : Traffic Control Signal Electronic Improvements	1,835	-	-	-	-	-	-	-	-	-	1,835	-	1,835
TR39999 : Viva Network 2017 TE & ITS	215	-	-	-	-	-	-	-	-	-	215	-	215
TR80104 : Keele Street and Lloydtown Aurora Road	764	-	-	-	-	-	-	-	-	-	764	-	764
TR80116 : Teston Road - Pine Valley Drive to Weston Road	608	2,918	2,266	838	-	-	-	-	-	-	6,630	-	6,630
TR80118 : Capital Requirement for Roads Maintenance Yards	3,550	1,090	-	-	-	-	-	-	-	-	4,640	-	4,640
TR80121 : Development Transportation Demand Management	300	300	100	-	-	-	-	-	-	-	700	-	700
TR80270 : York Durham Line and Durham Road #5	55	-	-	-	-	-	-	-	-	-	55	-	55
TR80430 : Regional Streetscaping	1,350	-	-	-	-	-	-	-	-	-	1,350	-	1,350
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	60	32	20	-	-	-	-	-	-	-	112	-	112
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	6,000	-	-	-	-	-	-	-	-	-	6,000	-	6,000
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	6,000	-	-	-	-	-	-	-	-	-	6,000	-	6,000
TR80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	5	-	-	-	-	-	-	-	-	-	5	-	5
TR81010 : King Road and Weston Road	65	-	-	-	-	-	-	-	-	-	65	-	65
TR81020 : King Road and Highway 27	2,401	2,832	40	-	-	-	-	-	-	-	5,273	-	5,273
TR81030 : Leslie Street and 19th Avenue	1,404	1,862	67	302	-	-	-	-	-	-	3,635	-	3,635
TR81040 : York Region Roads Operations Facility Strategy	100	-	-	-	-	-	-	-	-	-	100	-	100
TR81045 : Southwest Central Roads Maintenance Facilities	3,400	6,650	7,300	1,500	2,800	-	-	-	-	-	21,650	-	21,650

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	4,000	7,673	14,368	15,166	1,847	-	-	-	-	-	43,054	-	43,054
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	850	750	-	-	-	-	-	-	-	-	1,600	-	1,600
TR81420 : Bayview Avenue - John Street to Highway 7	90	-	-	-	-	-	-	-	-	-	90	-	90
TR81810 : Highway 50 - Highway 7 to Rutherford Road	314	314	-	-	-	-	-	-	-	-	628	-	628
TR81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	1,015	920	-	-	-	-	-	-	-	-	1,935	-	1,935
TR81932 : Viva Network Expansion Plan	2,342	-	-	-	-	-	-	-	-	-	2,342	-	2,342
TR81944 : Major Mackenzie Drive - Weston Road to Highway 404	860	200	-	-	-	-	-	-	-	-	1,060	-	1,060
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	178	179	-	-	-	-	-	-	-	-	357	-	357
TR81952 : Dufferin Street Langstaff Road to Major Mackenzie Drive	360	360	-	-	-	-	-	-	-	-	720	-	720
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	400	335	-	-	-	-	-	-	-	-	735	-	735
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	825	8,325	7,700	6,800	-	-	-	-	-	-	23,650	-	23,650
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	600	549	21	2,200	2,614	-	-	-	-	-	5,984	-	5,984
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	100	-	-	-	-	-	-	-	-	-	100	-	100
TR81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	454	454	-	-	-	-	-	-	-	-	908	-	908
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	170	170	-	-	-	-	-	-	-	-	340	-	340
TR81996 : Bayview Avenue - Steeles Avenue to John Street	90	-	-	-	-	-	-	-	-	-	90	-	90
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	11,675	2,492	-	-	-	-	-	-	-	-	14,167	-	14,167
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	13,070	2,316	-	-	-	-	-	-	-	-	15,386	-	15,386
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	175	150	-	-	-	-	-	-	-	-	325	-	325
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	180	180	-	-	-	-	-	-	-	-	360	-	360
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	390	3,300	2,940	-	-	-	-	-	-	-	6,630	-	6,630
TR82860 : Bathurst Street - Rutherford	700	600	600	-	-	-	-	-	-	-	1,900	-	1,900

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Road to Major Mackenzie Drive													
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	175	150	-	-	-	-	-	-	-	-	325	-	325
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	1,400	-	-	-	-	-	-	-	-	-	1,400	-	1,400
TR83480 : Transportation Master Plan Update	500	-	-	-	-	-	-	-	-	-	500	-	500
TR83490 : Smart Commute Initiative	200	-	-	-	-	-	-	-	-	-	200	-	200
TR83830 : Accessibility for Ontarians with Disabilities Act Compliance	250	250	-	-	-	-	-	-	-	-	500	-	500
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	100	100	20	210	651	500	-	-	-	-	1,581	-	1,581
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	100	100	100	100	2,000	2,575	-	-	-	-	4,975	-	4,975
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	100	100	100	100	3,000	3,771	-	-	-	-	7,171	-	7,171
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	100	-	-	-	-	-	-	-	-	-	100	-	100
TR84008 : 16th Avenue - McCowan Road to Ninth Line	314	313	-	-	-	-	-	-	-	-	627	-	627
TR84045 : Lake to Lake Cycling Facilities	2,840	-	-	-	-	-	-	-	-	-	2,840	-	2,840
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	700	600	600	-	-	-	-	-	-	-	1,900	-	1,900
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	340	165	-	-	-	-	-	-	-	-	505	-	505
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	139	139	-	-	-	-	-	-	-	-	278	-	278
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	3,865	12,799	874	15	15	15	-	-	-	-	17,583	-	17,583
TR84190 : Leslie Street - John's Side Road to Mulock Drive	756	15	15	15	-	-	-	-	-	-	801	-	801
TR84200 : Doane Road - Highway 404 to Yonge Street	2,450	5,000	5,000	3,000	-	-	-	-	-	-	15,450	-	15,450
TR84860 : Bathurst Street and Davis Drive	247	4,025	239	-	-	-	-	-	-	-	4,511	-	4,511
TR84890 : Kennedy Road - 14th Avenue to Highway 407	40	45	-	-	-	-	-	-	-	-	85	-	85
TR84940 : Pedestrian Cycling Program	95	-	-	-	-	-	-	-	-	-	95	-	95
TR85560 : Rutherford Road - Keele Street to Dufferin Street	83	697	-	-	-	-	-	-	-	-	780	-	780

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
TR85570 : Rutherford Road - Jane Street to Keele Street	600	5,000	450	-	-	-	-	-	-	-	6,050	-	6,050
TR85580 : Rutherford Road - Dufferin Street to Bathurst Street	500	500	500	1,100	3,000	-	-	-	-	-	5,600	-	5,600
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	185	181	-	-	-	-	-	-	-	-	366	-	366
TR85610 : 16th Avenue - Leslie Street to Highway 404	85	85	-	-	-	-	-	-	-	-	170	-	170
TR85620 : 2nd Concession - Green Lane to Doane Road	3,076	-	-	-	-	-	-	-	-	-	3,076	-	3,076
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	4,100	8,616	15,924	15,874	740	-	-	-	-	-	45,254	-	45,254
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	1,890	400	-	-	-	-	-	-	-	-	2,290	-	2,290
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	200	100	-	-	-	-	-	-	-	-	300	-	300
TR85710 : Yonge Street - Davis Drive to Green Lane	959	2,000	4,300	550	30	10	-	-	-	-	7,849	-	7,849
TR85790 : Southeast Patrol Area Works Yard	1,670	12,970	13,190	5,970	6,650	-	-	-	-	-	40,450	-	40,450
TR85810 : Arterial Corridor Transportation Studies	250	-	-	-	-	-	-	-	-	-	250	-	250
TR85830 : Retrofit Noise Mitigation	50	-	-	-	-	-	-	-	-	-	50	-	50
TR86880 : Pedestrian Cycling Municipal Partnership Program	500	-	-	-	-	-	-	-	-	-	500	-	500
TR88164 : Bales Parking Lot Expansion	50	-	-	-	-	-	-	-	-	-	50	-	50
TR88165 : Lake to Lake - Bayview - Bloomington to Vandorf	50	450	-	-	-	-	-	-	-	-	500	-	500
TR95110 : Bayview Avenue - Major Mackenzie Drive to Elgin Mills Road	90	-	-	-	-	-	-	-	-	-	90	-	90
TR96020 : Bathurst Street - Green Lane West to Yonge Street	365	-	-	-	-	-	-	-	-	-	365	-	365
TR96770 : Keele Street - Steeles Avenue to Highway 7	1,100	4,851	8,371	8,063	-	-	-	-	-	-	22,385	-	22,385
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	390	600	2,500	700	-	-	-	-	-	-	4,190	-	4,190
TR97010 : Bloomington Road - Yonge Street to Bayview Avenue	23	21	-	-	-	-	-	-	-	-	44	-	44
TR97080 : Bloomington Road - Bayview Avenue to Highway 404	7	7	-	-	-	-	-	-	-	-	14	-	14
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	17,919	6,789	228	25	15	15	-	-	-	-	24,991	-	24,991

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
TR97150 : Leslie Street - Bethesda Side Road to Bloomington Road	51	445	-	-	-	-	-	-	-	-	496	-	496
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	7,880	97	97	-	-	-	-	-	-	-	8,074	-	8,074
TR98340 : 19th Avenue - Yonge Street to Bayview Avenue	1,500	-	-	-	-	-	-	-	-	-	1,500	-	1,500
TR98650 : Major Mackenzie Drive - Donald Cousens Parkway to Ninth Line	61	450	-	-	-	-	-	-	-	-	511	-	511
TR98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	44	13	-	-	-	-	-	-	-	-	57	-	57
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	350	-	-	-	-	-	-	-	-	-	350	-	350
TR98960 : Kennedy Road - Highway 407 to Highway 7	110	110	-	-	-	-	-	-	-	-	220	-	220
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	130	124	-	-	-	-	-	-	-	-	254	-	254
TR99240 : Kennedy Road - 14th Avenue to Denison Street	80	90	-	-	-	-	-	-	-	-	170	-	170
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	140	135	-	-	-	-	-	-	-	-	275	-	275
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	15	14	-	-	-	-	-	-	-	-	29	-	29
TR99540 : Langstaff Road - Dufferin Street to Keele Street	200	260	-	-	-	-	-	-	-	-	460	-	460
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	180	180	-	-	-	-	-	-	-	-	360	-	360
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	170	170	-	-	-	-	-	-	-	-	340	-	340
TR99805 : Langstaff Road - Weston Road to Jane Street	200	260	-	-	-	-	-	-	-	-	460	-	460
TR99806 : Langstaff Road - Jane Street to Keele Street	200	1,320	-	-	-	-	-	-	-	-	1,520	-	1,520
TR99816 : Teston Road - Keele Street to Dufferin Street	75	400	400	200	-	-	-	-	-	-	1,075	-	1,075
TR99890 : Intelligent Transportation System	1,279	1,500	-	-	-	-	-	-	-	-	2,779	-	2,779
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	1,450	2,500	-	-	-	-	-	-	-	-	3,950	-	3,950
TR99900 : Fleet New Additions	600	-	-	-	-	-	-	-	-	-	600	-	600
TS36110 : Technology Data	1,435	-	-	-	-	-	-	-	-	-	1,435	-	1,435
TS36120 : Department Project Support	1,230	-	-	-	-	-	-	-	-	-	1,230	-	1,230

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Total Growth Gross Expenditures	146,833	120,087	88,330	62,728	23,362	6,886	-	-	-	-	448,226	-	448,226
Funding Sources													
Regional													
Current Tax Levy - Reserves	12,254	15,105	10,569	6,375	3,590	690	-	-	-	-	48,583	-	48,583
Development Charges	24,394	80,412	60,538	40,940	16,347	6,196	-	(2,604)	(2,688)	(2,772)	220,763	-	220,763
Debt Reduction Reserve	6,510	6,650	7,300	1,500	2,800	-	-	-	-	-	24,760	-	24,760
Reserves	2,665	-	-	-	-	-	-	-	-	-	2,665	-	2,665
External													
Other Recoveries (External)	28,393	15,107	7,907	11,813	625	-	-	-	-	-	63,845	-	63,845
Debtenture													
Debtenture Proceeds DC	72,617	2,813	2,016	2,100	-	-	-	2,604	2,688	2,772	87,610	-	87,610
Total Growth Funding Sources	146,833	120,087	88,330	62,728	23,362	6,886	-	-	-	-	448,226	-	448,226
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
TR39930 : Bridge & Culvert Rehabilitation	3,465	-	-	-	-	-	-	-	-	-	3,465	-	3,465
TR39960 : Asset Renewal and Replacement	5,243	-	-	-	-	-	-	-	-	-	5,243	-	5,243
TR39980 : Various Road Improvements	3,300	-	-	-	-	-	-	-	-	-	3,300	-	3,300
TR80105 : Signal Modernization Program	1,000	-	-	-	-	-	-	-	-	-	1,000	-	1,000
TR80220 : LED Replacement Traffic Signals	250	-	-	-	-	-	-	-	-	-	250	-	250
TR80221 : LED Streetlight Conversion	100	-	-	-	-	-	-	-	-	-	100	-	100
TR83910 : Roads Asset Management	1,185	1,250	-	-	-	-	-	-	-	-	2,435	-	2,435
TR83920 : Traffic Safety Program Improvements	100	-	-	-	-	-	-	-	-	-	100	-	100
TR84950 : Drainage System Program	375	-	-	-	-	-	-	-	-	-	375	-	375
TR87300 : East Humber River Bridge - Jane Street North of King Road	25	-	-	-	-	-	-	-	-	-	25	-	25
TR87310 : King Home Bridge - King Road East of Highway 400	25	-	-	-	-	-	-	-	-	-	25	-	25
TR87320 : Gibney Bridge - McCowan Road North of Queensville Sideroad	1,542	-	-	-	-	-	-	-	-	-	1,542	-	1,542
TR88161 : Roads Office Expansion	100	-	-	-	-	-	-	-	-	-	100	-	100
TR99801 : Rapidways Asset Management	150	150	-	-	-	-	-	-	-	-	300	-	300

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
TR99870 : Various Railway Crossing Improvements	500	-	-	-	-	-	-	-	-	-	500	-	500
TR99910 : Fleet Replacement	4,048	-	-	-	-	-	-	-	-	-	4,048	-	4,048
Total Rehabilitation and Replacement Gross Expenditures	21,408	1,400	-	-	-	-	-	-	-	-	22,808	-	22,808
Funding Sources													
Regional													
Current Tax Levy - Reserves	9,080	928	-	-	-	-	-	-	-	-	10,008	-	10,008
Development Charges	1,238	3,210	2,016	2,100	-	-	-	2,604	2,688	2,772	16,628	-	16,628
Debt Reduction Reserve	4,475	-	-	-	-	-	-	-	-	-	4,475	-	4,475
Reserves	4,048	-	-	-	-	-	-	-	-	-	4,048	-	4,048
External													
Other Recoveries (External)	75	75	-	-	-	-	-	-	-	-	150	-	150
Total Rehabilitation and Replacement Funding Sources	21,408	1,400	-	-	-	-	-	-	-	-	22,808	-	22,808
Total Roads Gross Expenditures	168,241	121,487	88,330	62,728	23,362	6,886	-	-	-	-	471,034	-	471,034
Funding Sources													
Regional													
Current Tax Levy - Reserves	21,334	16,033	10,569	6,375	3,590	690	-	-	-	-	58,591	-	58,591
Development Charges	25,632	83,622	62,554	43,040	16,347	6,196	-	-	-	-	237,391	-	237,391
Debt Reduction Reserve	10,985	6,650	7,300	1,500	2,800	-	-	-	-	-	29,235	-	29,235
Reserves	6,713	-	-	-	-	-	-	-	-	-	6,713	-	6,713
External													
Other Recoveries (External)	28,468	15,182	7,907	11,813	625	-	-	-	-	-	63,995	-	63,995
Debtenture													
Debtenture Proceeds DC	75,109	-	-	-	-	-	-	-	-	-	75,109	-	75,109
Total Roads Funding Sources	168,241	121,487	88,330	62,728	23,362	6,886	-	-	-	-	471,034	-	471,034

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debuture Proceeds
Program Group: Growth											
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	203,476	-	-	-	(203,476)
TR39910 : Miscellaneous Design & Survey for Future Projects	1,150	115	-	-	-	-	1,035	-	-	-	-
TR39920 : Property Acquisition for Future Capital Projects	500	50	-	-	-	-	-	-	-	-	450
TR39950 : Intersection Improvement Program	4,000	400	-	-	-	-	3,600	-	-	-	-
TR39970 : Miscellaneous Payments to Developers	8,000	-	-	-	-	-	8,000	-	-	-	-
TR39990 : Traffic Control Signal Electronic Improvements	1,835	184	-	-	-	-	1,651	-	-	-	-
TR39999 : Viva Network 2017 TE & ITS	215	22	-	-	-	-	-	-	-	-	193
TR80104 : Keele Street and Lloydtown Aurora Road	764	76	-	-	-	-	-	-	-	-	688
TR80116 : Teston Road - Pine Valley Drive to Weston Road	6,630	664	-	-	-	-	-	-	-	-	5,966
TR80118 : Capital Requirement for Roads Maintenance Yards	4,640	1,530	3,110	-	-	-	-	-	-	-	-
TR80121 : Development Transportation Demand Management	700	700	-	-	-	-	-	-	-	-	-
TR80270 : York Durham Line and Durham Road #5	55	6	-	-	-	-	49	-	-	-	-
TR80430 : Regional Streetscaping	1,350	270	-	-	-	-	1,080	-	-	-	-
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	112	11	-	-	-	-	101	-	-	-	-
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	6,000	600	-	-	-	-	-	-	-	-	5,400
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	6,000	265	-	-	-	-	-	-	-	3,350	2,385
TR80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	5	1	-	-	-	-	4	-	-	-	-
TR81010 : King Road and Weston Road	65	7	-	-	-	-	58	-	-	-	-
TR81020 : King Road and Highway 27	5,273	307	-	-	-	-	36	-	-	2,200	2,730
TR81030 : Leslie Street and 19th Avenue	3,635	363	-	-	-	-	60	-	-	-	3,212
TR81040 : York Region Roads Operations Facility Strategy	100	10	-	-	-	-	90	-	-	-	-

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
TR81045 : Southwest Central Roads Maintenance Facilities	21,650	-	21,650	-	-	-	-	-	-	-	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	43,054	4,055	-	-	-	-	-	-	-	2,500	36,499
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	1,600	160	-	-	-	-	-	-	-	-	1,440
TR81420 : Bayview Avenue - John Street to Highway 7	90	9	-	-	-	-	81	-	-	-	-
TR81810 : Highway 50 - Highway 7 to Rutherford Road	628	62	-	-	-	-	-	-	-	-	566
TR81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	1,935	1,161	-	-	-	-	-	-	-	-	774
TR81932 : Viva Network Expansion Plan	2,342	234	-	-	-	-	-	-	-	-	2,108
TR81944 : Major Mackenzie Drive - Weston Road to Highway 404	1,060	76	-	-	-	-	180	-	-	300	504
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	357	36	-	-	-	-	321	-	-	-	-
TR81952 : Dufferin Street Langstaff Road to Major Mackenzie Drive	720	72	-	-	-	-	-	-	-	-	648
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	735	74	-	-	-	-	-	-	-	-	661
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	23,650	802	-	-	-	-	-	-	-	15,610	7,238
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	5,984	598	-	-	-	-	19	-	-	-	5,367
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	100	10	-	-	-	-	90	-	-	-	-
TR81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	908	30	-	-	-	-	278	-	-	600	-
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	340	34	-	-	-	-	306	-	-	-	-
TR81996 : Bayview Avenue - Steeles Avenue to John Street	90	9	-	-	-	-	81	-	-	-	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	14,167	467	-	-	-	-	-	-	-	9,492	4,208
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	15,386	770	-	-	-	-	-	-	-	-	6,923
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	325	33	-	-	-	-	292	-	-	-	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	360	36	-	-	-	-	324	-	-	-	-

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	6,630	663	-	-	-	-	-	-	-	-	5,967
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	1,900	190	-	-	-	-	-	-	-	-	1,710
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	325	33	-	-	-	-	292	-	-	-	-
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	1,400	140	-	-	-	-	-	-	-	-	1,260
TR83480 : Transportation Master Plan Update	500	50	-	-	-	-	-	-	-	-	450
TR83490 : Smart Commute Initiative	200	20	-	-	-	-	180	-	-	-	-
TR83830 : Accessibility for Ontarians with Disabilities Act Compliance	500	500	-	-	-	-	-	-	-	-	-
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	1,581	158	-	-	-	-	387	-	-	-	1,036
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	4,975	498	-	-	-	-	360	-	-	-	4,117
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	7,171	717	-	-	-	-	360	-	-	-	6,094
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	100	10	-	-	-	-	90	-	-	-	-
TR84008 : 16th Avenue - McCowan Road to Ninth Line	627	62	-	-	-	-	-	-	-	-	565
TR84045 : Lake to Lake Cycling Facilities	2,840	126	-	-	-	-	-	-	-	1,582	1,132
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	1,900	190	-	-	-	-	-	-	-	-	1,710
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	505	18	-	-	-	-	154	-	-	333	-
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	278	28	-	-	-	-	250	-	-	-	-
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	17,583	1,511	-	-	-	-	39	-	-	2,489	13,544
TR84190 : Leslie Street - John's Side Road to Mullock Drive	801	39	-	-	-	-	39	-	-	427	296
TR84200 : Doane Road - Highway 404 to Yonge Street	15,450	1,545	-	-	-	-	-	-	-	-	13,905
TR84860 : Bathurst Street and Davis Drive	4,511	355	-	-	-	-	-	-	-	961	3,195
TR84890 : Kennedy Road - 14th Avenue to Highway 407	85	9	-	-	-	-	76	-	-	-	-
TR84940 : Pedestrian Cycling Program	95	10	-	-	-	-	85	-	-	-	-

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debuture Proceeds
TR85560 : Rutherford Road - Keele Street to Dufferin Street	780	78	-	-	-	-	75	-	-	-	627
TR85570 : Rutherford Road - Jane Street to Keele Street	6,050	605	-	-	-	-	-	-	-	-	5,445
TR85580 : Rutherford Road - Dufferin Street to Bathurst Street	5,600	560	-	-	-	-	-	-	-	-	5,040
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	366	37	-	-	-	-	166	-	-	-	163
TR85610 : 16th Avenue - Leslie Street to Highway 404	170	18	-	-	-	-	152	-	-	-	-
TR85620 : 2nd Concession - Green Lane to Doane Road	3,076	128	-	-	-	-	-	-	-	1,800	1,148
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	45,254	4,065	-	-	-	-	-	-	-	4,600	36,589
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	2,290	145	-	-	-	-	-	-	-	840	1,305
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	300	30	-	-	-	-	270	-	-	-	-
TR85710 : Yonge Street - Davis Drive to Green Lane	7,849	785	-	-	-	-	-	-	-	-	7,064
TR85790 : Southeast Patrol Area Works Yard	40,450	13,754	-	-	-	-	-	-	-	-	26,696
TR85810 : Arterial Corridor Transportation Studies	250	25	-	-	-	-	225	-	-	-	-
TR85830 : Retrofit Noise Mitigation	50	5	-	-	-	-	45	-	-	-	-
TR86880 : Pedestrian Cycling Municipal Partnership Program	500	50	-	-	-	-	450	-	-	-	-
TR88164 : Bales Parking Lot Expansion	50	5	-	-	-	-	45	-	-	-	-
TR88165 : Lake to Lake - Bayview - Bloomington to Vandorf	500	50	-	-	-	-	450	-	-	-	-
TR95110 : Bayview Avenue - Major Mackenzie Drive to Elgin Mills Road	90	9	-	-	-	-	81	-	-	-	-
TR96020 : Bathurst Street - Green Lane West to Yonge Street	365	37	-	-	-	-	-	-	-	-	328
TR96770 : Keele Street - Steeles Avenue to Highway 7	22,385	1,788	-	-	-	-	990	-	-	4,500	15,107
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	4,190	419	-	-	-	-	-	-	-	-	3,771
TR97010 : Bloomington Road - Yonge Street to Bayview Avenue	44	4	-	-	-	-	40	-	-	-	-

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
TR97080 : Bloomington Road - Bayview Avenue to Highway 404	14	2	-	-	-	-	12	-	-	-	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	24,991	2,044	-	-	-	-	48	-	-	4,568	18,331
TR97150 : Leslie Street - Bethesda Side Road to Bloomington Road	496	298	-	-	-	-	198	-	-	-	-
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	8,074	808	-	-	-	-	174	-	-	-	7,092
TR98340 : 19th Avenue - Yonge Street to Bayview Avenue	1,500	150	-	-	-	-	-	-	-	-	1,350
TR98650 : Major Mackenzie Drive - Donald Cousens Parkway to Ninth Line	511	51	-	-	-	-	55	-	-	-	405
TR98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	57	5	-	-	-	-	52	-	-	-	-
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	350	35	-	-	-	-	-	-	-	-	315
TR98960 : Kennedy Road - Highway 407 to Highway 7	220	22	-	-	-	-	198	-	-	-	-
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	254	25	-	-	-	-	229	-	-	-	-
TR99240 : Kennedy Road - 14th Avenue to Denison Street	170	17	-	-	-	-	153	-	-	-	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	275	28	-	-	-	-	247	-	-	-	-
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	29	3	-	-	-	-	26	-	-	-	-
TR99540 : Langstaff Road - Dufferin Street to Keele Street	460	46	-	-	-	-	180	-	-	-	234
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	360	36	-	-	-	-	324	-	-	-	-
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	340	34	-	-	-	-	306	-	-	-	-
TR99805 : Langstaff Road - Weston Road to Jane Street	460	46	-	-	-	-	180	-	-	-	234
TR99806 : Langstaff Road - Jane Street to Keele Street	1,520	152	-	-	-	-	180	-	-	-	1,188
TR99816 : Teston Road - Keele Street to Dufferin Street	1,075	108	-	-	-	-	247	-	-	-	720
TR99890 : Intelligent Transportation System	2,779	278	-	-	-	-	2,501	-	-	-	-
TR99891 : Traffic Intelligent Transportation	3,950	395	-	-	-	-	3,555	-	-	-	-

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
System Infrastructure for Rapid ways											
TR99900 : Fleet New Additions	600	222	-	-	-	-	378	-	-	-	-
TS36110 : Technology Data	1,435	-	-	-	-	-	-	1,435	-	-	-
TS36120 : Department Project Support	1,230	-	-	-	-	-	-	1,230	-	-	-
Growth Total	448,226	48,583	24,760	-	-	-	235,756	2,665	-	63,845	72,617
Program Group: Rehabilitation and Replacement											
TR39930 : Bridge & Culvert Rehabilitation	3,465	2,426	-	-	-	-	-	-	-	-	1,039
TR39960 : Asset Renewal and Replacement	5,243	768	4,475	-	-	-	-	-	-	-	-
TR39980 : Various Road Improvements	3,300	2,310	-	-	-	-	-	-	-	-	990
TR80105 : Signal Modernization Program	1,000	700	-	-	-	-	300	-	-	-	-
TR80220 : LED Replacement Traffic Signals	250	175	-	-	-	-	75	-	-	-	-
TR80221 : LED Streetlight Conversion	100	70	-	-	-	-	30	-	-	-	-
TR83910 : Roads Asset Management	2,435	1,705	-	-	-	-	730	-	-	-	-
TR83920 : Traffic Safety Program Improvements	100	70	-	-	-	-	30	-	-	-	-
TR84950 : Drainage System Program	375	263	-	-	-	-	112	-	-	-	-
TR87300 : East Humber River Bridge - Jane Street North of King Road	25	18	-	-	-	-	7	-	-	-	-
TR87310 : King Home Bridge - King Road East of Highway 400	25	18	-	-	-	-	7	-	-	-	-
TR87320 : Gibney Bridge - McCowan Road North of Queensville Sideroad	1,542	1,079	-	-	-	-	-	-	-	-	463
TR88161 : Roads Office Expansion	100	100	-	-	-	-	-	-	-	-	-
TR99801 : Rapidways Asset Management	300	106	-	-	-	-	44	-	-	150	-
TR99870 : Various Railway Crossing Improvements	500	200	-	-	-	-	300	-	-	-	-
TR99910 : Fleet Replacement	4,048	-	-	4,048	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	22,808	10,008	4,475	4,048	-	-	1,635	-	-	150	2,492
Roads Total	471,034	58,591	29,235	4,048	-	-	237,391	2,665	-	63,995	75,109

York Region Rapid Transit Corporation 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date		Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
	Dec 31/2015	Year End														
Gross Expenditures																
90992 : Bus Rapid Transit Facilities and Terminals	150,477	6,295		40,472	16,708	2,465	2,373	1,109	-	-	-	-	-	63,127	-	219,899
90993 : Rapid Transit Vehicles	46,637	-		-	-	-	-	-	-	-	-	-	-	-	-	46,637
90996 : Toronto-York Spadina Subway Extension	922,355	119,754		229,096	57,994	46	-	-	-	-	-	-	-	287,136	-	1,329,245
90997 : Yonge North Subway Extension	4,038	229		40,557	29,172	12,000	9,656	-	-	-	-	-	-	91,385	-	95,652
90999 : Transport Upgrades & Initiatives	2,110	284		288	297	163	11	13	-	-	-	-	-	772	-	3,166
Total York Region Rapid Transit Corporation Gross Expenditures	1,125,617	126,562		310,413	104,171	14,674	12,040	1,122	-	-	-	-	-	442,420	-	1,694,599
Funding Sources																
Regional																
Development Charges	146,318	(2,431)		58,464	32,772	266	83	17	-	-	-	-	-	91,602	-	235,489
Debt Reduction Reserve	4,755	-		3,438	-	-	-	-	-	-	-	-	-	3,438	-	8,193
Reserves	61,449	27,889		45,807	28,405	2,301	2,301	1,105	-	-	-	-	-	79,919	-	169,257
External																
Federal Funding	353,434	861		30,041	16,086	-	-	-	-	-	-	-	-	46,127	-	400,422
Other Recoveries (External)	3,189	-		10	12,000	-	-	-	-	-	-	-	-	12,010	-	15,199
Provincial Funding	362,457	59,595		55,444	14,908	12,107	9,656	-	-	-	-	-	-	92,115	-	514,167
Debtenture																
Debtenture Proceeds DC	145,630	40,648		117,209	-	-	-	-	-	-	-	-	-	117,209	-	303,487
Debtenture Proceeds Tax Levy	48,385	-		-	-	-	-	-	-	-	-	-	-	-	-	48,385
Total York Region Rapid Transit Corporation Funding Sources	1,125,617	126,562		310,413	104,171	14,674	12,040	1,122	-	-	-	-	-	442,420	-	1,694,599

York Region Rapid Transit Corporation 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
90992 : Bus Rapid Transit Facilities and Terminals	63,127	-	-	-	-	-	8,416	18,699	24,002	12,010	-
90996 : Toronto-York Spadina Subway Extension	287,136	-	3,438	-	566	5,730	60,529	54,806	22,896	-	139,171
90997 : Yonge North Subway Extension	91,385	-	-	-	-	41	-	-	91,344	-	-
90999 : Transport Upgrades & Initiatives	772	-	-	-	-	77	695	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	21,962	-	-	-	(21,962)
York Region Rapid Transit Corporation Total	442,420	-	3,438	-	566	5,848	91,602	73,505	138,242	12,010	117,209

York Region Rapid Transit Corporation Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Gross Expenditures													
90992 : Bus Rapid Transit Facilities and Terminals	40,472	16,708	2,465	2,373	1,109	-	-	-	-	-	63,127	-	63,127
90996 : Toronto-York Spadina Subway Extension	229,096	57,994	46	-	-	-	-	-	-	-	287,136	-	287,136
90997 : Yonge North Subway Extension	40,557	29,172	12,000	9,656	-	-	-	-	-	-	91,385	-	91,385
90999 : Transport Upgrades & Initiatives	288	297	163	11	13	-	-	-	-	-	772	-	772
Total York Region Rapid Transit Corporation Gross Expenditures	310,413	104,171	14,674	12,040	1,122	-	-	-	-	-	442,420	-	442,420
Funding Sources													
Regional													
Development Charges	58,464	32,772	266	83	17	-	-	-	-	-	91,602	-	91,602
Debt Reduction Reserve	3,438	-	-	-	-	-	-	-	-	-	3,438	-	3,438
Reserves	45,807	28,405	2,301	2,301	1,105	-	-	-	-	-	79,919	-	79,919
External													
Federal Funding	30,041	16,086	-	-	-	-	-	-	-	-	46,127	-	46,127
Other Recoveries (External)	10	12,000	-	-	-	-	-	-	-	-	12,010	-	12,010
Provincial Funding	55,444	14,908	12,107	9,656	-	-	-	-	-	-	92,115	-	92,115
Debtenture													
Debtenture Proceeds DC	117,209	-	-	-	-	-	-	-	-	-	117,209	-	117,209
Total York Region Rapid Transit Corporation Funding Sources	310,413	104,171	14,674	12,040	1,122	-	-	-	-	-	442,420	-	442,420

York Region Rapid Transit Corporation Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
90992 : Bus Rapid Transit Facilities and Terminals	63,127	-	-	-	-	-	8,416	18,699	24,002	12,010	-
90996 : Toronto-York Spadina Subway Extension	287,136	-	3,438	-	566	5,730	60,529	54,806	22,896	-	139,171
90997 : Yonge North Subway Extension	91,385	-	-	-	-	41	-	-	91,344	-	-
90999 : Transport Upgrades & Initiatives	772	-	-	-	-	77	695	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	21,962	-	-	-	(21,962)
York Region Rapid Transit Corporation Total	442,420	-	3,438	-	566	5,848	91,602	73,505	138,242	12,010	117,209

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Growth															
Gross Expenditures															
70050 : Leslie St. Watermain	12,760	1,256	7	7	-	-	-	-	-	-	-	-	14	-	14,030
70120 : Orchard Heights Pumping Station Upgrade	6,382	25	10	10	-	-	-	-	-	-	-	-	20	-	6,427
71180 : Queensville Elevated Tank No1	10,251	12	7	-	-	-	-	-	-	-	-	-	7	-	10,270
71250 : Queensville Tank No. 2	-	-	-	-	-	-	-	-	-	-	-	380	380	11,610	11,990
71260 : Decommission Sharon E T	511	11	10	-	-	-	-	-	-	-	-	-	10	-	532
72200 : Georgina Water Supply - Sifton Water Servicing	1,881	1,500	12,300	-	10	-	-	-	-	-	-	-	12,310	3,397	19,088
72390 : Water for Tomorrow Program	17,233	1,205	1,570	1,364	1,296	1,169	1,081	1,198	1,158	1,173	1,153	1,215	12,377	13,400	44,215
72450 : Aurora Elevated Tank	9,626	1,931	15	10	-	-	-	-	-	-	-	-	25	-	11,582
72490 : East Gwillimbury Water Meter Chambers	2,187	10	10	-	-	-	-	-	-	-	-	-	10	-	2,207
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	11,002	1,779	281	110	-	-	-	-	-	-	-	-	391	-	13,172
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	20,401	10	10	10	-	-	-	-	-	-	-	-	20	-	20,431
72560 : Bloomington Road Bayview Avenue AC Watermain	-	-	-	-	-	-	-	-	-	-	-	1,000	1,000	45,900	46,900
73160 : Nobleton - Additional Water Supply and Watermain	11,846	52	10	-	-	-	-	-	-	-	-	-	10	-	11,908
73170 : King City - Additional Water Supply Watermain	19,653	1,656	2,486	10	10	-	-	-	-	-	-	-	2,506	-	23,815
73300 : Water Master Plan Update	2,836	120	10	10	750	750	150	-	-	750	750	150	3,320	3,300	9,576
73580 : Toronto Water Supply - Cost Shared Works	223,937	2,366	5,121	7,250	8,750	3,902	1,854	2,972	5,224	4,039	2,747	32,015	73,874	160,252	460,429
73790 : Peel Water Supply - Cost - Shared Works	528,428	18,883	13,435	5,250	3,221	2,050	539	-	-	-	-	-	24,495	10,410	582,216
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	70,186	6,113	-	50	-	-	-	-	-	-	-	-	50	-	76,349
75390 : West Vaughan Water Servicing	426	154	391	1,060	1,570	-	-	-	-	-	-	-	3,021	14,530	18,131
75400 : East Vaughan Pumping Station	39,876	13,180	23	45	-	-	-	-	-	-	-	-	68	-	53,124

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
75410 : Decommission North Richmond Hill Pumping Station	-	-	-	200	940	-	-	-	-	-	-	-	1,140	-	1,140
75450 : Glenway Reservoir Expansion	5,590	10	15	-	-	-	-	-	-	-	-	-	15	-	5,615
75510 : Second Concession Watermain	12,081	2,163	22	100	-	-	-	-	-	-	-	-	122	-	14,366
75520 : Stouffville Zone 2 Elevated Tank and Watermain	120	35	250	1,500	100	-	-	-	-	-	-	-	1,850	8,470	10,475
75530 : North-East Vaughan Water Servicing	518	205	358	1,263	1,250	-	-	-	-	13,070	-	16,902	32,843	33,804	67,370
75600 : Green Lane Leslie Street Newmarket Central Watermain	441	-	-	-	-	-	-	550	1,350	9,800	11,930	11,930	35,560	-	36,001
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	4,858	6	6	-	-	-	-	-	-	-	-	-	6	-	4,870
75690 : South Maple Pumping Station Upgrade	0	86	740	10	10	-	-	-	-	-	-	-	760	-	846
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	310	48	51	-	-	-	-	-	-	686	686	10	1,433	10	1,801
75710 : York Peel Feedermain Upgrade	0	-	-	-	-	-	-	400	-	2,300	2,300	-	5,000	-	5,000
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	496	625	3,072	2,000	-	-	-	-	-	-	-	-	5,072	-	6,193
75800 : Water & Wastewater Vehicle Purchases	307	225	175	125	75	-	-	-	-	-	-	-	375	-	907
75850 : Aurora East BPS Upgrade	-	-	-	-	-	-	-	160	580	2,155	8,700	8,700	20,295	-	20,295
75860 : South Maple Reservoir Upgrade	3	-	100	150	-	-	3,700	2,470	-	-	-	-	6,420	-	6,423
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandonf, Bloomington, Bayview Watermain	19,023	4	5	5	-	-	-	-	-	-	-	-	10	-	19,037
78270 : Ballantrae Well Expansion	12	207	336	166	187	21	1	-	-	-	-	-	711	-	930
78310 : Nobleton Waster Wastewater Servicing	-	-	300	650	-	-	-	-	-	-	-	-	950	4,050	5,000
78360 : Orchard Heights Reservoir Inlet Upgrade	-	-	150	1,180	-	-	-	-	-	-	-	-	1,330	-	1,330
79670 : Water System Capacity Assessment	1,285	31	205	205	250	150	150	150	150	150	150	150	1,710	1,500	4,526
Total Growth Gross Expenditures	1,034,467	53,908	41,481	22,740	18,419	8,042	7,475	7,500	8,862	21,053	41,486	72,452	249,509	310,633	1,648,517
Funding Sources															
Regional															

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			2,944	20,615	18,344	8,042	3,775	4,480	6,932	21,053	41,486	72,452	200,123	18,200	269,853
Development Charges	49,742	1,789	-	-	-	-	-	-	-	-	-	-	-	-	212
Other Recoveries (Regional)	212	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserves	390	850	3,247	2,125	75	-	-	-	-	-	-	-	5,447	-	6,687
User Rates	3,087	-	-	-	-	-	-	-	-	-	-	-	-	-	3,087
External															
Federal Funding	2,400	-	-	-	-	-	-	-	-	-	-	-	-	-	2,400
Other Recoveries (External)	1,671	-	3,920	-	-	-	-	-	-	-	-	-	3,920	-	5,591
Provincial Funding	2,400	-	-	-	-	-	-	-	-	-	-	-	-	-	2,400
Debtenture															
Debtenture Proceeds	746,285	-	-	-	-	-	-	-	-	-	-	-	-	-	746,285
Debtenture Proceeds DC	228,279	51,270	31,370	0	-	3,700	3,020	1,930	-	-	-	-	40,020	292,433	612,001
Total Growth Funding Sources	1,034,467	53,908	41,481	22,740	18,419	8,042	7,475	7,500	8,862	21,063	41,486	72,452	249,509	310,633	1,648,517

Program Group: Rehabilitation and Replacement

Gross Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
70470 : Rehab and Replacement Discrete Condition Assessment	1,160	875	560	660	1,110	-	-	50	350	450	5,215	-	5,354
70480 : Watermain Condition Assessment	750	550	550	550	550	550	550	550	550	550	5,700	-	5,800
70500 : Valve Chamber Inspection	885	685	685	685	685	685	685	685	685	685	7,050	-	7,440
70520 : Energy Management Efficiency	670	320	320	670	370	320	320	320	670	370	4,350	-	4,480
70550 : Facility Security Upgrade	300	300	300	300	300	-	-	-	-	-	1,500	-	1,800
72150 : Water Conservation Authority Joint Initiatives	5,118	5,218	5,318	5,438	5,561	5,685	5,811	5,938	6,067	6,188	56,342	-	87,953
75540 : Water Modeling Update	150	121	31	50	50	50	21	31	50	50	604	-	687
78230 : Water and Wastewater Facility Metering and Submetering	20	8	-	-	-	-	-	-	-	-	28	-	222
78350 : Emergencies Rehabilitation	2,000	-	-	-	-	-	-	-	-	-	2,000	-	2,881
78390 : Well System Treatment Upgrades	-	650	8,900	8,500	5,590	961	-	-	-	-	24,601	-	24,601
78510 : Surface Water Treatment	370	1,370	1,870	1,110	110	100	100	100	100	100	5,330	-	11,490
78511 : Ground Water Treatment	2,308	6,085	4,225	3,425	2,125	275	275	275	275	1,270	20,538	-	27,675
78513 : Storage at Grade	100	100	-	-	-	100	-	-	793	3,756	4,849	-	4,849
78514 : Storage Elevated Tank	6,120	5,700	5,210	5,200	5,200	600	600	5,660	5,200	5,200	44,690	-	56,158
78515 : Pumping Rehabilitation	6,256	7,300	2,977	1,900	600	100	100	100	100	471	19,904	-	33,198

Water

10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			768	1,619	1,860	1,800	1,100	100	518	3,860	568	12,293	-	16,820	
78516 : Storage Reservoir Water	4,252	275	768	1,619	1,860	1,800	1,100	100	100	518	3,860	568	12,293	-	16,820
78518 : Control Valve Chamber - Water	226	446	65	10	-	-	-	-	-	-	-	-	75	-	746
78519 : Transmission Main	23,734	8,121	4,850	3,954	3,295	870	531	4,926	13,871	37,075	43,025	32,345	144,742	-	176,597
78555 : SCADA Communication Network Rehabilitation	2,245	2,005	2,146	1,774	914	39	2	-	-	-	-	-	4,875	-	9,124
78565 : Tech Integration Rehabilitation	959	510	700	650	650	650	650	650	650	650	650	650	6,550	-	8,019
78575 : Tech Development Implementation Rehabilitation	3,410	1,303	700	650	650	650	650	650	650	650	650	650	6,550	-	11,263
78585 : Asset Management Rehabilitation	10,750	1,350	885	1,463	948	655	740	998	633	623	565	780	8,290	-	20,390
Total Rehabilitation and Replacement Gross Expenditures	104,640	26,832	36,321	39,402	39,263	33,152	25,924	16,750	24,366	53,225	63,590	54,083	386,076	-	517,548
Funding Sources															
Regional															
Other Recoveries (Regional)	0	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Reserves	34,734	26,832	36,321	39,402	39,263	33,152	25,924	16,750	24,366	53,225	63,590	54,083	386,076	-	447,642
User Rates	43,056	-	-	-	-	-	-	-	-	-	-	-	-	-	43,056
External															
Other Recoveries (External)	878	-	-	-	-	-	-	-	-	-	-	-	-	-	878
Debtenture															
Debtenture Proceeds	13,505	-	-	-	-	-	-	-	-	-	-	-	-	-	13,505
Debtenture Proceeds DC	3,594	-	-	-	-	-	-	-	-	-	-	-	-	-	3,594
Debtenture Proceeds User Rate	8,873	-	-	-	-	-	-	-	-	-	-	-	-	-	8,873
Total Rehabilitation and Replacement Funding Sources	104,640	26,832	36,321	39,402	39,263	33,152	25,924	16,750	24,366	53,225	63,590	54,083	386,076	-	517,548
Total Water Gross Expenditures	1,139,106	80,740	77,801	62,142	57,682	41,194	33,399	24,250	33,228	74,278	105,076	126,535	635,585	310,633	2,166,065
Funding Sources															
Regional															
Development Charges	49,742	1,789	2,944	20,615	18,344	8,042	3,775	4,480	6,932	21,053	41,486	72,452	200,123	18,200	269,853
Other Recoveries (Regional)	212	-	-	-	-	-	-	-	-	-	-	-	-	-	212
Reserves	35,124	27,682	39,568	41,527	39,338	33,152	25,924	16,750	24,366	53,225	63,590	54,083	391,523	-	454,329
User Rates	46,144	-	-	-	-	-	-	-	-	-	-	-	-	-	46,144
External															
Federal Funding	2,400	-	-	-	-	-	-	-	-	-	-	-	-	-	2,400

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Other Recoveries (External)	2,549	-	3,920	-	-	-	-	-	-	-	-	-	3,920	-	6,469
Provincial Funding	2,400	-	-	-	-	-	-	-	-	-	-	-	-	-	2,400
Debenture															
Debenture Proceeds	759,790	-	-	-	-	-	-	-	-	-	-	-	-	-	759,790
Debenture Proceeds DC	231,873	51,270	31,370	0	-	-	3,700	3,020	1,930	-	-	-	40,020	292,433	615,595
Debenture Proceeds User Rate	8,873	-	-	-	-	-	-	-	-	-	-	-	-	-	8,873
Total Water Funding Sources	1,139,106	80,740	77,801	62,142	57,682	41,194	33,399	24,250	33,228	74,278	105,076	126,535	635,585	310,633	2,166,065

Water

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	
Program Group: Growth												
70050 : Leslie St. Watermain	14	-	-	-	-	-	-	-	-	-	14	
70120 : Orchard Heights Pumping Station Upgrade	20	-	-	-	-	-	20	-	-	-	-	
71180 : Queensville Elevated Tank No1	7	-	-	-	-	-	7	-	-	-	-	
71250 : Queensville Tank No. 2	380	-	-	-	-	-	-	-	-	-	380	
71260 : Decommission Sharon E T	10	-	-	-	-	-	10	-	-	-	-	
72200 : Georgina Water Supply - Sutton Water Servicing	12,310	-	-	-	-	-	-	-	-	3,920	8,390	
72390 : Water for Tomorrow Program	12,377	-	-	-	-	-	12,377	-	-	-	-	
72450 : Aurora Elevated Tank	25	-	-	-	-	-	10	-	-	-	15	
72490 : East Gwillimbury Water Meter Chambers	10	-	-	-	-	-	10	-	-	-	-	
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	391	-	-	-	-	-	-	-	-	-	391	
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	20	-	-	-	-	-	20	-	-	-	-	
72560 : Bloomington Road Bayview Avenue AC Watermain	1,000	-	-	-	-	-	-	-	-	-	1,000	
73160 : Nobleton - Additional Water Supply and Watermain	10	-	-	-	-	-	10	-	-	-	-	
73170 : King City - Additional Water Supply Watermain	2,506	-	-	-	-	-	20	-	-	-	2,486	
73300 : Water Master Plan Update	3,320	-	-	-	-	-	3,320	-	-	-	-	
73580 : Toronto Water Supply - Cost Shared Works	73,874	-	-	-	-	-	-	-	-	-	73,874	
73790 : Peel Water Supply - Cost - Shared Works	24,495	-	-	-	-	-	-	-	-	-	24,495	
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	50	-	-	-	-	-	-	-	-	-	50	
75390 : West Vaughan Water Servicing	3,021	-	-	-	-	-	-	-	-	-	3,021	
75400 : East Vaughan Pumping Station	68	-	-	-	-	-	-	-	-	-	68	
75410 : Decommission North Richmond Hill Pumping Station	1,140	-	-	-	-	-	1,140	-	-	-	-	
75450 : Glenway Reservoir Expansion	15	-	-	-	-	-	15	-	-	-	-	

Water

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
75510 : Second Concession Watermain	122	-	-	-	-	-	100	-	-	-	22
75520 : Stouffville Zone 2 Elevated Tank and Watermain	1,850	-	-	-	-	-	-	-	-	-	1,850
75530 : North-East Vaughan Water Servicing	32,843	-	-	-	-	-	-	-	-	-	32,843
75600 : Green Lane Leslie Street Newmarket Central Watermain	35,560	-	-	-	-	-	-	-	-	-	35,560
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	6	-	-	-	-	-	6	-	-	-	-
75690 : South Maple Pumping Station Upgrade	760	-	-	-	-	-	760	-	-	-	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	1,433	-	-	-	-	-	-	-	-	-	1,433
75710 : York Peel Feedermain Upgrade	5,000	-	-	-	-	-	-	-	-	-	5,000
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	5,072	-	-	5,072	-	-	-	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	375	-	-	375	-	-	-	-	-	-	-
75850 : Aurora East BPS Upgrade	20,295	-	-	-	-	-	-	-	-	-	20,295
75860 : South Maple Reservoir Upgrade	6,420	-	-	-	-	-	-	-	-	-	6,420
76300 : North Richmond Hill Elevated Tank (E1) No. 2 and Yonge, Vandorf, Bloomington, Bayview Watermain	10	-	-	-	-	-	10	-	-	-	-
78270 : Ballantrae Well Expansion	711	-	-	-	-	-	711	-	-	-	-
78310 : Nobleton Waster Wastewater Servicing	950	-	-	-	-	-	-	-	-	-	950
78360 : Orchard Heights Reservoir Inlet Upgrade	1,330	-	-	-	-	-	-	-	-	-	1,330
79670 : Water System Capacity Assessment	1,710	-	-	-	-	-	1,710	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	179,867	-	-	-	(179,867)
Growth Total	249,509	-	-	5,447	-	-	200,123	-	-	3,920	40,020

Program Group: Rehabilitation and Replacement

70470 : Rehab and Replacement Discrete Condition Assessment	5,215	-	-	5,215	-	-	-	-	-	-	-
70480 : Watermain Condition Assessment	5,700	-	-	5,700	-	-	-	-	-	-	-

Water

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
70500 : Valve Chamber Inspection	7,050	-	-	7,050	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	4,350	-	-	4,350	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	1,500	-	-	1,500	-	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	56,342	-	-	56,342	-	-	-	-	-	-	-
75540 : Water Modeling Update	604	-	-	604	-	-	-	-	-	-	-
78230 : Water and Wastewater Facility Metering and Submetering	28	-	-	28	-	-	-	-	-	-	-
78350 : Emergencies Rehabilitation	2,000	-	-	2,000	-	-	-	-	-	-	-
78390 : Well System Treatment Upgrades	24,601	-	-	24,601	-	-	-	-	-	-	-
78510 : Surface Water Treatment	5,330	-	-	5,330	-	-	-	-	-	-	-
78511 : Ground Water Treatment	20,538	-	-	20,538	-	-	-	-	-	-	-
78513 : Storage at Grade	4,849	-	-	4,849	-	-	-	-	-	-	-
78514 : Storage Elevated Tank	44,690	-	-	44,690	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	19,904	-	-	19,904	-	-	-	-	-	-	-
78516 : Storage Reservoir	12,293	-	-	12,293	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	75	-	-	75	-	-	-	-	-	-	-
78519 : Transmission Main	144,742	-	-	144,742	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	4,875	-	-	4,875	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	6,550	-	-	6,550	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	6,550	-	-	6,550	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	8,290	-	-	8,290	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	386,076	-	-	386,076	-	-	-	-	-	-	-
Water Total	635,585	-	-	391,523	-	-	200,123	-	-	3,920	40,020

Water

Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Program Group: Growth													
Gross Expenditures													
70050 : Leslie St. Watermain	7	7	-	-	-	-	-	-	-	-	14	-	14
70120 : Orchard Heights Pumping Station Upgrade	10	10	-	-	-	-	-	-	-	-	20	-	20
71180 : Queensville Elevated Tank No1	7	-	-	-	-	-	-	-	-	-	7	-	7
71260 : Decommission Sharon E T	10	-	-	-	-	-	-	-	-	-	10	-	10
72200 : Georgina Water Supply - Sutton Water Servicing	12,300	-	10	-	-	-	-	-	-	-	12,310	-	12,310
72390 : Water for Tomorrow Program	1,570	700	715	-	-	-	-	-	-	-	2,985	-	2,985
72450 : Aurora Elevated Tank	15	10	-	-	-	-	-	-	-	-	25	-	25
72490 : East Gwillimbury Water Meter Chambers	10	-	-	-	-	-	-	-	-	-	10	-	10
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	281	110	-	-	-	-	-	-	-	-	391	-	391
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	10	10	-	-	-	-	-	-	-	-	20	-	20
73160 : Nobleton - Additional Water Supply and Watermain	10	-	-	-	-	-	-	-	-	-	10	-	10
73170 : King City - Additional Water Supply Watermain	2,486	10	10	-	-	-	-	-	-	-	2,506	-	2,506
73300 : Water Master Plan Update	10	-	-	-	-	-	-	-	-	-	10	-	10
73580 : Toronto Water Supply - Cost Shared Works	5,121	7,250	8,750	3,902	1,854	2,972	5,224	4,039	2,747	32,015	73,874	-	73,874
73790 : Peel Water Supply - Cost - Shared Works	13,435	5,250	3,221	2,050	539	-	-	-	-	-	24,495	-	24,495
75390 : West Vaughan Water Servicing	391	1,060	1,570	-	-	-	-	-	-	-	3,021	-	3,021
75400 : East Vaughan Pumping Station	23	45	-	-	-	-	-	-	-	-	68	-	68
75450 : Glenway Reservoir Expansion	15	-	-	-	-	-	-	-	-	-	15	-	15
75510 : Second Concession Watermain	22	100	-	-	-	-	-	-	-	-	122	-	122
75520 : Stouffville Zone 2 Elevated Tank and Watermain	250	1,500	100	-	-	-	-	-	-	-	1,850	-	1,850
75530 : North-East Vaughan Water Servicing	358	1,263	1,250	-	-	-	-	-	-	-	2,871	-	2,871
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	6	-	-	-	-	-	-	-	-	-	6	-	6

Water Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
75690 : South Maple Pumping Station Upgrade	740	10	10	-	-	-	-	-	-	-	760	-	760
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	51	-	-	-	-	-	-	61	61	10	183	-	183
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	3,072	2,000	-	-	-	-	-	-	-	-	5,072	-	5,072
75800 : Water & Wastewater Vehicle Purchases	175	-	-	-	-	-	-	-	-	-	175	-	175
75860 : South Maple Reservoir Upgrade	100	150	-	-	-	-	-	-	-	-	250	-	250
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandorf, Bloomington, Bayview Watermain	5	5	-	-	-	-	-	-	-	-	10	-	10
78270 : Ballantrae Well Expansion	336	166	187	21	1	-	-	-	-	-	711	-	711
78310 : Nobleton Waster Wastewater Servicing	300	650	-	-	-	-	-	-	-	-	950	-	950
78360 : Orchard Heights Reservoir Inlet Upgrade	150	1,180	-	-	-	-	-	-	-	-	1,330	-	1,330
79670 : Water System Capacity Assessment	205	-	-	-	-	-	-	-	-	-	205	-	205
Total Growth Gross Expenditures	41,481	21,486	15,823	5,973	2,394	2,972	5,224	4,100	2,808	32,025	134,285	-	134,285
Funding Sources													
Regional													
Development Charges	2,944	19,486	15,823	5,973	2,394	2,972	5,224	4,100	2,808	32,025	93,749	-	93,749
Reserves	3,247	2,000	-	-	-	-	-	-	-	-	5,247	-	5,247
External													
Other Recoveries (External)	3,920	-	-	-	-	-	-	-	-	-	3,920	-	3,920
Debiture													
Debiture Proceeds DC	31,370	0	-	-	-	-	-	-	-	-	31,370	-	31,370
Total Growth Funding Sources	41,481	21,486	15,823	5,973	2,394	2,972	5,224	4,100	2,808	32,025	134,285	-	134,285
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
70470 : Rehab and Replacement Discrete Condition Assessment	1,160	875	560	660	1,110	-	-	-	-	-	4,365	-	4,365
70480 : Watermain Condition Assessment	750	550	-	-	-	-	-	-	-	-	1,300	-	1,300
70500 : Valve Chamber Inspection	885	685	-	-	-	-	-	-	-	-	1,570	-	1,570

Water Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
70520 : Energy Management Efficiency	670	-	-	-	-	-	-	-	-	-	670	-	670
70550 : Facility Security Upgrade	300	-	-	-	-	-	-	-	-	-	300	-	300
72150 : Water Conservation Authority Joint Initiatives	5,118	-	-	-	-	-	-	-	-	-	5,118	-	5,118
75540 : Water Modeling Update	150	-	-	-	-	-	-	-	-	-	150	-	150
78230 : Water and Wastewater Facility Metering and Submetering	20	8	-	-	-	-	-	-	-	-	28	-	28
78350 : Emergencies Rehabilitation	2,000	-	-	-	-	-	-	-	-	-	2,000	-	2,000
78510 : Surface Water Treatment	370	1,370	1,870	1,110	-	-	-	-	-	-	4,720	-	4,720
78511 : Ground Water Treatment	2,308	6,085	4,225	3,425	2,125	-	-	-	-	-	18,168	-	18,168
78513 : Storage at Grade	100	100	-	-	-	-	-	-	-	-	200	-	200
78514 : Storage Elevated Tank	6,120	5,700	5,210	-	-	-	-	-	-	-	17,030	-	17,030
78515 : Pumping Rehabilitation	6,256	7,300	2,977	1,900	-	-	-	-	-	-	18,433	-	18,433
78516 : Storage Reservoir	768	1,619	1,860	1,800	-	-	-	-	-	-	6,047	-	6,047
78518 : Control Valve Chamber - Water	65	10	-	-	-	-	-	-	-	-	75	-	75
78519 : Transmission Main	4,850	3,929	3,270	845	6	1	-	-	-	-	12,901	-	12,901
78555 : SCADA Communication Network Rehabilitation	2,146	1,774	914	39	2	-	-	-	-	-	4,875	-	4,875
78565 : Tech Integration Rehabilitation	700	-	-	-	-	-	-	-	-	-	700	-	700
78575 : Tech Development Implementation Rehabilitation	700	-	-	-	-	-	-	-	-	-	700	-	700
78585 : Asset Management Rehabilitation	885	1,463	948	-	-	-	-	-	-	-	3,296	-	3,296
Total Rehabilitation and Replacement Gross Expenditures	36,321	31,468	21,834	9,779	3,243	1	-	-	-	-	102,646	-	102,646
Funding Sources													
Regional													
Reserves	36,321	31,468	21,834	9,779	3,243	1	-	-	-	-	102,646	-	102,646
Total Rehabilitation and Replacement Funding Sources	36,321	31,468	21,834	9,779	3,243	1	-	-	-	-	102,646	-	102,646
Total Water Gross Expenditures	77,801	52,954	37,657	15,752	5,637	2,973	5,224	4,100	2,808	32,025	236,931	-	236,931
Funding Sources													
Regional													
Development Charges	2,944	19,486	15,823	5,973	2,394	2,972	5,224	4,100	2,808	32,025	93,749	-	93,749
Reserves	39,568	33,468	21,834	9,779	3,243	1	-	-	-	-	107,893	-	107,893
External													

Water
Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Other Recoveries (External)	3,920	-	-	-	-	-	-	-	-	-	3,920	-	3,920
Debtenture													
Debtenture Proceeds DC	31,370	0	-	-	-	-	-	-	-	-	31,370	-	31,370
Total Water Funding Sources	77,801	52,954	37,657	15,752	5,637	2,973	5,224	4,100	2,808	32,025	236,931	-	236,931

Water

Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Growth											
70050 : Leslie St. Watermain	14	-	-	-	-	-	-	-	-	-	14
70120 : Orchard Heights Pumping Station Upgrade	20	-	-	-	-	-	20	-	-	-	-
71180 : Queensville Elevated Tank No1	7	-	-	-	-	-	7	-	-	-	-
71260 : Decommission Sharon E T	10	-	-	-	-	-	10	-	-	-	-
72200 : Georgina Water Supply - Sutton Water Servicing	12,310	-	-	-	-	-	-	-	-	3,920	8,390
72390 : Water for Tomorrow Program	2,985	-	-	-	-	-	2,985	-	-	-	-
72450 : Aurora Elevated Tank	25	-	-	-	-	-	10	-	-	-	15
72490 : East Gwillimbury Water Meter Chambers	10	-	-	-	-	-	10	-	-	-	-
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	391	-	-	-	-	-	-	-	-	-	391
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	20	-	-	-	-	-	20	-	-	-	-
73160 : Nobleton - Additional Water Supply and Watermain	10	-	-	-	-	-	10	-	-	-	-
73170 : King City - Additional Water Supply Watermain	2,506	-	-	-	-	-	20	-	-	-	2,486
73300 : Water Master Plan Update	10	-	-	-	-	-	10	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	73,874	-	-	-	-	-	-	-	-	-	73,874
73790 : Peel Water Supply - Cost - Shared Works	24,495	-	-	-	-	-	-	-	-	-	24,495
75390 : West Vaughan Water Servicing	3,021	-	-	-	-	-	-	-	-	-	3,021
75400 : East Vaughan Pumping Station	68	-	-	-	-	-	-	-	-	-	68
75450 : Glenway Reservoir Expansion	15	-	-	-	-	-	15	-	-	-	-
75510 : Second Concession Watermain	122	-	-	-	-	-	100	-	-	-	22
75520 : Stouffville Zone 2 Elevated Tank and Watermain	1,850	-	-	-	-	-	-	-	-	-	1,850
75530 : North-East Vaughan Water Servicing	2,871	-	-	-	-	-	-	-	-	-	2,871
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	6	-	-	-	-	-	6	-	-	-	-

Water Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
75690 : South Maple Pumping Station Upgrade	760	-	-	-	-	-	760	-	-	-	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	183	-	-	-	-	-	-	-	-	-	183
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	5,072	-	-	5,072	-	-	-	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	175	-	-	175	-	-	-	-	-	-	-
75860 : South Maple Reservoir Upgrade	250	-	-	-	-	-	-	-	-	-	250
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandorf, Bloomington, Bayview Watermain	10	-	-	-	-	-	10	-	-	-	-
78270 : Ballantrae Well Expansion	711	-	-	-	-	-	711	-	-	-	-
78310 : Nobleton Waster Wastewater Servicing	950	-	-	-	-	-	-	-	-	-	950
78360 : Orchard Heights Reservoir Inlet Upgrade	1,330	-	-	-	-	-	-	-	-	-	1,330
79670 : Water System Capacity Assessment	205	-	-	-	-	-	205	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	88,840	-	-	-	(88,840)
Growth Total	134,285	-	-	5,247	-	-	93,749	-	-	3,920	31,370
Program Group: Rehabilitation and Replacement											
70470 : Rehab and Replacement Discrete Condition Assessment	4,365	-	-	4,365	-	-	-	-	-	-	-
70480 : Watermain Condition Assessment	1,300	-	-	1,300	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	1,570	-	-	1,570	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	670	-	-	670	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	300	-	-	300	-	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	5,118	-	-	5,118	-	-	-	-	-	-	-
75540 : Water Modeling Update	150	-	-	150	-	-	-	-	-	-	-
78230 : Water and Wastewater Facility Metering and Submetering	28	-	-	28	-	-	-	-	-	-	-
78350 : Emergencies Rehabilitation	2,000	-	-	2,000	-	-	-	-	-	-	-
78510 : Surface Water Treatment	4,720	-	-	4,720	-	-	-	-	-	-	-

Water Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
78511 : Ground Water Treatment	18,168	-	-	18,168	-	-	-	-	-	-	-
78513 : Storage at Grade	200	-	-	200	-	-	-	-	-	-	-
78514 : Storage Elevated Tank	17,030	-	-	17,030	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	18,433	-	-	18,433	-	-	-	-	-	-	-
78516 : Storage Reservoir	6,047	-	-	6,047	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	75	-	-	75	-	-	-	-	-	-	-
78519 : Transmission Main	12,901	-	-	12,901	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	4,875	-	-	4,875	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	3,296	-	-	3,296	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	102,646	-	-	102,646	-	-	-	-	-	-	-
Water Total	236,931	-	-	107,893	-	-	93,749	-	-	3,920	31,370

Wastewater

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10	Balance	Total
													Year Total	to Complete	Estimated Cost
Program Group: Growth															
Gross Expenditures															
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	-	-	-	-	-	-	-	-	-	-	-	500	500	-	500
70460 : Weidrick Sewer Overflow Gate	-	-	795	-	-	-	-	-	-	-	-	-	795	-	795
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	101,769	8,150	55	100	-	-	-	-	-	-	-	-	155	-	110,073
71230 : Holland Landing Lagoons Decom	15	-	-	-	-	-	-	-	-	100	1,000	-	1,100	-	1,115
72240 : Keswick Water Resource Recovery Facility Expansion	98,205	16	10	2	10	-	-	-	-	-	-	-	22	-	98,243
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	3,814	2,845	1,900	4,650	4,650	4,500	2,950	-	-	-	-	-	18,650	250,400	275,709
72530 : Duffin Creek Stage 1 & 2 Upgrades	131,210	46,175	23,275	6,300	1,330	-	-	-	-	-	-	-	30,905	-	208,290
72580 : Inflow & Infiltration Reduction Implementation	5,064	2,380	25	15	-	-	-	-	-	-	-	-	40	-	7,484
73640 : Inflow & Infiltration Reduction	21,333	2,350	2,700	2,800	2,912	3,030	3,150	2,028	2,028	2,028	2,028	2,028	24,732	20,280	68,695
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	625,765	315	20	-	-	-	-	-	-	-	-	-	20	-	626,100
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	95,411	453	2	2	-	-	-	-	-	-	-	-	4	-	95,868
74040 : York Durham Sewage System (YDSS) - Southeast Collector	562,333	3,259	5,700	238	200	170	-	-	-	-	-	-	6,308	-	571,900
74270 : Upper York Sewage Servicing	40,618	15,615	17,300	54,000	44,240	87,728	87,455	103,413	93,103	79,015	18,000	-	584,254	44,000	684,487
75300 : West Vaughan Sewage Servicing	9,909	6,250	6,350	3,600	1,300	1,427	5,120	14,725	22,090	28,381	23,117	50,887	156,998	157,618	330,774
75310 : Northeast Vaughan Wastewater Servicing	696	312	548	3,796	2,060	-	-	-	-	-	28,103	23,908	58,414	47,816	107,238
75320 : Primary Trunk Sewer	42	-	-	-	1,120	1,140	8,260	8,260	3,080	8,740	60,000	60,000	150,600	102,980	253,622
75330 : Green Lane Sewer Diversion	10,425	427	22	100	-	-	-	-	-	-	-	-	122	-	10,974
75340 : East Queensville Pumping	-	-	-	-	-	-	-	-	-	650	850	9,263	10,763	11,137	21,900

Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Station (PS) and Foremain															
75350 : Sharon Trunk Sewer	16,108	1,675	22	100	-	-	-	-	-	-	-	-	122	-	17,905
75640 : Wastewater System Capacity Studies	373	54	450	250	250	250	250	250	250	250	250	250	2,700	2,500	5,627
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	981	302	342	-	-	-	-	-	-	12,680	12,680	10	25,712	10	27,005
75780 : Duffin Creek Lab Expansion	-	-	105	1,270	-	-	-	-	-	-	-	-	1,375	-	1,375
75810 : Humber Pumping Station Electrical Upgrade	1,703	858	5	35	-	-	-	-	-	-	-	-	40	-	2,601
76310 : Nobleton Waster Wastewater Servicing	-	-	200	800	-	-	-	-	-	-	-	-	1,000	18,040	19,040
79100 : York Durham Sewage System Wastewater Master Plan Update	2,868	180	10	100	300	300	100	-	100	300	300	100	1,610	1,600	6,258
79570 : Sutton Water Resource Recovery Facility Expansion	1,218	-	-	-	-	-	-	-	1,000	1,000	-	-	2,000	38,680	41,898
79740 : Peel System Cost Shared Works	57,387	2,188	600	900	700	1,500	1,244	1,000	1,000	584	412	-	7,941	-	67,515
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	27,588	1,890	5,000	600	-	-	-	-	-	-	-	-	5,600	-	35,078
Total Growth Gross Expenditures	1,814,833	95,695	65,436	79,658	59,072	100,045	108,529	129,676	122,651	133,728	146,740	146,946	1,092,482	695,061	3,698,070
Funding Sources															
Regional															
Development Charges	48,564	3,041	509	74,397	57,345	45,562	16,818	14,893	14,343	91,217	21,154	15,439	351,678	4,110	407,393
Other Recoveries (Regional)	108,314	9,825	77	200	-	-	-	-	-	100	1,000	-	1,377	-	119,516
Reserves	9	15,238	7,739	3,336	436	-	-	-	-	-	-	-	11,511	-	26,758
User Rates	5,293	-	-	-	-	-	-	-	-	-	-	-	-	-	5,293
External															
Federal Funding	29,940	-	-	-	-	-	-	-	-	-	-	-	-	-	29,940
Other Recoveries (External)	140,549	9,497	4,847	1,725	1,291	1,020	4,425	4,130	1,540	874	6,000	6,100	31,952	35,338	217,336
Provincial Funding	29,767	-	-	-	-	-	-	-	-	-	-	-	-	-	29,767
Debiture															
Debiture Proceeds	1,155,747	-	-	-	-	-	-	-	-	-	-	-	-	-	1,155,747
Debiture Proceeds DC	277,803	58,094	52,264	-	-	53,463	87,286	110,653	106,768	41,537	118,586	125,407	695,964	655,613	1,687,474

Wastewater

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			65,436	79,658	59,072	100,045	108,529	129,676	122,651	133,728	146,740	146,946	1,092,482	695,061	3,698,070
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
70470 : Rehab and Replacement Discrete Condition Assessment	-	375	1,600	2,250	950	-	-	700	-	-	-	700	6,200	-	6,575
70490 : CCTV Sewer Inspection	-	400	1,000	800	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	11,400	-	11,800
70500 : Valve Chamber Inspection	-	60	300	100	100	100	100	100	100	100	100	100	1,200	-	1,260
70520 : Energy Management Efficiency	-	174	225	225	225	225	225	225	225	225	225	270	2,295	-	2,469
70550 : Facility Security Upgrade	-	300	300	300	300	300	300	-	-	-	-	-	1,500	-	1,800
72590 : Mt Albert WPCP Corrosion Rehab	90	183	230	521	5	-	-	-	-	-	-	-	756	-	1,029
75380 : Wastewater Model Calibration	450	-	150	100	100	100	100	100	100	100	100	100	1,050	-	1,500
75570 : Existing Odour Control Facility Modification	18,554	56	30	-	-	-	-	-	-	-	-	-	30	-	18,640
75820 : Duffin Creek Incinerators	95	3,504	3,465	18,000	20,000	38,000	29,000	20,000	25,000	15,000	-	-	168,465	-	172,064
75840 : Existing Southeast Collector Rehabilitation	610	1,487	2,281	15,000	22,000	22,000	22,000	12,000	11,600	-	-	-	106,881	-	108,978
75870 : Existing Primary Trunk Rehab	-	-	700	600	600	5,400	-	-	-	-	700	-	8,000	-	8,000
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	3,052	-	1,488	6,022	9,200	5,800	200	200	200	200	200	200	23,710	-	26,762
78350 : Emergencies Rehabilitation	2,455	5,300	2,000	20	-	-	-	-	-	-	-	-	2,020	-	9,776
78410 : Sutton Water Resource Recovery Facility Upgrades	32	139	475	2,284	71	5	-	-	-	-	-	-	2,835	-	3,006
78420 : Aurora PS West FM Cleaning	15	673	1,265	2,765	35	35	-	-	-	-	-	-	4,100	-	4,787
78440 : Oak Ridges Area OCF Mitigate Odour	201	115	195	3,110	-	10	-	-	-	-	-	-	3,315	-	3,631
78515 : Pumping Rehabilitation	35,297	1,324	2,346	1,807	15	15	-	-	-	-	-	1,000	5,183	-	41,804
78518 : Control Valve Chamber - Water	889	211	1,385	12	-	-	-	-	-	-	-	-	1,397	-	2,497
78520 : Wastewater General	-	666	3,643	341	368	353	-	-	-	-	-	-	4,705	-	5,371
78525 : Water Wastewater General	18,519	-	-	-	-	-	-	-	-	-	-	-	-	-	18,519
78532 : Equalization Tank	-	-	-	-	-	-	-	-	-	-	1,023	4,093	5,116	-	5,116

Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date		Year										1 - 10 Year Total	Balance to Complete	Total Estimated Cost	
	Dec 31/2015	Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026				
78533 : Wastewater Treatment	6,510	5,513	3,917	1,619	1,900	800	600	1,100	100	100	100	100	10,336	-	22,359	
78536 : Trunk Sewer	13,204	5,640	5,454	1,455	7,050	9,525	47,225	44,970	21,025	13,025	17,025	11,600	178,354	-	197,199	
78537 : Trunk Force main	-	300	-	-	-	-	-	-	-	-	-	-	-	-	300	
78538 : Odour Control	2,127	-	200	-	-	-	-	-	-	-	-	-	200	-	2,327	
78555 : SCADA Communication Network Rehabilitation	2,889	2,005	2,146	1,774	913	39	2	-	-	-	-	-	4,874	-	9,768	
78565 : Tech Integration Rehabilitation	950	370	700	650	650	650	650	650	650	650	650	650	6,550	-	7,870	
78575 : Tech Development Implementation Rehabilitation	3,317	953	700	650	650	650	650	650	650	650	650	650	6,550	-	10,820	
78584 : Duffin Creek Water Pollution Control Plant Assets	1,008	50	600	600	-	-	-	-	600	-	-	-	1,800	-	2,858	
78585 : Asset Management Rehabilitation	5,575	1,400	885	1,463	948	655	740	998	633	623	565	780	8,290	-	15,265	
79470 : Wastewater Conservation Authority Joint Initiative	14,072	2,011	2,016	2,033	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,091	20,490	-	36,573	
79850 : York Durham Sewage System Duffin Creek Minor Capital	29,767	799	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	40,566	
Total Rehabilitation and Replacement Gross Expenditures	159,680	34,007	40,696	65,502	70,330	88,912	106,042	85,943	65,133	34,923	25,588	24,534	607,603	-	801,290	
Funding Sources																
Regional																
Other Recoveries (Regional)	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Reserves	68,381	33,096	39,772	60,721	64,933	78,856	98,444	80,703	58,583	30,993	25,588	24,534	563,127	-	684,604	
User Rates	42,818	-	-	-	-	-	-	-	-	-	-	-	-	-	42,818	
External																
Federal Funding	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10	
Other Recoveries (External)	(13)	911	924	4,781	5,397	10,056	7,598	5,240	6,550	3,930	-	-	44,476	-	45,374	
Debtenture																
Debtenture Proceeds	18,812	-	-	-	-	-	-	-	-	-	-	-	-	-	18,812	
Debtenture Proceeds User Rate	29,969	-	-	-	-	-	-	-	-	-	-	-	-	-	29,969	
Total Rehabilitation and Replacement Funding Sources	159,680	34,007	40,696	65,502	70,330	88,912	106,042	85,943	65,133	34,923	25,588	24,534	607,603	-	801,290	
Total Wastewater Gross Expenditures	1,974,513	129,702	106,132	145,160	129,402	188,957	214,571	215,619	187,784	168,651	172,328	171,480	1,700,085	695,061	4,499,360	
Funding Sources																
Regional																
Development Charges	48,268	3,041	509	74,397	57,345	45,562	16,818	14,893	14,343	91,217	21,154	15,439	351,678	4,110	407,097	

Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date		Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
	Dec 31/2015	Dec 31/2015		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Other Recoveries (Regional)	108,315	9,825	77	200	-	-	-	-	-	-	100	1,000	-	1,377	-	119,516
Reserves	68,390	48,334	47,511	64,057	65,369	78,856	98,444	80,703	58,583	30,993	25,588	24,534	-	574,638	-	691,362
User Rates	48,111	-	-	-	-	-	-	-	-	-	-	-	-	-	-	48,111
External																
Federal Funding	29,950	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29,950
Other Recoveries (External)	140,536	10,408	5,771	6,506	6,688	11,076	12,023	9,370	8,090	4,804	6,000	6,100	-	76,428	35,338	262,710
Provincial Funding	29,767	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29,767
Debenture																
Debenture Proceeds	1,174,559	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,174,559
Debenture Proceeds DC	277,803	58,094	52,264	-	-	53,463	87,286	110,653	106,768	41,537	118,586	125,407	-	695,964	655,613	1,687,474
Debenture Proceeds User Rate	48,815	-	-	-	-	-	-	-	-	-	-	-	-	-	-	48,815
Total Wastewater Funding Sources	1,974,513	129,702	106,132	145,160	129,402	188,957	214,571	215,619	187,784	168,651	172,328	171,480	171,480	1,700,085	695,061	4,499,360

Wastewater

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	
Program Group: Growth												
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	500	-	-	-	-	-	-	-	-	100	400	
70460 : Weidrick Sewer Overflow Gate	795	-	-	-	-	-	-	-	-	-	795	
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	155	-	-	-	-	-	-	-	-	155	-	
71230 : Holland Landing Lagoons Decom Recovery Facility Expansion	22	-	-	-	-	-	-	-	-	-	22	
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	18,650	-	-	-	-	-	-	-	-	1,865	16,785	
72530 : Duffin Creek Stage 1 & 2 Upgrades	30,905	-	-	10,136	-	-	-	-	-	6,181	14,588	
72580 : Inflow & Infiltration Reduction Implementation	40	-	-	-	-	-	40	-	-	-	-	
73640 : Inflow & Infiltration Reduction	24,732	-	-	-	-	-	-	-	-	-	24,732	
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	20	-	-	-	-	-	-	-	-	2	18	
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	4	-	-	-	-	-	4	-	-	-	-	
74040 : York Durham Sewage System (YDSS) - Southeast Collector	6,308	-	-	-	-	-	-	-	-	-	6,308	
74270 : Upper York Sewage Servicing	584,254	-	-	-	-	-	-	-	-	-	584,254	
75300 : West Vaughan Sewage Servicing	156,998	-	-	-	-	-	-	-	-	-	156,998	
75310 : Northeast Vaughan Wastewater Servicing	58,414	-	-	-	-	-	-	-	-	-	58,414	
75320 : Primary Trunk Sewer	150,600	-	-	-	-	-	-	-	-	23,804	126,796	
75330 : Green Lane Sewer Diversion	122	-	-	-	-	-	122	-	-	-	-	
75340 : East Queensville Pumping Station (PS) and Forcemain	10,763	-	-	-	-	-	-	-	-	-	10,763	
75350 : Sharon Trunk Sewer	122	-	-	-	-	-	-	-	-	122	-	
75640 : Wastewater System Capacity Studies	2,700	-	-	-	-	-	2,700	-	-	-	-	
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban	25,712	-	-	-	-	-	10	-	-	-	25,702	

Wastewater

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Growth and Regional Centre											
75780 : Duffin Creek Lab Expansion	1,375	-	-	1,375	-	-	-	-	-	-	-
75810 : Humber Pumping Station Electrical Upgrade	40	-	-	-	-	-	-	-	-	-	40
76310 : Nobleton Waster Wastewater Servicing	1,000	-	-	-	-	-	-	-	-	-	1,000
79100 : York Durham Sewage System Wastewater Master Plan Update	1,610	-	-	-	-	-	1,610	-	-	-	-
79570 : Suttton Water Resource Recovery Facility Expansion	2,000	-	-	-	-	-	-	-	-	-	2,000
79740 : Peel System Cost Shared Works	7,941	-	-	-	-	-	-	-	-	-	7,941
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	5,600	-	-	-	-	-	-	-	-	-	5,600
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	347,192	-	-	-	(347,192)
Growth Total	1,092,482	-	-	11,511	-	-	351,678	-	-	33,329	695,964
Program Group: Rehabilitation and Replacement											
70470 : Rehab and Replacement Discrete Condition Assessment	6,200	-	-	6,200	-	-	-	-	-	-	-
70490 : CCTV Sewer Inspection	11,400	-	-	11,400	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	1,200	-	-	1,200	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	2,295	-	-	2,295	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	1,500	-	-	1,500	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	756	-	-	756	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	1,050	-	-	1,050	-	-	-	-	-	-	-
75570 : Existing Odour Control Facility Modification	30	-	-	30	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	168,465	-	-	124,327	-	-	-	-	-	44,138	-
75840 : Existing Southeast Collector Rehabilitation	106,881	-	-	106,881	-	-	-	-	-	-	-
75870 : Existing Primary Trunk Rehab	8,000	-	-	8,000	-	-	-	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	23,710	-	-	23,372	-	-	-	-	-	338	-
78350 : Emergencies Rehabilitation	2,020	-	-	2,020	-	-	-	-	-	-	-
78410 : Suttton Water Resource Recovery Facility Upgrades	2,835	-	-	2,835	-	-	-	-	-	-	-

Wastewater

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
78420 : Aurora PS West FM Cleaning	4,100	-	-	4,100	-	-	-	-	-	-	-
78440 : Oak Ridges Area OCF Mitigate Odour	3,315	-	-	3,315	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	5,183	-	-	5,183	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	1,397	-	-	1,397	-	-	-	-	-	-	-
78520 : Wastewater General	4,705	-	-	4,705	-	-	-	-	-	-	-
78532 : Equalization Tank	5,116	-	-	5,116	-	-	-	-	-	-	-
78533 : Wastewater Treatment	10,336	-	-	10,336	-	-	-	-	-	-	-
78536 : Trunk Sewer	178,354	-	-	178,354	-	-	-	-	-	-	-
78538 : Odour Control	200	-	-	200	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	4,874	-	-	4,874	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	6,550	-	-	6,550	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	6,550	-	-	6,550	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	1,800	-	-	1,800	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	8,290	-	-	8,290	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	20,490	-	-	20,490	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	10,000	-	-	10,000	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	607,603	-	-	563,127	-	-	-	-	-	44,476	-
Wastewater Total	1,700,085	-	-	574,638	-	-	351,678	-	-	77,805	695,964

Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Program Group: Growth													
Gross Expenditures													
70460 : Weidrick Sewer Overflow Gate	795	-	-	-	-	-	-	-	-	-	795	-	795
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	55	100	-	-	-	-	-	-	-	-	155	-	155
72240 : Keswick Water Resource Recovery Facility Expansion	10	2	10	-	-	-	-	-	-	-	22	-	22
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	1,900	4,650	4,650	4,500	2,950	-	-	-	-	-	18,650	-	18,650
72530 : Duffin Creek Stage 1 & 2 Upgrades	23,275	6,300	1,330	-	-	-	-	-	-	-	30,905	-	30,905
72580 : Inflow & Infiltration Reduction Implementation	25	15	-	-	-	-	-	-	-	-	40	-	40
73640 : Inflow & Infiltration Reduction	2,700	2,800	2,912	3,030	3,150	-	-	-	-	-	14,592	-	14,592
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	20	-	-	-	-	-	-	-	-	-	20	-	20
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	2	2	-	-	-	-	-	-	-	-	4	-	4
74040 : York Durham Sewage System (YDSS) - Southeast Collector	5,700	238	200	170	-	-	-	-	-	-	6,308	-	6,308
74270 : Upper York Sewage Servicing	17,300	54,000	44,240	20,495	8,413	8,413	7,413	4,000	-	-	164,274	-	164,274
75300 : West Vaughan Sewage Servicing	6,350	3,600	1,300	1,427	1,006	5,230	5,580	1,637	1,387	2,709	30,226	-	30,226
75310 : Northeast Vaughan Wastewater Servicing	548	3,796	2,060	-	-	-	-	-	-	-	6,404	-	6,404
75330 : Green Lane Sewer Diversion	22	100	-	-	-	-	-	-	-	-	122	-	122
75350 : Sharon Trunk Sewer	22	100	-	-	-	-	-	-	-	-	122	-	122
75640 : Wastewater System Capacity Studies	450	-	-	-	-	-	-	-	-	-	450	-	450
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	342	-	-	-	-	-	-	-	-	-	342	-	342
75780 : Duffin Creek Lab Expansion	105	1,270	-	-	-	-	-	-	-	-	1,375	-	1,375
75810 : Humber Pumping Station Electrical Upgrade	5	35	-	-	-	-	-	-	-	-	40	-	40
78310 : Nobleton Waster Wastewater Servicing	200	800	-	-	-	-	-	-	-	-	1,000	-	1,000

Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
79100 : York Durham Sewage System Wastewater Master Plan Update	10	-	-	-	-	-	-	-	-	-	10	-	10
79740 : Peel System Cost Shared Works	600	900	700	1,500	1,244	1,000	1,000	584	412	-	7,941	-	7,941
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	5,000	600	-	-	-	-	-	-	-	-	5,600	-	5,600
Total Growth Gross Expenditures	65,436	79,308	57,402	31,122	16,763	14,643	13,993	6,221	1,799	2,709	289,397	-	289,397
Funding Sources													
Regional													
Development Charges	509	74,047	56,235	30,672	16,468	14,643	13,993	6,221	1,799	2,709	217,296	-	217,296
Other Recoveries (Regional)	77	200	-	-	-	-	-	-	-	-	277	-	277
Reserves	7,739	3,336	436	-	-	-	-	-	-	-	11,511	-	11,511
External													
Other Recoveries (External)	4,847	1,725	731	450	295	-	-	-	-	-	8,048	-	8,048
Debenture													
Debenture Proceeds DC	52,264	-	-	0	0	0	0	0	0	0	52,265	-	52,265
Total Growth Funding Sources	65,436	79,308	57,402	31,122	16,763	14,643	13,993	6,221	1,799	2,709	289,397	-	289,397
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
70470 : Rehab and Replacement Discrete Condition Assessment	1,600	2,250	950	-	-	-	-	-	-	-	4,800	-	4,800
70490 : CCTV Sewer Inspection	1,000	800	-	-	-	-	-	-	-	-	1,800	-	1,800
70500 : Valve Chamber Inspection	300	100	100	-	-	-	-	-	-	-	500	-	500
70520 : Energy Management Efficiency	225	-	-	-	-	-	-	-	-	-	225	-	225
70550 : Facility Security Upgrade	300	-	-	-	-	-	-	-	-	-	300	-	300
72590 : Mt Albert WPCP Corrosion Rehab	230	521	5	-	-	-	-	-	-	-	756	-	756
75380 : Wastewater Model Calibration	150	-	-	-	-	-	-	-	-	-	150	-	150
75570 : Existing Odour Control Facility Modification	30	-	-	-	-	-	-	-	-	-	30	-	30
75820 : Duffin Creek Incinerators	3,465	18,000	20,000	38,000	29,000	20,000	25,000	15,000	-	-	168,465	-	168,465
75840 : Existing Southeast Collector Rehabilitation	2,281	15,000	22,000	22,000	22,000	12,000	11,600	-	-	-	106,881	-	106,881
75870 : Existing Primary Trunk Rehab	700	600	600	5,400	-	-	-	-	-	-	7,300	-	7,300
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	1,488	5,822	9,000	5,600	-	-	-	-	-	-	21,910	-	21,910

Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
78350 : Emergencies Rehabilitation	2,000	-	-	-	-	-	-	-	-	-	2,000	-	2,000
78410 : Sutton Water Resource Recovery Facility Upgrades	475	2,284	71	5	-	-	-	-	-	-	2,835	-	2,835
78420 : Aurora PS West FM Cleaning	1,265	2,765	35	35	-	-	-	-	-	-	4,100	-	4,100
78440 : Oak Ridges Area OCF Mitigate Odour	195	3,110	-	10	-	-	-	-	-	-	3,315	-	3,315
78515 : Pumping Rehabilitation	2,346	1,797	15	15	-	-	-	-	-	-	4,173	-	4,173
78518 : Control Valve Chamber - Water	1,385	-	-	-	-	-	-	-	-	-	1,385	-	1,385
78520 : Wastewater General	3,643	341	358	353	-	-	-	-	-	-	4,695	-	4,695
78533 : Wastewater Treatment	3,917	1,607	-	-	-	-	-	-	-	-	5,524	-	5,524
78536 : Trunk Sewer	5,454	1,455	7,050	9,525	23,700	20,445	-	-	-	-	67,629	-	67,629
78538 : Odour Control	200	-	-	-	-	-	-	-	-	-	200	-	200
78555 : SCADA Communication Network Rehabilitation	2,146	1,774	913	39	2	-	-	-	-	-	4,874	-	4,874
78565 : Tech Integration Rehabilitation	700	-	-	-	-	-	-	-	-	-	700	-	700
78575 : Tech Development Implementation Rehabilitation	700	-	-	-	-	-	-	-	-	-	700	-	700
78584 : Duffin Creek Water Pollution Control Plant Assets	600	600	-	-	-	-	-	-	-	-	1,200	-	1,200
78585 : Asset Management Rehabilitation	885	1,463	948	-	-	-	-	-	-	-	3,296	-	3,296
79470 : Wastewater Conservation Authority Joint Initiative	2,016	-	-	-	-	-	-	-	-	-	2,016	-	2,016
79850 : York Durham Sewage System Duffin Creek Minor Capital	1,000	-	-	-	-	-	-	-	-	-	1,000	-	1,000
Total Rehabilitation and Replacement Gross Expenditures	40,696	60,289	62,045	80,982	74,702	52,445	36,600	15,000	-	-	422,759	-	422,759
Funding Sources													
Regional													
Reserves	39,772	55,508	56,648	70,926	67,104	47,205	30,050	11,070	-	-	378,283	-	378,283
External													
Other Recoveries (External)	924	4,781	5,397	10,056	7,598	5,240	6,550	3,930	-	-	44,476	-	44,476
Total Rehabilitation and Replacement Funding Sources	40,696	60,289	62,045	80,982	74,702	52,445	36,600	15,000	-	-	422,759	-	422,759
Total Wastewater Gross Expenditures	106,132	139,597	119,447	112,104	91,465	67,088	50,593	21,221	1,799	2,709	712,156	-	712,156
Funding Sources													
Regional													

Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Development Charges	509	74,047	56,235	30,672	16,468	14,643	13,993	6,221	1,799	2,709	217,296	-	217,296
Other Recoveries (Regional)	77	200	-	-	-	-	-	-	-	-	277	-	277
Reserves	47,511	58,844	57,084	70,926	67,104	47,205	30,050	11,070	-	-	389,794	-	389,794
External													
Other Recoveries (External)	5,771	6,506	6,128	10,506	7,893	5,240	6,550	3,930	-	-	52,524	-	52,524
Debtenture													
Debtenture Proceeds DC	52,264	-	-	0	0	0	0	0	0	0	52,265	-	52,265
Total Wastewater Funding Sources	106,132	139,597	119,447	112,104	91,465	67,088	50,593	21,221	1,799	2,709	712,156	-	712,156

Wastewater Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	
Program Group: Growth												
70460 : Weldrick Sewer Overflow Gate	795	-	-	-	-	-	-	-	-	-	795	
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	155	-	-	-	-	-	-	-	-	155	-	
72240 : Keswick Water Resource Recovery Facility Expansion	22	-	-	-	-	-	-	-	-	-	22	
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	18,650	-	-	-	-	-	-	-	-	1,865	16,785	
72530 : Duffin Creek Stage 1 & 2 Upgrades	30,905	-	-	10,136	-	-	-	-	-	6,181	14,588	
72580 : Inflow & Infiltration Reduction Implementation	40	-	-	-	-	-	40	-	-	-	-	
73640 : Inflow & Infiltration Reduction	14,592	-	-	-	-	-	-	-	-	-	14,592	
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	20	-	-	-	-	-	-	-	-	2	18	
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	4	-	-	-	-	-	4	-	-	-	-	
74040 : York Durham Sewage System (YDSS) - Southeast Collector	6,308	-	-	-	-	-	-	-	-	-	6,308	
74270 : Upper York Sewage Servicing	164,274	-	-	-	-	-	-	-	-	-	164,274	
75300 : West Vaughan Sewage Servicing	30,226	-	-	-	-	-	-	-	-	-	30,226	
75310 : Northeast Vaughan Wastewater Servicing	6,404	-	-	-	-	-	-	-	-	-	6,404	
75330 : Green Lane Sewer Diversion	122	-	-	-	-	-	122	-	-	-	-	
75350 : Sharon Trunk Sewer	122	-	-	-	-	-	-	-	-	122	-	
75640 : Wastewater System Capacity Studies	450	-	-	-	-	-	450	-	-	-	-	
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	342	-	-	-	-	-	-	-	-	-	342	
75780 : Duffin Creek Lab Expansion	1,375	-	-	1,375	-	-	-	-	-	-	-	
75810 : Humber Pumping Station Electrical Upgrade	40	-	-	-	-	-	-	-	-	-	40	
78310 : Nobleton Waster Wastewater Servicing	1,000	-	-	-	-	-	-	-	-	-	1,000	

Wastewater Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
79100 : York Durham Sewage System Wastewater Master Plan Update	10	-	-	-	-	-	10	-	-	-	-
79740 : Peel System Cost Shared Works	7,941	-	-	-	-	-	-	-	-	-	7,941
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	5,600	-	-	-	-	-	-	-	-	-	5,600
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	216,670	-	-	-	(216,670)
Growth Total	289,397	-	-	11,511	-	-	217,296	-	-	8,325	52,265
Program Group: Rehabilitation and Replacement											
70470 : Rehab and Replacement Discrete Condition Assessment	4,800	-	-	4,800	-	-	-	-	-	-	-
70490 : CCTV Sewer Inspection	1,800	-	-	1,800	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	500	-	-	500	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	225	-	-	225	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	300	-	-	300	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	756	-	-	756	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	150	-	-	150	-	-	-	-	-	-	-
75570 : Existing Odour Control Facility Modification	30	-	-	30	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	168,465	-	-	124,327	-	-	-	-	-	44,138	-
75840 : Existing Southeast Collector Rehabilitation	106,881	-	-	106,881	-	-	-	-	-	-	-
75870 : Existing Primary Trunk Rehab	7,300	-	-	7,300	-	-	-	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	21,910	-	-	21,572	-	-	-	-	-	338	-
76350 : Emergencies Rehabilitation	2,000	-	-	2,000	-	-	-	-	-	-	-
78410 : Suttton Water Resource Recovery Facility Upgrades	2,835	-	-	2,835	-	-	-	-	-	-	-
78420 : Aurora PS West FM Cleaning	4,100	-	-	4,100	-	-	-	-	-	-	-
78440 : Oak Ridges Area OCF Mitigate Odour	3,315	-	-	3,315	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	4,173	-	-	4,173	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	1,385	-	-	1,385	-	-	-	-	-	-	-
78520 : Wastewater General	4,695	-	-	4,695	-	-	-	-	-	-	-
78533 : Wastewater Treatment	5,524	-	-	5,524	-	-	-	-	-	-	-

Wastewater Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
78536 : Trunk Sewer	67,629	-	-	67,629	-	-	-	-	-	-	-
78538 : Odour Control	200	-	-	200	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	4,874	-	-	4,874	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	1,200	-	-	1,200	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	3,296	-	-	3,296	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	2,016	-	-	2,016	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	1,000	-	-	1,000	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	422,759	-	-	378,283	-	-	-	-	-	44,476	-
Wastewater Total	712,156	-	-	389,794	-	-	217,296	-	-	52,801	52,265

Waste Management 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Growth															
Gross Expenditures															
71285 : Community Environmental Centre - Georgina Transfer Station #3	651	2,678	3,350	-	-	-	-	-	-	-	-	-	3,350	-	6,679
71325 : Energy From Waste Facility	71,182	300	2,010	2,000	-	-	-	-	-	-	-	5,000	4,010	175,000	250,492
71335 : Source Separated Organics Facility	1,108	75	255	220	100	-	-	-	-	-	5,000	5,000	10,575	70,030	81,788
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	4,840	51	890	3,340	-	-	-	-	-	-	-	-	4,230	-	9,121
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	152	566	2,121	22	-	-	-	-	-	-	-	-	2,143	-	2,861
79885 : New Waste Management Initiatives	1,882	145	120	200	200	200	200	200	200	200	200	200	1,920	1,600	5,547
Total Growth Gross Expenditures	79,816	3,815	8,746	5,782	300	200	200	200	200	200	5,200	5,200	26,228	246,630	356,489
Funding Sources															
Regional															
Current Tax Levy - Reserves	31,691	-	-	-	-	-	-	-	-	-	-	-	-	-	31,691
Development Charges	0	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Debt Reduction Reserve	13,132	-	-	-	-	-	-	-	-	-	5,000	5,000	10,000	245,030	268,162
Other Recoveries (Regional)	336	-	-	-	-	-	-	-	-	-	-	-	-	-	336
Reserves	33,244	3,815	8,746	5,782	300	200	200	200	200	200	200	200	16,228	1,600	54,887
External															
Other Recoveries (External)	144	-	-	-	-	-	-	-	-	-	-	-	-	-	144
Debiture															
Debiture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268
Total Growth Funding Sources	79,816	3,815	8,746	5,782	300	200	200	200	200	200	5,200	5,200	26,228	246,630	356,489
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
70195 : Solid Waste Master Plan	1,432	-	50	500	50	-	-	250	250	-	-	-	1,100	-	2,532
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	-	200	697	374	304	883	765	2,011	291	312	4,138	2,318	12,093	-	12,293
73455 : Asset Management Equipment Upgrade/Replacement -	491	-	73	45	50	271	465	1,423	213	25	512	940	4,017	-	4,508

Waste Management 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Public Drop Off															
78515 - Pumping Rehabilitation	-		75	700	-	15	-	-	-	-	-	-	790	-	790
78585 - Asset Management Rehabilitation	395	55	10	10	10	50	210	10	10	10	50	210	580	-	1,030
79935 - Household Hazardous Waste Depot - Vaughan	1,665	668	2,449	-	-	-	-	-	-	-	-	-	2,449	-	4,782
Total Rehabilitation and Replacement Gross Expenditures	3,983	923	3,354	1,629	414	1,219	1,440	3,694	764	347	4,700	3,468	21,029	-	25,935
Funding Sources															
Regional															
Development Charges	7		-	-	-	-	-	-	-	-	-	-	-	-	7
Reserves	3,976	923	3,354	1,629	414	1,219	1,440	3,694	764	347	4,700	3,468	21,029	-	25,928
Total Rehabilitation and Replacement Funding Sources	3,983	923	3,354	1,629	414	1,219	1,440	3,694	764	347	4,700	3,468	21,029	-	25,935
Total Waste Management Gross Expenditures	83,799	4,738	12,100	7,411	714	1,419	1,640	3,894	964	547	9,900	8,668	47,257	246,630	382,424
Funding Sources															
Regional															
Current Tax Levy - Reserves	31,691		-	-	-	-	-	-	-	-	-	-	-	-	31,691
Development Charges	7		-	-	-	-	-	-	-	-	-	-	-	-	7
Debt Reduction Reserve	13,132		-	-	-	-	-	-	-	-	5,000	5,000	10,000	245,030	268,162
Other Recoveries (Regional)	336		-	-	-	-	-	-	-	-	-	-	-	-	336
Reserves	37,220	4,738	12,100	7,411	714	1,419	1,640	3,894	964	547	4,900	3,668	37,257	1,600	80,815
External															
Other Recoveries (External)	144		-	-	-	-	-	-	-	-	-	-	-	-	144
Debenture															
Debenture Proceeds	1,268		-	-	-	-	-	-	-	-	-	-	-	-	1,268
Total Waste Management Funding Sources	83,799	4,738	12,100	7,411	714	1,419	1,640	3,894	964	547	9,900	8,668	47,257	246,630	382,424

Waste Management 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Growth											
71285 : Community Environmental Centre - Georgina Transfer Station #3	3,350	-	-	-	3,350	-	-	-	-	-	-
71325 : Energy From Waste Facility	4,010	-	-	-	4,010	-	-	-	-	-	-
71335 : Source Separated Organics Facility	10,575	-	10,000	-	575	-	-	-	-	-	-
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	4,230	-	-	-	4,230	-	-	-	-	-	-
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	2,143	-	-	-	2,143	-	-	-	-	-	-
79885 : New Waste Management Initiatives	1,920	-	-	-	1,920	-	-	-	-	-	-
Growth Total	26,228	-	10,000	-	16,228	-	-	-	-	-	-
Program Group: Rehabilitation and Replacement											
70195 : Solid Waste Master Plan	1,100	-	-	-	1,100	-	-	-	-	-	-
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	12,093	-	-	-	12,093	-	-	-	-	-	-
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	4,017	-	-	-	4,017	-	-	-	-	-	-
78515 : Pumping Rehabilitation	790	-	-	-	790	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	580	-	-	-	580	-	-	-	-	-	-
79935 : Household Hazardous Waste Depot - Vaughan	2,449	-	-	-	2,449	-	-	-	-	-	-
Rehabilitation and Replacement Total	21,029	-	-	-	21,029	-	-	-	-	-	-
Waste Management Total	47,257	-	10,000	-	37,257	-	-	-	-	-	-

Waste Management Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Program Group: Growth													
Gross Expenditures													
71285 : Community Environmental Centre - Georgina Transfer Station #3	3,350	-	-	-	-	-	-	-	-	-	3,350	-	3,350
71325 : Energy From Waste Facility	2,010	2,000	-	-	-	-	-	-	-	-	4,010	-	4,010
71335 : Source Separated Organics Facility	255	220	100	-	-	-	-	-	-	-	575	-	575
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	890	3,340	-	-	-	-	-	-	-	-	4,230	-	4,230
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	2,121	22	-	-	-	-	-	-	-	-	2,143	-	2,143
79885 : New Waste Management Initiatives	120	-	-	-	-	-	-	-	-	-	120	-	120
Total Growth Gross Expenditures	8,746	5,582	100	-	-	-	-	-	-	-	14,428	-	14,428
Funding Sources													
Regional													
Reserves	8,746	5,582	100	-	-	-	-	-	-	-	14,428	-	14,428
Total Growth Funding Sources	8,746	5,582	100	-	-	-	-	-	-	-	14,428	-	14,428
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
70195 : Solid Waste Master Plan	50	-	-	-	-	-	-	-	-	-	50	-	50
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	697	-	-	-	-	-	-	-	-	-	697	-	697
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	73	-	-	-	-	-	-	-	-	-	73	-	73
78515 : Pumping Rehabilitation	75	700	-	15	-	-	-	-	-	-	790	-	790
78585 : Asset Management Rehabilitation	10	-	-	-	-	-	-	-	-	-	10	-	10
79935 : Household Hazardous Waste Depot - Vaughan	2,449	-	-	-	-	-	-	-	-	-	2,449	-	2,449
Total Rehabilitation and Replacement Gross Expenditures	3,354	700	-	15	-	-	-	-	-	-	4,069	-	4,069
Funding Sources													
Regional													

**Waste Management
Capital Spending Authority Project Expenditures & Funding by Program Group**

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Reserves	3,354	700	-	15	-	-	-	-	-	-	4,069	-	4,069
Total Rehabilitation and Replacement Funding Sources	3,354	700	-	15	-	-	-	-	-	-	4,069	-	4,069
Total Waste Management Gross Expenditures	12,100	6,282	100	15	-	-	-	-	-	-	18,497	-	18,497
Funding Sources													
Regional													
Reserves	12,100	6,282	100	15	-	-	-	-	-	-	18,497	-	18,497
Total Waste Management Funding Sources	12,100	6,282	100	15	-	-	-	-	-	-	18,497	-	18,497

Waste Management Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Growth											
71285 : Community Environmental Centre - Georgina Transfer Station #3	3,350	-	-	-	3,350	-	-	-	-	-	-
71325 : Energy From Waste Facility	4,010	-	-	-	4,010	-	-	-	-	-	-
71335 : Source Separated Organics Facility	575	-	-	-	575	-	-	-	-	-	-
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	4,230	-	-	-	4,230	-	-	-	-	-	-
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	2,143	-	-	-	2,143	-	-	-	-	-	-
79885 : New Waste Management Initiatives	120	-	-	-	120	-	-	-	-	-	-
Growth Total	14,428	-	-	-	14,428	-	-	-	-	-	-
Program Group: Rehabilitation and Replacement											
70195 : Solid Waste Master Plan	50	-	-	-	50	-	-	-	-	-	-
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	697	-	-	-	697	-	-	-	-	-	-
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	73	-	-	-	73	-	-	-	-	-	-
78515 : Pumping Rehabilitation	790	-	-	-	790	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	10	-	-	-	10	-	-	-	-	-	-
79935 : Household Hazardous Waste Depot - Vaughan	2,449	-	-	-	2,449	-	-	-	-	-	-
Rehabilitation and Replacement Total	4,069	-	-	-	4,069	-	-	-	-	-	-
Waste Management Total	18,497	-	-	-	18,497	-	-	-	-	-	-

Natural Heritage and Forestry 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			1,402	1,216	1,254	1,050	1,022	1,100	1,100	1,100	1,200	1,200	1,200	11,644	-
Gross Expenditures															
72600 : Tree Planting on Region Rights of Way	3,490	1,488	1,402	1,216	1,254	1,050	1,022	1,100	1,100	1,100	1,200	1,200	11,644	-	16,622
72620 : Regional Forest Property Upgrade	1,066	270	220	220	270	250	250	300	250	250	300	280	2,590	3,010	6,936
72640 : Peggy's Wood Nature Reserve	-	-	-	-	125	125	-	-	-	-	-	-	250	-	250
72650 : Urban Forest Studies	151	60	-	-	10	280	10	60	60	60	440	-	920	960	2,091
72700 : Holiday Tract Bridge	-	-	-	-	-	-	-	30	70	-	-	-	100	-	100
78585 : Asset Management Rehabilitation	-	-	400	50	-	-	150	10	-	-	-	-	610	-	610
99900 : Fleet New Addition	-	42	-	42	87	400	-	-	-	-	-	-	529	-	571
Total Natural Heritage and Forestry Gross Expenditures	4,708	1,860	2,022	1,528	1,746	2,105	1,432	1,500	1,480	1,410	1,940	1,480	16,643	3,970	27,181
Funding Sources															
Regional															
Current Tax Levy - Reserves	2,139	1,140	1,297	798	930	1,305	632	620	600	530	980	520	8,212	3,970	15,461
Development Charges	2,033	720	725	730	816	800	800	880	880	880	960	960	8,431	-	11,184
Other Recoveries (Regional)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Reserves	419	-	-	-	-	-	-	-	-	-	-	-	-	-	419
External															
Other Recoveries (External)	115	-	-	-	-	-	-	-	-	-	-	-	-	-	115
Total Natural Heritage and Forestry Funding Sources	4,708	1,860	2,022	1,528	1,746	2,105	1,432	1,500	1,480	1,410	1,940	1,480	16,643	3,970	27,181

Natural Heritage and Forestry 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
72600 : Tree Planting on Region Rights of Way	11,644	3,213	-	-	-	-	8,431	-	-	-	-
72620 : Regional Forest Property Upgrade	2,590	2,590	-	-	-	-	-	-	-	-	-
72640 : Peggy's Wood Nature Reserve	250	250	-	-	-	-	-	-	-	-	-
72650 : Urban Forest Studies	920	920	-	-	-	-	-	-	-	-	-
72700 : Holiday Tract Bridge	100	100	-	-	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	610	610	-	-	-	-	-	-	-	-	-
99900 : Fleet New Addition	529	529	-	-	-	-	-	-	-	-	-
Natural Heritage and Forestry Total	16,643	8,212	-	-	-	-	8,431	-	-	-	-

Natural Heritage and Forestry Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Gross Expenditures													
72600 : Tree Planting on Region Rights of Way	1,402	-	-	-	-	-	-	-	-	-	1,402	-	1,402
72620 : Regional Forest Property Upgrade	220	-	-	-	-	-	-	-	-	-	220	-	220
78585 : Asset Management Rehabilitation	400	50	-	-	-	-	-	-	-	-	450	-	450
Total Natural Heritage and Forestry Gross Expenditures	2,022	50	-	-	-	-	-	-	-	-	2,072	-	2,072
Funding Sources													
Regional													
Current Tax Levy - Reserves	1,297	50	-	-	-	-	-	-	-	-	1,347	-	1,347
Development Charges	725	-	-	-	-	-	-	-	-	-	725	-	725
Total Natural Heritage and Forestry Funding Sources	2,022	50	-	-	-	-	-	-	-	-	2,072	-	2,072

Natural Heritage and Forestry Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
72600 : Tree Planting on Region Rights of Way	1,402	677	-	-	-	-	725	-	-	-	-
72620 : Regional Forest Property Upgrade	220	220	-	-	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	450	450	-	-	-	-	-	-	-	-	-
Natural Heritage and Forestry Total	2,072	1,347	-	-	-	-	725	-	-	-	-

Energy Management 10 Year Capital Project Expenditures & Funding

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
14702 : Energy Retrofit - Various Existing Buildings	527	891	770	3,670	355	386	378	340	295	484	5,534	466	12,678	8,945	23,041
Total Energy Management Gross Expenditures	527	891	770	3,670	355	386	378	340	295	484	5,534	466	12,678	8,945	23,041
Funding Sources															
Regional															
Reserves	527	891	770	3,670	345	376	368	330	285	474	5,524	456	12,598	8,835	22,851
External															
Other Recoveries (External)	-	-	-	-	10	10	10	10	10	10	10	10	80	110	190
Total Energy Management Funding Sources	527	891	770	3,670	355	386	378	340	295	484	5,534	466	12,678	8,945	23,041

**Energy Management
10 Year Capital Project Financing Sources**

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
14702 : Energy Retrofit - Various Existing Buildings	12,678	-	-	-	12,598	-	-	-	-	80	-
Energy Management Total	12,678	-	-	-	12,598	-	-	-	-	80	-

**Energy Management
Capital Spending Authority Project Expenditures & Funding**

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Gross Expenditures													
14702 : Energy Retrofit - Various Existing Buildings	770	3,455	35	-	-	-	-	-	-	-	4,260	-	4,260
Total Energy Management Gross Expenditures	770	3,455	35	-	-	-	-	-	-	-	4,260	-	4,260
Funding Sources													
Regional													
Reserves	770	3,455	35	-	-	-	-	-	-	-	4,260	-	4,260
Total Energy Management Funding Sources	770	3,455	35	-	-	-	-	-	-	-	4,260	-	4,260

**Energy Management
Capital Spending Authority Project Financing Sources**

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
14702 : Energy Retrofit - Various Existing Buildings	4,260	-	-	-	4,260	-	-	-	-	-	-
Energy Management Total	4,260	-	-	-	4,260	-	-	-	-	-	-

Housing Services 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
H67510 : Pre-Development Costs	581	80	680	80	80	80	80	80	80	80	80	80	1,400	-	2,061
H67875 : Regeneration/Expansion program	-	-	-	-	-	5,000	-	15,000	15,000	-	-	25,000	60,000	25,000	85,000
H67876 : Unionville Redevelopment	-	708	7,780	21,800	23,576	21,136	-	-	-	-	-	-	74,292	-	75,000
H67916 : Woodbridge Redevelopment	2,384	535	13,900	23,200	7,211	-	-	-	-	-	-	-	44,311	-	47,230
H67922 : Richmond Hill Housing and Community Hub	56,559	780	171	-	-	-	-	-	-	-	-	-	171	-	57,510
H67923 : Land Acquisition	-	-	-	-	-	-	-	-	-	-	-	5,000	5,000	-	5,000
H67924 : Shelter Replacement	-	-	-	-	3,000	6,000	6,000	-	-	-	-	-	15,000	-	15,000
H67925 : Shelter Improvement	-	100	500	600	-	-	-	-	-	-	-	-	1,100	-	1,200
Total Housing Services Gross Expenditures	59,523	2,203	23,031	45,680	33,867	32,216	6,080	15,080	15,080	80	80	30,080	201,274	25,000	288,000
Funding Sources															
Regional															
Development Charges	-	-	-	5,000	3,086	7,050	-	1,275	1,275	-	-	2,125	19,811	2,125	21,936
Reserves	39,849	(8,249)	11,180	25,854	19,475	11,080	6,080	1,055	1,055	80	80	6,455	82,394	6,375	120,369
External															
Federal Funding	-	-	-	-	-	-	-	5,000	5,000	-	-	6,250	16,250	6,250	22,500
Other Recoveries (External)	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000
Provincial Funding	18,674	4,644	11,851	14,826	4,228	2,289	-	5,000	5,000	-	-	6,250	49,444	6,250	79,012
Debtenture															
Housing York Inc.	-	-	-	-	7,078	11,797	-	2,750	2,750	-	-	9,000	33,375	4,000	37,375
Debtenture Proceeds DC	-	5,808	-	-	-	-	-	-	-	-	-	-	-	-	5,808
Total Housing Services Funding Sources	59,523	2,203	23,031	45,680	33,867	32,216	6,080	15,080	15,080	80	80	30,080	201,274	25,000	288,000

Housing Services

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	10,984	-	-	-	(10,984)
H67510 : Pre-Development Costs	1,400	-	-	-	1,400	-	-	-	-	-	-
H67875 : RegenerationExpansion program	60,000	-	-	-	13,325	-	2,550	-	32,500	-	11,625
H67876 : Unionville Redevelopment	74,292	-	-	-	30,749	-	-	-	22,887	-	20,656
H67916 : Woodbridge Redevelopment	44,311	-	-	-	20,649	-	6,277	-	10,307	-	7,078
H67922 : Richmond Hill Housing and Community Hub	171	-	-	-	171	-	-	-	-	-	-
H67923 : Land Acquisition	5,000	-	-	-	-	-	-	-	-	-	5,000
H67924 : Shelter Replacement	15,000	-	-	-	15,000	-	-	-	-	-	-
H67925 : Shelter Improvement	1,100	-	-	-	1,100	-	-	-	-	-	-
Housing Services Total	201,274	-	-	-	82,394	-	19,811	-	65,694	-	33,375

Housing Services Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Gross Expenditures													
H67510 : Pre-Development Costs	680	-	-	-	-	-	-	-	-	-	680	-	680
H67876 : Unionville Redevelopment	7,780	21,800	23,576	21,136	-	-	-	-	-	-	74,292	-	74,292
H67916 : Woodbridge Redevelopment	13,900	23,200	7,211	-	-	-	-	-	-	-	44,311	-	44,311
H67922 : Richmond Hill Housing and Community Hub	171	-	-	-	-	-	-	-	-	-	171	-	171
H67925 : Shelter Improvement	500	-	-	-	-	-	-	-	-	-	500	-	500
Total Housing Services Gross Expenditures	23,031	45,000	30,787	21,136	-	-	-	-	-	-	119,954	-	119,954
Funding Sources													
Regional													
Development Charges	-	5,000	3,086	7,050	-	-	-	-	-	-	15,136	-	15,136
Reserves	11,180	25,174	16,395	-	-	-	-	-	-	-	52,749	-	52,749
External													
Provincial Funding	11,851	14,826	4,228	2,289	-	-	-	-	-	-	33,194	-	33,194
Debenture													
Housing York Inc.	-	-	7,078	11,797	-	-	-	-	-	-	18,875	-	18,875
Total Housing Services Funding Sources	23,031	45,000	30,787	21,136	-	-	-	-	-	-	119,954	-	119,954

Housing Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	8,859	-	-	-	(8,859)
H67510 : Pre-Development Costs	680	-	-	-	680	-	-	-	-	-	-
H67876 : Unionville Redevelopment	74,292	-	-	-	30,749	-	-	-	22,887	-	20,656
H67916 : Woodbridge Redevelopment	44,311	-	-	-	20,649	-	6,277	-	10,307	-	7,078
H67922 : Richmond Hill Housing and Community Hub	171	-	-	-	171	-	-	-	-	-	-
H67925 : Shelter Improvement	500	-	-	-	500	-	-	-	-	-	-
Housing Services Total	119,954	-	-	-	52,749	-	15,136	-	33,194	-	18,875

Paramedic Services 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
H54301 : Vehicles - New	1,598	692	229	458	229	458	121	458	-	458	-	458	2,869	-	5,159
H54420 : Holland Landing Paramedic Response Station #13	137	561	3,459	-	-	-	-	-	-	-	-	-	3,459	-	4,157
H54510 : Maple Paramedic Response Station #32	147	31	164	2,267	1,000	-	-	-	-	-	-	-	3,431	-	3,609
H54520 : Vehicles - Replacement	22,500	2,040	2,765	2,505	2,610	2,880	2,920	2,360	3,030	2,360	2,845	2,440	26,715	-	51,255
H54540 : Paramedics Defibrillators Replacement	1,759	-	-	-	3,100	-	-	-	-	-	-	-	3,100	-	4,859
H54580 : South Woodbridge Paramedic Response Station #31	297	1,428	424	-	-	-	-	-	-	-	-	-	424	-	2,149
H54600 : Medical Equipment Replacement	1,964	380	550	1,035	2,350	500	775	926	621	875	2,379	834	10,845	-	13,189
H54601 : Richmond Hill South East Paramedic Response Station #27	-	-	-	-	3,090	343	-	-	-	-	-	-	3,433	-	3,433
H54638 : Land Acquisition - Growth	1,164	4	3,725	1,250	-	-	4,000	-	-	-	-	-	8,975	-	10,143
H54639 : Land Acquisition - Rep	702	-	1,600	-	-	-	-	-	-	-	-	-	1,600	-	2,302
H54640 : Newmarket Northwest Paramedic Response Station #16	121	125	3,027	1,000	-	-	-	-	-	-	-	-	4,027	-	4,273
H54645 : Newmarket Southeast Paramedic Response Station #19	866	125	4,301	1,000	-	-	-	-	-	-	-	-	5,301	-	6,292
H54650 : South Markham Paramedic Response Station #25	77	92	2,481	750	-	-	-	-	-	-	-	-	3,231	-	3,400
H54665 : Oak Ridges Paramedic Response Station #29	-	30	120	1,859	471	-	-	-	-	-	-	-	2,450	-	2,480
H54670 : Ballantrae Paramedic Response Station #20	-	-	-	-	2,450	-	-	-	-	-	-	-	2,450	-	2,450
H54675 : Thornhill Paramedic Response Station #36	-	-	1,013	2,000	419	-	-	-	-	-	-	-	3,432	-	3,432
H54696 : Rehabilitation Refresh of Paramedic Response Stations	119	120	200	200	225	100	100	100	100	167	400	400	1,992	-	2,231
H54697 : Paramedic Response Station rebuilds - Rehab Future Replacement	-	-	-	-	-	-	-	-	-	3,604	-	3,604	7,208	-	7,208
Total Paramedic Services Gross Expenditures	31,453	5,628	24,058	14,324	15,944	4,281	7,916	3,844	3,751	7,464	5,624	7,736	94,942	-	132,023
Funding Sources															
Regional															
Current Tax Levy - Reserves	12,578	-	-	-	-	-	-	-	-	-	-	-	-	-	12,578
Development Charges	2,876	1,027	206	4,731	3,154	412	3,529	412	-	2,064	135	2,169	16,812	-	20,715

Paramedic Services 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date		Year End	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
	Dec 31/2015	Forecast	Forecast													
Debt Reduction Reserve	1,295	439		12,911	5,807	4,482	343	580	-	-	2,019	165	2,147	28,454	-	30,188
Other Recoveries (Regional)	243	-		-	-	-	-	-	-	-	-	-	-	-	-	243
Reserves	10,529	2,566		3,538	3,786	8,308	3,526	3,807	3,432	3,751	3,381	5,324	3,420	42,273	-	55,368
External																
Provincial Funding	3,877	-		-	-	-	-	-	-	-	-	-	-	-	-	3,877
Debenture																
Debenture Proceeds	54	-		-	-	-	-	-	-	-	-	-	-	-	-	54
Debenture Proceeds DC	-	1,596		7,403	-	-	-	-	-	-	-	-	-	7,403	-	8,999
Total Paramedic Services Funding Sources	31,453	5,628		24,058	14,324	15,944	4,281	7,916	3,844	3,751	7,464	5,624	7,736	94,942	-	132,023

Paramedic Services 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	14,231	-	-	-	(14,231)
H54301 : Vehicles - New	2,869	-	-	288	-	-	2,581	-	-	-	-
H54420 : Holland Landing Paramedic Response Station #13	3,459	-	1,902	-	-	-	-	-	-	-	1,557
H54510 : Maple Paramedic Response Station #32	3,431	-	1,887	-	-	-	-	-	-	-	1,544
H54520 : Vehicles - Replacement	26,715	-	-	26,715	-	-	-	-	-	-	-
H54540 : Paramedics Defibrillators Replacement	3,100	-	-	3,100	-	-	-	-	-	-	-
H54580 : South Woodbridge Paramedic Response Station #31	424	-	61	-	-	-	-	-	-	-	363
H54600 : Medical Equipment Replacement	10,845	-	-	10,845	-	-	-	-	-	-	-
H54601 : Richmond Hill South East Paramedic Response Station #27	3,433	-	3,433	-	-	-	-	-	-	-	-
H54638 : Land Acquisition - Growth	8,975	-	1,301	-	-	-	-	-	-	-	7,674
H54639 : Land Acquisition - Rep	1,600	-	1,600	-	-	-	-	-	-	-	-
H54640 : Newmarket Northwest Paramedic Response Station #16	4,027	-	4,027	-	-	-	-	-	-	-	-
H54645 : Newmarket Southeast Paramedic Response Station #19	5,301	-	5,301	-	-	-	-	-	-	-	-
H54650 : South Markham Paramedic Response Station #25	3,231	-	469	-	-	-	-	-	-	-	2,762
H54665 : Oak Ridges Paramedic Response Station #29	2,450	-	355	-	-	-	-	-	-	-	2,095
H54670 : Ballantrae Paramedic Response Station #20	2,450	-	355	-	-	-	-	-	-	-	2,095
H54675 : Thornhill Paramedic Response Station #36	3,432	-	3,432	-	-	-	-	-	-	-	-
H54696 : Rehabilitation Refresh of Paramedic Response Stations	1,992	-	367	1,325	-	-	-	-	-	-	300
H54697 : Paramedic Response Station rebuidls - Rehab Future Replacement	7,208	-	3,964	-	-	-	-	-	-	-	3,244
Paramedic Services Total	94,942	-	28,454	42,273	-	-	16,812	-	-	-	7,403

Paramedic Services Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Gross Expenditures													
H54301 : Vehicles - New	229	458	-	-	-	-	-	-	-	-	687	-	687
H54420 : Holland Landing Paramedic Response Station #13	3,459	-	-	-	-	-	-	-	-	-	3,459	-	3,459
H54510 : Maple Paramedic Response Station #32	164	2,267	1,000	-	-	-	-	-	-	-	3,431	-	3,431
H54520 : Vehicles - Replacement	2,765	2,505	-	-	-	-	-	-	-	-	5,270	-	5,270
H54580 : South Woodbridge Paramedic Response Station #31	424	-	-	-	-	-	-	-	-	-	424	-	424
H54600 : Medical Equipment Replacement	550	-	-	-	-	-	-	-	-	-	550	-	550
H54638 : Land Acquisition - Growth	3,725	1,250	-	-	-	-	-	-	-	-	4,975	-	4,975
H54639 : Land Acquisition - Rep	1,600	-	-	-	-	-	-	-	-	-	1,600	-	1,600
H54640 : Newmarket Northwest Paramedic Response Station #16	3,027	1,000	-	-	-	-	-	-	-	-	4,027	-	4,027
H54645 : Newmarket Southeast Paramedic Response Station #19	4,301	1,000	-	-	-	-	-	-	-	-	5,301	-	5,301
H54650 : South Markham Paramedic Response Station #25	2,481	750	-	-	-	-	-	-	-	-	3,231	-	3,231
H54665 : Oak Ridges Paramedic Response Station #29	120	1,859	471	-	-	-	-	-	-	-	2,450	-	2,450
H54675 : Thornhill Paramedic Response Station #36	1,013	2,000	419	-	-	-	-	-	-	-	3,432	-	3,432
H54696 : Rehabilitation Refresh of Paramedic Response Stations	200	-	-	-	-	-	-	-	-	-	200	-	200
Total Paramedic Services Gross Expenditures	24,058	13,089	1,890	-	-	-	-	-	-	-	39,037	-	39,037
Funding Sources													
Regional													
Development Charges	206	4,731	853	-	-	-	-	-	-	-	5,790	-	5,790
Debt Reduction Reserve	12,911	5,807	1,037	-	-	-	-	-	-	-	19,755	-	19,755
Reserves	3,538	2,551	-	-	-	-	-	-	-	-	6,089	-	6,089
Debtenture													
Debtenture Proceeds DC	7,403	-	-	-	-	-	-	-	-	-	7,403	-	7,403
Total Paramedic Services Funding Sources	24,058	13,089	1,890	-	-	-	-	-	-	-	39,037	-	39,037

Paramedic Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debeniture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	5,172	-	-	-	(5,172)
H54301 : Vehicles - New	687	-	-	69	-	-	618	-	-	-	-
H54420 : Holland Landing Paramedic Response Station #13	3,459	-	1,902	-	-	-	-	-	-	-	1,557
H54510 : Maple Paramedic Response Station #32	3,431	-	1,887	-	-	-	-	-	-	-	1,544
H54520 : Vehicles - Replacement	5,270	-	-	5,270	-	-	-	-	-	-	-
H54580 : South Woodbridge Paramedic Response Station #31	424	-	61	-	-	-	-	-	-	-	363
H54600 : Medical Equipment Replacement	550	-	-	550	-	-	-	-	-	-	-
H54638 : Land Acquisition - Growth	4,975	-	721	-	-	-	-	-	-	-	4,254
H54639 : Land Acquisition - Rep	1,600	-	1,600	-	-	-	-	-	-	-	-
H54640 : Newmarket Northwest Paramedic Response Station #16	4,027	-	4,027	-	-	-	-	-	-	-	-
H54645 : Newmarket Southeast Paramedic Response Station #19	5,301	-	5,301	-	-	-	-	-	-	-	-
H54650 : South Markham Paramedic Response Station #25	3,231	-	469	-	-	-	-	-	-	-	2,762
H54665 : Oak Ridges Paramedic Response Station #29	2,450	-	355	-	-	-	-	-	-	-	2,095
H54675 : Thornhill Paramedic Response Station #36	3,432	-	3,432	-	-	-	-	-	-	-	-
H54696 : Rehabilitation Refresh of Paramedic Response Stations	200	-	-	200	-	-	-	-	-	-	-
Paramedic Services Total	39,037	-	19,755	6,089	-	-	5,790	-	-	-	7,403

Seniors Services 10 Year Capital Project Expenditures & Funding

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
H55245 : Resident Beds	1,620	203	243	203	303	403	203	203	203	203	203	203	2,370	-	4,193
H55281 : Resident Units Renovations	-	-	-	620	400	400	-	-	550	-	-	-	1,970	-	1,970
H55282 : Balconies Conversion - Maple Health Centre	-	100	1,000	-	-	-	-	-	-	-	-	-	1,000	-	1,100
H55286 : Scheduling Software	-	77	799	-	-	-	-	-	-	-	-	563	1,362	313	1,752
H55291 : Resident Tub Rooms	-	20	630	-	-	-	-	390	-	-	-	-	1,020	-	1,040
H55295 : Fire Separation	-	5	145	-	-	-	-	-	-	-	-	-	145	-	150
H55299 : Seniors Services Future Projects	-	-	-	-	-	500	200	-	-	-	-	-	700	-	700
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	2,034	700	150	-	-	-	-	-	-	-	-	200	350	-	3,084
H59415 : Long-Term Care & Adult Day Centres - Modernization	87	15	-	500	650	500	-	-	-	-	-	500	2,150	-	2,252
H59420 : Kitchen Upgrades (Newmarket Health Centre Maple Health Centre)	1,339	-	-	-	150	100	150	-	-	-	150	-	550	-	1,889
H59430 : Conversion of Former Smoking Rooms (Newmarket)	-	11	-	-	-	-	-	-	-	-	-	-	-	-	11
H59445 : Nurse Call System	-	-	400	-	-	-	-	-	-	500	-	-	900	-	900
H59450 : Adult Day Centre Expansion	99	-	-	-	100	1,700	300	-	100	-	-	-	2,200	-	2,299
H59455 : Technology Upgrade	-	-	65	63	225	-	200	275	-	-	288	-	1,116	-	1,116
Total Seniors Services Gross Expenditures	5,178	1,131	3,432	1,386	1,828	3,603	1,053	868	853	703	641	1,466	15,833	313	22,455
Funding Sources															
Regional															
Debt Reduction Reserve	167	228	2,639	1,183	1,525	3,200	850	665	650	-	438	1,263	12,413	313	13,121
Reserves	4,912	903	793	203	303	403	203	203	203	703	203	203	3,420	-	9,235
External															
Provincial Funding	99	-	-	-	-	-	-	-	-	-	-	-	-	-	99
Total Seniors Services Funding Sources	5,178	1,131	3,432	1,386	1,828	3,603	1,053	868	853	703	641	1,466	15,833	313	22,455

Seniors Services 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
H55245 : Resident Beds	2,370	-	-	2,370	-	-	-	-	-	-	-
H55281 : Resident Units Renovations	1,970	-	1,970	-	-	-	-	-	-	-	-
H55282 : Balconies Conversion - Maple Health Centre	1,000	-	1,000	-	-	-	-	-	-	-	-
H55286 : Scheduling Software	1,362	-	1,362	-	-	-	-	-	-	-	-
H55291 : Resident Tub Rooms	1,020	-	1,020	-	-	-	-	-	-	-	-
H55295 : Fire Separation	145	-	145	-	-	-	-	-	-	-	-
H55299 : Seniors Services Future Projects	700	-	700	-	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	350	-	200	-	-	150	-	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	2,150	-	2,150	-	-	-	-	-	-	-	-
H59420 : Kitchen Upgrades (Newmarket Health Centre Maple Health Centre)	550	-	550	-	-	-	-	-	-	-	-
H59445 : Nurse Call System	900	-	-	900	-	-	-	-	-	-	-
H59450 : Adult Day Centre Expansion	2,200	-	2,200	-	-	-	-	-	-	-	-
H59455 : Technology Upgrade	1,116	-	1,116	-	-	-	-	-	-	-	-
Seniors Services Total	15,833	-	12,413	3,270	-	150	-	-	-	-	-

Seniors Services Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Gross Expenditures													
H55245 : Resident Beds	243	-	-	-	-	-	-	-	-	-	243	-	243
H55282 : Balconies Conversion - Maple Health Centre	1,000	-	-	-	-	-	-	-	-	-	1,000	-	1,000
H55286 : Scheduling Software	799	-	-	-	-	-	-	-	-	-	799	-	799
H55291 : Resident Tub Rooms	630	-	-	-	-	-	-	-	-	-	630	-	630
H55295 : Fire Separation	145	-	-	-	-	-	-	-	-	-	145	-	145
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	150	-	-	-	-	-	-	-	-	-	150	-	150
H59445 : Nurse Call System	400	-	-	-	-	-	-	-	-	-	400	-	400
H59455 : Technology Upgrade	65	-	-	-	-	-	-	-	-	-	65	-	65
Total Seniors Services Gross Expenditures	3,432	-	-	-	-	-	-	-	-	-	3,432	-	3,432
Funding Sources													
Regional													
Debt Reduction Reserve	2,639	-	-	-	-	-	-	-	-	-	2,639	-	2,639
Reserves	793	-	-	-	-	-	-	-	-	-	793	-	793
Total Seniors Services Funding Sources	3,432	-	-	-	-	-	-	-	-	-	3,432	-	3,432

Seniors Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debeniture Proceeds
H55245 : Resident Beds	243	-	-	243	-	-	-	-	-	-	-
H55282 : Balconies Conversion - Maple Health Centre	1,000	-	1,000	-	-	-	-	-	-	-	-
H55286 : Scheduling Software	799	-	799	-	-	-	-	-	-	-	-
H55291 : Resident Tub Rooms	630	-	630	-	-	-	-	-	-	-	-
H55295 : Fire Separation	145	-	145	-	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	150	-	-	-	-	150	-	-	-	-	-
H59445 : Nurse Call System	400	-	-	400	-	-	-	-	-	-	-
H59455 : Technology Upgrade	65	-	65	-	-	-	-	-	-	-	-
Seniors Services Total	3,432	-	2,639	643	-	150	-	-	-	-	-

Intentional Blank

Property Services
10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
14703 : Corporate Services - Facilities Rehabilitation & Repair	6,682	3,000	4,154	1,063	3,270	1,980	1,098	1,174	6,193	3,562	774	475	23,743	-	33,425
14704 : Corporate Services - All Facilities Rehabilitation & Repair Emergency	1,139	100	100	350	100	100	100	100	400	100	100	100	1,550	-	2,789
14706 : Roads Facilities - Rehabilitation & Repair	1,274	650	369	11	59	145	20	259	90	124	136	257	1,470	-	3,394
14707 : Solid Waste Facilities - Rehabilitation & Repair	283	-	5	121	5	115	133	5	59	50	62	1,236	1,791	-	2,074
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	3,920	345	412	863	1,408	1,474	442	582	1,140	802	1,358	926	9,407	-	13,672
14709 : York Region Transit Facilities - Rehabilitation & Repair	889	55	-	-	-	-	-	-	-	-	-	-	-	-	944
14711 : Employment & Financial Support Facilities - Rehabilitation & Repair	371	80	-	-	-	-	-	-	-	-	-	-	-	-	451
14712 : Family & Child Services Facilities - Rehabilitation & Repair	618	10	-	-	-	-	-	-	-	-	-	-	-	-	628
14713 : Long-Term Care Facilities - Rehabilitation & Repair	6,341	350	752	292	177	90	140	1,870	875	2,230	348	38	6,812	-	13,503
14714 : Public Health Facilities - Rehabilitation & Repair	979	-	-	-	-	-	-	-	-	-	-	-	-	-	979
14716 : Paramedic Services Facilities - Rehabilitation & Repair	523	200	138	150	116	214	123	352	85	22	139	29	1,368	-	2,091
Total Rehabilitation and Replacement Gross Expenditures	23,019	4,790	5,930	2,850	5,135	4,118	2,056	4,342	8,842	6,890	2,917	3,061	46,141	-	73,950
Funding Sources															
Regional															
Other Recoveries (Regional)	133	-	-	-	-	-	-	-	-	-	-	-	-	-	133
Reserves	22,515	4,790	5,930	2,850	5,135	4,118	2,056	4,342	8,842	6,890	2,917	3,061	46,141	-	73,446
External															
Other Recoveries (External)	370	-	-	-	-	-	-	-	-	-	-	-	-	-	370
Total Rehabilitation and Replacement Funding Sources	23,019	4,790	5,930	2,850	5,135	4,118	2,056	4,342	8,842	6,890	2,917	3,061	46,141	-	73,950
Program Group: Business Initiatives															
Gross Expenditures															
14733 : Accommodation Master Plan Implementation	9,126	10,622	2,323	-	1,995	-	-	-	-	-	-	-	4,318	-	24,066

Property Services 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			50	50	50	50	50	50	50	50	50	50	50	500	-
14740 : Ontario Disability Act Implementation	1,024	50	50	50	50	50	50	50	50	50	50	50	500	-	1,574
14755 : Security & Life Safety Projects	1,436	325	384	374	266	250	250	250	250	325	325	250	2,924	-	4,685
14775 : Property Services Branch General Capital	3,910	300	300	300	300	300	300	300	300	300	300	300	3,000	-	7,210
14780 : Annex Pre-Construction	10,693	1,653	1,403	1,045	685	401	-	-	-	-	-	-	3,534	-	15,880
14781 : Annex Construction	-	3,747	71,740	81,535	41,043	2,600	-	-	-	-	-	-	196,918	-	200,665
14810 : Property Services Branch - Archibus Upgrade	1,813	300	340	150	150	150	150	150	150	150	150	150	1,690	-	3,803
14811 : Technology Software Initiatives	-	485	339	170	-	-	-	-	-	-	500	500	1,509	-	1,994
14831 : Vehicles Purchases	-	40	40	-	-	-	-	-	-	-	-	-	40	-	80
14835 : Audio-Visual Equipment & Events	2,341	150	150	150	150	150	150	150	150	150	150	150	1,500	-	3,991
14855 : Corporate Space Intensification Initiatives	9,960	8,495	2,581	2,676	3,438	3,201	2,081	1,492	1,533	1,519	5,629	5,624	29,774	-	48,229
14856 : Corporate Furniture Management - Existing Furniture Program	146	50	110	122	163	177	177	177	177	177	177	177	1,634	-	1,830
14857 : Corporate Capital	287	50	-	-	-	-	-	-	-	-	-	-	-	-	337
14858 : CHS Capital Projects	1,495	314	390	-	-	-	-	-	-	-	-	-	390	-	2,199
14860 : Workplace Violence (Bill 168) Risk Assessment	271	-	150	75	75	75	75	-	-	-	-	-	450	-	721
14882 : Corporate Signage	35	10	10	50	50	50	50	50	50	50	50	50	460	-	505
14901 : Project Management	6,054	3,184	2,483	2,588	2,910	2,982	3,071	3,162	3,256	3,353	3,453	3,555	30,813	-	40,051
Total Business Initiatives Gross Expenditures	48,590	29,775	82,793	89,285	51,275	10,386	6,354	5,781	5,916	6,074	10,784	10,806	279,454	-	357,819
Funding Sources															
Regional															
Current Tax Levy - Reserves	3,512	-	-	-	3,638	3,401	2,281	1,692	1,733	1,719	6,329	6,324	27,117	-	30,629
Debt Reduction Reserve	7,448	15,636	76,789	82,580	43,723	3,001	-	-	-	-	-	-	206,093	-	229,077
Other Recoveries (Regional)	0	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Reserves	35,484	14,239	6,004	6,705	3,914	3,984	4,073	4,089	4,183	4,355	4,455	4,482	46,244	-	95,967
External															
Other Recoveries (External)	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10
Debtenture															
York Regional Housing	136	-	-	-	-	-	-	-	-	-	-	-	-	-	136

Property Services
10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Debtenture Proceeds	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000
Total Business Initiatives Funding Sources	48,590	29,775	82,793	89,285	51,275	10,386	6,354	5,781	5,916	6,074	10,784	10,806	279,454	-	357,819
Total Property Services Gross Expenditures	71,609	34,565	88,723	92,135	56,410	14,504	8,410	10,123	14,758	12,964	13,701	13,867	325,595	-	431,769
Funding Sources															
Regional															
Current Tax Levy - Reserves	3,512	-	-	-	3,638	3,401	2,281	1,692	1,733	1,719	6,329	6,324	27,117	-	30,629
Debt Reduction Reserve	7,448	15,636	76,789	82,580	43,723	3,001	-	-	-	-	-	-	206,093	-	229,077
Other Recoveries (Regional)	134	-	-	-	-	-	-	-	-	-	-	-	-	-	134
Reserves	57,999	19,029	11,934	9,555	9,049	8,102	6,129	8,431	13,025	11,245	7,372	7,543	92,385	-	169,413
External															
Other Recoveries (External)	380	-	-	-	-	-	-	-	-	-	-	-	-	-	380
Debtenture															
York Regional Housing	136	-	-	-	-	-	-	-	-	-	-	-	-	-	136
Debtenture Proceeds	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000
Total Property Services Funding Sources	71,609	34,565	88,723	92,135	56,410	14,504	8,410	10,123	14,758	12,964	13,701	13,867	325,595	-	431,769

Property Services 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Rehabilitation and Replacement											
14703 : Corporate Services - Facilities Rehabilitation & Repair	23,743	-	-	-	23,743	-	-	-	-	-	-
14704 : Corporate Services – All Facilities Rehabilitation & Repair Emergency	1,550	-	-	-	1,550	-	-	-	-	-	-
14706 : Roads Facilities - Rehabilitation & Repair	1,470	-	-	-	1,470	-	-	-	-	-	-
14707 : Solid Waste Facilities - Rehabilitation & Repair	1,791	-	-	-	1,791	-	-	-	-	-	-
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	9,407	-	-	9,407	-	-	-	-	-	-	-
14713 : Long-Term Care Facilities - Rehabilitation & Repair	6,812	-	-	-	6,812	-	-	-	-	-	-
14716 : Paramedic Services Facilities - Rehabilitation & Repair	1,368	-	-	-	1,368	-	-	-	-	-	-
Rehabilitation and Replacement Total	46,141	-	-	9,407	36,734	-	-	-	-	-	-
Program Group: Business Initiatives											
14733 : Accommodation Master Plan Implementation	4,318	-	4,253	-	65	-	-	-	-	-	-
14740 : Ontario Disability Act Implementation	500	-	-	-	500	-	-	-	-	-	-
14755 : Security & Life Safety Projects	2,924	-	-	-	2,924	-	-	-	-	-	-
14775 : Property Services Branch General Capital	3,000	-	-	-	3,000	-	-	-	-	-	-
14780 : Annex Pre-Construction	3,534	-	3,534	-	-	-	-	-	-	-	-
14781 : Annex Construction	196,918	-	196,918	-	-	-	-	-	-	-	-
14810 : Property Services Branch - Archibus Upgrade	1,690	1,200	-	-	490	-	-	-	-	-	-
14811 : Technology Software Initiatives	1,509	1,000	-	-	509	-	-	-	-	-	-
14831 : Vehicles Purchases	40	-	-	-	40	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	1,500	-	-	-	1,500	-	-	-	-	-	-
14855 : Corporate Space Intensification Initiatives	29,774	24,517	1,388	-	3,869	-	-	-	-	-	-
14856 : Corporate Furniture Management - Existing Furniture Program	1,634	-	-	-	1,634	-	-	-	-	-	-
14858 : CHS Capital Projects	390	-	-	-	390	-	-	-	-	-	-

Property Services
10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
14860 : Workplace Violence (Bill 168) Risk Assessment	450	-	-	-	450	-	-	-	-	-	-
14882 : Corporate Signage	460	400	-	-	60	-	-	-	-	-	-
14901 : Project Management	30,813	-	-	-	30,813	-	-	-	-	-	-
Business Initiatives Total	279,454	27,117	206,093	-	46,244	-	-	-	-	-	-
Property Services Total	325,595	27,117	206,093	9,407	82,978	-	-	-	-	-	-

Property Services Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
14703 : Corporate Services - Facilities Rehabilitation & Repair	4,154	-	-	-	-	-	-	-	-	-	4,154	-	4,154
14704 : Corporate Services - All Facilities Rehabilitation & Repair Emergency	100	-	-	-	-	-	-	-	-	-	100	-	100
14706 : Roads Facilities - Rehabilitation & Repair	369	-	-	-	-	-	-	-	-	-	369	-	369
14707 : Solid Waste Facilities - Rehabilitation & Repair	5	-	-	-	-	-	-	-	-	-	5	-	5
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	412	-	-	-	-	-	-	-	-	-	412	-	412
14713 : Long-Term Care Facilities - Rehabilitation & Repair	752	-	-	-	-	-	-	-	-	-	752	-	752
14716 : Paramedic Services Facilities - Rehabilitation & Repair	138	-	-	-	-	-	-	-	-	-	138	-	138
Total Rehabilitation and Replacement Gross Expenditures	5,930	-	-	-	-	-	-	-	-	-	5,930	-	5,930
Funding Sources													
Regional													
Reserves	5,930	-	-	-	-	-	-	-	-	-	5,930	-	5,930
Total Rehabilitation and Replacement Funding Sources	5,930	-	-	-	-	-	-	-	-	-	5,930	-	5,930
Program Group: Business Initiatives													
Gross Expenditures													
14733 : Accommodation Master Plan Implementation	2,323	-	-	-	-	-	-	-	-	-	2,323	-	2,323
14740 : Ontario Disability Act Implementation	50	-	-	-	-	-	-	-	-	-	50	-	50
14755 : Security & Life Safety Projects	384	-	-	-	-	-	-	-	-	-	384	-	384
14775 : Property Services Branch General Capital	300	-	-	-	-	-	-	-	-	-	300	-	300
14780 : Annex Pre-Construction	1,403	1,045	685	401	-	-	-	-	-	-	3,534	-	3,534
14781 : Annex Construction	71,740	81,535	41,043	2,600	-	-	-	-	-	-	196,918	-	196,918
14810 : Property Services Branch - Archibus Upgrade	340	-	-	-	-	-	-	-	-	-	340	-	340
14811 : Technology Software Initiatives	339	-	-	-	-	-	-	-	-	-	339	-	339
14831 : Vehicles Purchases	40	-	-	-	-	-	-	-	-	-	40	-	40

**Property Services
Capital Spending Authority Project Expenditures & Funding by Program Group**

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
14835 : Audio-Visual Equipment & Events	150	-	-	-	-	-	-	-	-	-	150	-	150
14855 : Corporate Space Intensification Initiatives	2,581	-	-	-	-	-	-	-	-	-	2,581	-	2,581
14856 : Corporate Furniture Management - Existing Furniture Program	110	-	-	-	-	-	-	-	-	-	110	-	110
14858 : CHS Capital Projects	390	-	-	-	-	-	-	-	-	-	390	-	390
14860 : Workplace Violence (Bill 168) Risk Assessment	150	-	-	-	-	-	-	-	-	-	150	-	150
14882 : Corporate Signage	10	-	-	-	-	-	-	-	-	-	10	-	10
14901 : Project Management	2,483	-	-	-	-	-	-	-	-	-	2,483	-	2,483
Total Business Initiatives Gross Expenditures	82,793	82,580	41,728	3,001	-	-	-	-	-	-	210,102	-	210,102
Funding Sources													
Regional													
Debt Reduction Reserve	76,789	82,580	41,728	3,001	-	-	-	-	-	-	204,098	-	204,098
Reserves	6,004	-	-	-	-	-	-	-	-	-	6,004	-	6,004
Total Business Initiatives Funding Sources	82,793	82,580	41,728	3,001	-	-	-	-	-	-	210,102	-	210,102
Total Property Services Gross Expenditures	88,723	82,580	41,728	3,001	-	-	-	-	-	-	216,032	-	216,032
Funding Sources													
Regional													
Debt Reduction Reserve	76,789	82,580	41,728	3,001	-	-	-	-	-	-	204,098	-	204,098
Reserves	11,934	-	-	-	-	-	-	-	-	-	11,934	-	11,934
Total Property Services Funding Sources	88,723	82,580	41,728	3,001	-	-	-	-	-	-	216,032	-	216,032

Property Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Rehabilitation and Replacement											
14703 : Corporate Services - Facilities Rehabilitation & Repair	4,154	-	-	-	4,154	-	-	-	-	-	-
14704 : Corporate Services – All Facilities Rehabilitation & Repair Emergency	100	-	-	-	100	-	-	-	-	-	-
14706 : Roads Facilities - Rehabilitation & Repair	369	-	-	-	369	-	-	-	-	-	-
14707 : Solid Waste Facilities - Rehabilitation & Repair	5	-	-	-	5	-	-	-	-	-	-
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	412	-	-	412	-	-	-	-	-	-	-
14713 : Long-Term Care Facilities - Rehabilitation & Repair	752	-	-	-	752	-	-	-	-	-	-
14716 : Paramedic Services Facilities - Rehabilitation & Repair	138	-	-	-	138	-	-	-	-	-	-
Rehabilitation and Replacement Total	5,930	-	-	412	5,518	-	-	-	-	-	-
Program Group: Business Initiatives											
14733 : Accommodation Master Plan Implementation	2,323	-	2,258	-	65	-	-	-	-	-	-
14740 : Ontario Disability Act Implementation	50	-	-	-	50	-	-	-	-	-	-
14755 : Security & Life Safety Projects	384	-	-	-	384	-	-	-	-	-	-
14775 : Property Services Branch General Capital	300	-	-	-	300	-	-	-	-	-	-
14780 : Annex Pre-Construction	3,534	-	3,534	-	-	-	-	-	-	-	-
14781 : Annex Construction	196,918	-	196,918	-	-	-	-	-	-	-	-
14810 : Property Services Branch - Archibus Upgrade	340	-	-	-	340	-	-	-	-	-	-
14811 : Technology Software Initiatives	339	-	-	-	339	-	-	-	-	-	-
14831 : Vehicles Purchases	40	-	-	-	40	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	150	-	-	-	150	-	-	-	-	-	-
14855 : Corporate Space Intensification Initiatives	2,581	-	1,388	-	1,193	-	-	-	-	-	-
14856 : Corporate Furniture Management - Existing Furniture Program	110	-	-	-	110	-	-	-	-	-	-
14858 : CHS Capital Projects	390	-	-	-	390	-	-	-	-	-	-

Property Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
14860 : Workplace Violence (Bill 168) Risk Assessment	150	-	-	-	150	-	-	-	-	-	-
14882 : Corporate Signage	10	-	-	-	10	-	-	-	-	-	-
14901 : Project Management	2,483	-	-	-	2,483	-	-	-	-	-	-
Business Initiatives Total	210,102	-	204,098	-	6,004	-	-	-	-	-	-
Property Services Total	216,032	-	204,098	412	11,522	-	-	-	-	-	-

Planning and Economic Development 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
PED-C128 : Development Tracking System	9	2	1,458	-	-	-	-	-	-	-	-	-	1,458	-	1,469
Total Planning and Economic Development Gross Expenditures	9	2	1,458	-	-	-	-	-	-	-	-	-	1,458	-	1,469
Funding Sources															
Regional															
Current Tax Levy - Reserves	-	-	146	-	-	-	-	-	-	-	-	-	146	-	146
Development Charges	9	2	1,312	-	-	-	-	-	-	-	-	-	1,312	-	1,323
Total Planning and Economic Development Funding Sources	9	2	1,458	-	-	-	-	-	-	-	-	-	1,458	-	1,469

**Planning and Economic Development
10 Year Capital Project Financing Sources**

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
PED-C128 : Development Tracking System	1,458	146	-	-	-	-	1,312	-	-	-	-
Planning and Economic Development Total	1,458	146	-	-	-	-	1,312	-	-	-	-

Planning and Economic Development Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Gross Expenditures													
PED-C128 : Development Tracking System	1,458	-	-	-	-	-	-	-	-	-	1,458	-	1,458
Total Planning and Economic Development Gross Expenditures	1,458	-	-	-	-	-	-	-	-	-	1,458	-	1,458
Funding Sources													
Regional													
Current Tax Levy - Reserves	146	-	-	-	-	-	-	-	-	-	146	-	146
Development Charges	1,312	-	-	-	-	-	-	-	-	-	1,312	-	1,312
Total Planning and Economic Development Funding Sources	1,458	-	-	-	-	-	-	-	-	-	1,458	-	1,458

Planning and Economic Development Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debeniture Proceeds
PED-C128 : Development Tracking System	1,458	146	-	-	-	-	1,312	-	-	-	-
Planning and Economic Development Total	1,458	146	-	-	-	-	1,312	-	-	-	-

Information Technology Services 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
16755 : Corporate Departmental Systems	7,205	5,832	8,410	6,350	8,550	7,755	6,650	6,350	6,900	8,350	8,010	8,400	75,725	52,488	141,250
16892 : Regional Fibre Network	10,140	1,625	1,053	425	50	-	-	-	-	-	-	-	1,528	-	13,293
16895 : IT Equipment 3-Year Life	33,848	5,122	6,605	4,557	5,393	5,236	5,149	5,182	4,535	4,552	5,604	6,548	53,361	26,428	118,759
16896 : IT Equipment 5-Year Life	19,353	5,014	3,663	3,190	4,197	6,917	4,301	3,526	3,955	4,430	7,078	7,662	48,919	38,302	111,588
Total Information Technology Services Gross Expenditures	70,547	17,593	19,731	14,522	18,190	19,908	16,100	15,058	15,390	17,332	20,692	22,610	179,533	117,218	384,891
Funding Sources															
Regional															
Other Recoveries (Regional)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Reserves	70,413	17,593	19,731	14,522	18,190	19,908	16,100	15,058	15,390	17,332	20,692	22,610	179,533	117,218	384,757
External															
Other Recoveries (External)	132	-	-	-	-	-	-	-	-	-	-	-	-	-	132
Total Information Technology Services Funding Sources	70,547	17,593	19,731	14,522	18,190	19,908	16,100	15,058	15,390	17,332	20,692	22,610	179,533	117,218	384,891

**Information Technology Services
10 Year Capital Project Financing Sources**

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
16755 : Corporate Departmental Systems	75,725	-	-	-	75,725	-	-	-	-	-	-
16892 : Regional Fibre Network	1,528	-	-	1,528	-	-	-	-	-	-	-
16895 : IT Equipment 3-Year Life	53,361	-	-	53,361	-	-	-	-	-	-	-
16896 : IT Equipment 5-Year Life	48,919	-	-	48,919	-	-	-	-	-	-	-
Information Technology Services Total	179,533	-	-	103,808	75,725	-	-	-	-	-	-

**Information Technology Services
Capital Spending Authority Project Expenditures & Funding**

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Gross Expenditures													
16755 : Corporate Departmental Systems	8,410	6,350	8,550	7,755	6,650	6,350	-	-	-	-	44,065	-	44,065
16892 : Regional Fibre Network	1,053	425	50	-	-	-	-	-	-	-	1,528	-	1,528
16895 : IT Equipment 3-Year Life	6,605	4,557	5,393	5,236	5,149	5,182	-	-	-	-	32,122	-	32,122
16896 : IT Equipment 5-Year Life	3,663	3,190	4,197	6,917	4,301	3,526	-	-	-	-	25,794	-	25,794
Total Information Technology Services Gross Expenditures	19,731	14,522	18,190	19,908	16,100	15,058	-	-	-	-	103,509	-	103,509
Funding Sources													
Regional													
Reserves	19,731	14,522	18,190	19,908	16,100	15,058	-	-	-	-	103,509	-	103,509
Total Information Technology Services Funding Sources	19,731	14,522	18,190	19,908	16,100	15,058	-	-	-	-	103,509	-	103,509

Information Technology Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
16755 : Corporate Departmental Systems	44,065	-	-	-	44,065	-	-	-	-	-	-
16892 : Regional Fibre Network	1,528	-	-	1,528	-	-	-	-	-	-	-
16895 : IT Equipment 3-Year Life	32,122	-	-	32,122	-	-	-	-	-	-	-
16896 : IT Equipment 5-Year Life	25,794	-	-	25,794	-	-	-	-	-	-	-
Information Technology Services Total	103,509	-	-	59,444	44,065	-	-	-	-	-	-

Intentional Blank

York Regional Police 10 Year Capital Project Expenditures & Funding

(In \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
P29010 : Vehicles - Replacement & Additional	4,240	3,475	4,050	4,130	4,210	4,300	4,380	4,470	4,560	4,650	4,750	4,840	44,340	-	52,055
P29011 : Business Intelligence	239	1,050	450	-	-	-	-	-	-	-	-	650	1,100	-	2,389
P29014 : Specialized Equipment - Support Services	252	-	-	-	-	-	-	400	-	-	-	-	400	-	652
P29015 : Specialized Equipment - Telephone	-	-	-	-	-	-	700	-	-	-	-	-	700	-	700
P29017 : Specialized Equipment - Growth Staff	533	665	665	665	665	665	665	665	665	665	665	665	6,650	-	7,848
P29020 : #1 District Multi-Functional Facility	-	-	250	5,350	16,600	3,550	-	-	-	-	-	-	25,750	-	25,750
P29022 : Information Technology Hardware & Software	1,265	1,139	1,274	1,300	1,330	1,350	1,780	1,410	1,430	1,460	1,740	1,670	14,744	-	17,148
P29023 : Specialized Equipment - Technical Investigations	140	-	869	452	-	-	-	1,321	-	-	-	-	2,642	-	2,782
P29026 : Specialized Equipment - In-Car Video	101	131	131	700	700	700	131	131	131	131	700	700	4,155	-	4,387
P29028 : Portable and Mobile Radio Replacements	-	-	-	-	-	-	2,352	2,352	-	-	-	-	4,704	-	4,704
P29030 : IT Infrastructure and Applications	686	918	1,023	678	1,083	636	717	1,167	640	1,039	1,200	1,220	9,403	-	11,007
P29031 : #3 District - Marine Headquarters	272	16	2,500	5,300	-	-	-	-	-	-	-	-	7,800	-	8,088
P29032 : Data Governance Retention Management	420	560	-	-	-	-	-	-	-	-	-	1,000	1,000	-	1,980
P29033 : Renovations to Existing Facilities	434	249	252	250	250	250	250	250	250	250	250	250	2,502	-	3,185
P29035 : Specialized Equipment - Closed Circuit System	166	-	-	-	716	-	-	-	-	-	-	-	716	-	882
P29036 : Computer Aided Dispatch - Records Management System	-	-	-	-	-	-	-	-	-	-	-	3,700	3,700	-	3,700
P29037 : Marine Patrol Boat	-	-	-	250	-	-	-	-	-	-	-	-	250	-	250
P29039 : Employee Scheduling	357	-	110	80	-	-	-	-	-	450	-	-	640	-	997
P29040 : Training Facility	6,718	17,500	5,715	-	-	-	-	-	-	-	-	-	5,715	-	29,933
P29042 : Radio System	25,671	425	-	-	-	-	-	-	-	-	-	-	-	-	26,096
P29043 : Renovations #4 District	264	85	1,046	369	-	-	-	-	-	-	-	-	1,415	-	1,764
P29044 : Talent Management	-	-	-	-	-	-	-	-	-	150	-	-	150	-	150
P29045 : Land Bank Acquisition	2,225	-	3,000	-	3,000	-	-	-	3,000	-	-	-	9,000	-	11,225

York Regional Police 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2015	Year End Forecast	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
P29046 : Sub-Station Outlook	-	-	670	430	-	5,000	-	-	-	5,000	-	-	11,100	-	11,100
P29047 : Specialized Equipment - Forensic Equipment	152	-	-	142	1,900	1,763	-	-	-	-	-	-	3,805	-	3,957
P29048 : YRP Net Rewrite	-	-	115	-	-	-	150	-	-	-	-	150	415	-	415
P29049 : Disaster Recovery Plan	-	-	-	308	-	-	308	-	-	-	-	308	924	-	924
P29050 : Air Operations	-	689	-	1,337	490	-	100	3,750	-	-	-	425	6,102	-	6,791
P29051 : Community Safety Village Expansion & Renovations	-	-	330	520	-	-	-	-	-	-	-	-	850	-	850
Total York Regional Police Gross Expenditures	44,132	26,902	22,450	22,261	30,944	18,214	11,533	15,916	10,676	13,795	9,305	15,578	170,672	-	241,706
Funding Sources															
Regional															
Current Tax Levy - Reserves	465	-	-	-	-	-	-	-	-	-	-	-	-	-	465
Development Charges	2,175	676	1,031	11,332	15,995	1,614	3,402	3,407	1,060	1,066	1,641	1,646	42,194	-	45,045
Debt Reduction Reserve	21,524	5,370	4,116	5,370	9,653	4,264	2,225	6,188	890	2,389	1,450	7,703	44,248	-	71,142
Other Recoveries (Regional)	3,571	-	2,225	-	-	-	-	700	-	-	-	-	2,925	-	6,496
Reserves	9,655	5,078	6,135	5,559	5,296	5,401	5,906	5,621	5,726	5,840	6,214	6,229	57,927	-	72,660
Debtenture															
Debtenture Proceeds	250	-	-	-	-	-	-	-	-	-	-	-	-	-	250
Debtenture Proceeds DC	6,410	15,778	8,943	-	-	6,935	-	-	3,000	4,500	-	-	23,378	-	45,566
Debtenture Proceeds Tax Levy	81	-	-	-	-	-	-	-	-	-	-	-	-	-	81
Total York Regional Police Funding Sources	44,132	26,902	22,450	22,261	30,944	18,214	11,533	15,916	10,676	13,795	9,305	15,578	170,672	-	241,706

York Regional Police 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	27,917	-	-	-	(27,917)
P29010 : Vehicles - Replacement & Additional	44,340	-	-	41,768	-	-	2,572	-	-	-	-
P29011 : Business Intelligence	1,100	-	1,100	-	-	-	-	-	-	-	-
P29014 : Specialized Equipment - Support Services	400	-	400	-	-	-	-	-	-	-	-
P29015 : Specialized Equipment - Telephone	700	-	700	-	-	-	-	-	-	-	-
P29017 : Specialized Equipment - Growth Staff	6,650	-	-	-	-	-	6,650	-	-	-	-
P29020 : #1 District Multi-Functional Facility	25,750	-	8,088	-	-	-	-	-	-	-	17,662
P29022 : Information Technology Hardware & Software	14,744	-	-	14,744	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	2,642	-	2,642	-	-	-	-	-	-	-	-
P29026 : Specialized Equipment - In-Car Video	4,155	-	-	-	-	-	4,155	-	-	-	-
P29028 : Portable and Mobile Radio Replacements	4,704	-	-	-	-	-	-	-	-	-	4,704
P29030 : IT Infrastructure and Applications	9,403	-	9,403	-	-	-	-	-	-	-	-
P29031 : #3 District - Marine Headquarters	7,800	-	780	-	-	-	-	-	-	-	7,020
P29032 : Data Governance Retention Management	1,000	-	1,000	-	-	-	-	-	-	-	-
P29033 : Renovations to Existing Facilities	2,502	-	2,502	-	-	-	-	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	716	-	716	-	-	-	-	-	-	-	-
P29036 : Computer Aided Dispatch - Records Management System	3,700	-	3,700	-	-	-	-	-	-	-	-
P29037 : Marine Patrol Boat	250	-	250	-	-	-	-	-	-	-	-
P29039 : Employee Scheduling	640	-	640	-	-	-	-	-	-	-	-
P29040 : Training Facility	5,715	-	571	-	-	-	-	-	-	-	5,144
P29043 : Renovations #4 District	1,415	-	-	-	1,415	-	-	-	-	-	-
P29044 : Talent Management	150	-	150	-	-	-	-	-	-	-	-
P29045 : Land Bank Acquisition	9,000	-	-	-	-	-	-	-	-	2,225	6,775
P29046 : Sub-Station Outlook	11,100	-	1,110	-	-	-	-	-	-	-	9,990
P29047 : Specialized Equipment - Forensic	3,805	-	3,805	-	-	-	-	-	-	-	-

York Regional Police 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
Equipment											
P29048 : YRP Net Rewrite	415	-	415	-	-	-	-	-	-	-	-
P29049 : Disaster Recovery Plan	924	-	924	-	-	-	-	-	-	-	-
P29050 : Air Operations	6,102	-	4,502	-	-	-	900	-	-	700	-
P29051 : Community Safety Village Expansion & Renovations	850	-	850	-	-	-	-	-	-	-	-
York Regional Police Total	170,672	-	44,248	56,512	1,415	-	42,194	-	-	2,925	23,378

York Regional Police Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Gross Expenditures													
P29010 : Vehicles - Replacement & Additional	4,050	-	-	-	-	-	-	-	-	-	4,050	-	4,050
P29011 : Business Intelligence	450	-	-	-	-	-	-	-	-	-	450	-	450
P29017 : Specialized Equipment - Growth Staff	665	-	-	-	-	-	-	-	-	-	665	-	665
P29020 : #1 District Multi-Functional Facility	250	-	-	-	-	-	-	-	-	-	250	-	250
P29022 : Information Technology Hardware & Software	1,274	-	-	-	-	-	-	-	-	-	1,274	-	1,274
P29023 : Specialized Equipment - Technical Investigations	869	-	-	-	-	-	-	-	-	-	869	-	869
P29026 : Specialized Equipment - In-Car Video	131	-	-	-	-	-	-	-	-	-	131	-	131
P29030 : IT Infrastructure and Applications	1,023	-	-	-	-	-	-	-	-	-	1,023	-	1,023
P29031 : #3 District - Marine Headquarters	2,500	5,300	-	-	-	-	-	-	-	-	7,800	-	7,800
P29033 : Renovations to Existing Facilities	252	-	-	-	-	-	-	-	-	-	252	-	252
P29039 : Employee Scheduling	110	80	-	-	-	-	-	-	-	-	190	-	190
P29040 : Training Facility	5,715	-	-	-	-	-	-	-	-	-	5,715	-	5,715
P29043 : Renovations #4 District	1,046	369	-	-	-	-	-	-	-	-	1,415	-	1,415
P29045 : Land Bank Acquisition	3,000	-	-	-	-	-	-	-	-	-	3,000	-	3,000
P29046 : Sub-Station Outlook	670	430	-	-	-	-	-	-	-	-	1,100	-	1,100
P29048 : YRP Net Rewrite	115	-	-	-	-	-	-	-	-	-	115	-	115
P29051 : Community Safety Village Expansion & Renovations	330	520	-	-	-	-	-	-	-	-	850	-	850
Total York Regional Police Gross Expenditures	22,450	6,699	-	-	-	-	-	-	-	-	29,149	-	29,149
Funding Sources													
Regional													
Development Charges	1,031	5,157	-	-	-	-	-	-	-	-	6,188	-	6,188
Debt Reduction Reserve	4,116	1,173	-	-	-	-	-	-	-	-	5,289	-	5,289
Other Recoveries (Regional)	2,225	-	-	-	-	-	-	-	-	-	2,225	-	2,225
Reserves	6,135	369	-	-	-	-	-	-	-	-	6,504	-	6,504
Debtenture													

**York Regional Police
Capital Spending Authority Project Expenditures & Funding**

(in \$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	1 - 10 Year Total	Balance to Complete	2017 CSA
Debiture Proceeds DC	8,943	-	-	-	-	-	-	-	-	-	8,943	-	8,943
Total York Regional Police Funding Sources	22,450	6,699	-	-	-	-	-	-	-	-	29,149	-	29,149

York Regional Police Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenure Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	5,157	-	-	-	(5,157)
P29010 : Vehicles - Replacement & Additional	4,050	-	-	3,815	-	-	235	-	-	-	-
P29011 : Business Intelligence	450	-	450	-	-	-	-	-	-	-	-
P29017 : Specialized Equipment - Growth Staff	665	-	-	-	-	-	665	-	-	-	-
P29020 : #1 District Multi-Functional Facility	250	-	79	-	-	-	-	-	-	-	171
P29022 : Information Technology Hardware & Software	1,274	-	-	1,274	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	869	-	869	-	-	-	-	-	-	-	-
P29026 : Specialized Equipment - In-Car Video	131	-	-	-	-	-	131	-	-	-	-
P29030 : IT Infrastructure and Applications	1,023	-	1,023	-	-	-	-	-	-	-	-
P29031 : #3 District - Marine Headquarters	7,800	-	780	-	-	-	-	-	-	-	7,020
P29033 : Renovations to Existing Facilities	252	-	252	-	-	-	-	-	-	-	-
P29039 : Employee Scheduling	190	-	190	-	-	-	-	-	-	-	-
P29040 : Training Facility	5,715	-	571	-	-	-	-	-	-	-	5,144
P29043 : Renovations #4 District	1,415	-	-	-	1,415	-	-	-	-	-	-
P29045 : Land Bank Acquisition	3,000	-	-	-	-	-	-	-	-	2,225	775
P29046 : Sub-Station Outlook	1,100	-	110	-	-	-	-	-	-	-	990
P29048 : YRP Net Rewrite	115	-	115	-	-	-	-	-	-	-	-
P29051 : Community Safety Village Expansion & Renovations	850	-	850	-	-	-	-	-	-	-	-
York Regional Police Total	29,149	-	5,289	5,089	1,415	-	6,188	-	-	2,225	8,943

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Debt Management Plan

Determination of Annual Repayment Limit

Step 1: Calculate 25% of Own Source Revenue

Own source revenue includes:

- Property tax revenue
- Water and wastewater revenues
- Transit fares
- Fees provided for police services, public housing rents, and fees from services provided to other municipalities.

Own source revenue does not include development charges, grants and subsidies from other levels of government, other deferred revenues (e.g., gas tax revenues), and contributions from reserves.

The table below provides the 2017-2026 forecast based on information and assumptions contained in the 2017 Operating Budget.

Annual Repayment Limit Calculation — 25 per cent of Own Source Revenues

Annual Repayment Limit Determination ¹	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Net Revenues (in \$ Millions)										
Property taxes/Payments in lieu ²	957	981	1,026	1,070	1,118	1,167	1,217	1,269	1,322	1,378
User rates - sewage/water/solid waste ³	272	296	318	346	377	409	430	446	463	480
Transportation user fees	74	72	76	79	82	86	87	89	90	91
Other user fees ⁴	43	36	40	41	42	45	46	46	47	47
Provincial fines	13	13	14	15	15	15	15	15	15	14
Other revenue ⁵	191	79	54	53	59	61	68	67	76	87
Total - Net revenues	1,550	1,477	1,528	1,604	1,693	1,783	1,863	1,932	2,013	2,097
25% of Net revenues	387	369	382	401	423	446	466	483	503	524

Notes:

¹The calculation uses own source revenues from two years prior to the current year, corresponding to the Financial Information Return year. The annual repayment limit for 2017 is based on actual results of the 2015 Financial Information Return. The limit for 2018 is based on year-end forecast for 2016. The limits for 2019 and 2020 are based on the 2017 Operating Budget for years 2017 and 2018.

²Property taxes for 2019 are based on expected results for 2017 and assume 1.75 per cent assessment growth plus 1.12 per cent net tax levy growth for a total of 2.87 per cent. Property taxes are assumed to increase 2.65 per cent the following year. Thereafter, property taxes are assumed to increase at an annual average of 2.88 per cent.

³Water and wastewater rates are planned to increase 9.0 per cent annually for 2019-2022 and 2.9 per cent for 2023. Thereafter, rate increases are assumed to continue at 2.9 per cent annually.

⁴Other user fees include revenues generated by: Police Services, Public Health, EMS, Community and Health Services, Social Housing, and Planning. The 2017 Operating Budget assumes other user fees grow at an average annual rate of 2.81 per cent. Thereafter, fees are assumed to increase by an annual average of 1.93 per cent.

⁵Other revenue includes: Investment Income, Sale of Publications and recoveries. Investment income is based on reserve balance forecasts assuming a rate of return of 1.66 per cent for 2017 and 2018. Thereafter, rates of return range from 1.91 per cent to 1.95 per cent.

Step 2: Calculate Growth Cost Supplement

The growth cost supplement is based on development charge collections. The Regulation allows the Region to include an amount equal to 80 per cent of the average development charge collections for the previous three fiscal years. A forecast of development charge collections is also required as part of this plan.

The development charge collections forecast was developed for 2017 to 2026. A development charge collection estimate was generated for 2016, based on the actual year-to-date collections realized by September, and historic and recent economic trends.

Development charge collections are very sensitive to economic conditions and can vary from year to year. Key factors influencing annual development charges collections include the following:

- The amount of development activity in the Region, including registration of new residential subdivisions and the issuance of building permits for residential and non-residential buildings;
- Development charge rate changes and transitional provisions such as prepaid development charge agreements that could lead to early registration and higher development charges in the bylaw year, and result in lower collections in subsequent years; and
- Development charge collection policies that change the quantum and timing of development charge payment: for example, development charge deferrals, pre-paid development charge credits and Ontario Municipal Board Minutes of Settlements.

The 2017 to 2026 collections forecast is generated using econometric models that differentiate between the short, medium and long terms.

For the residential development charges collections forecast:

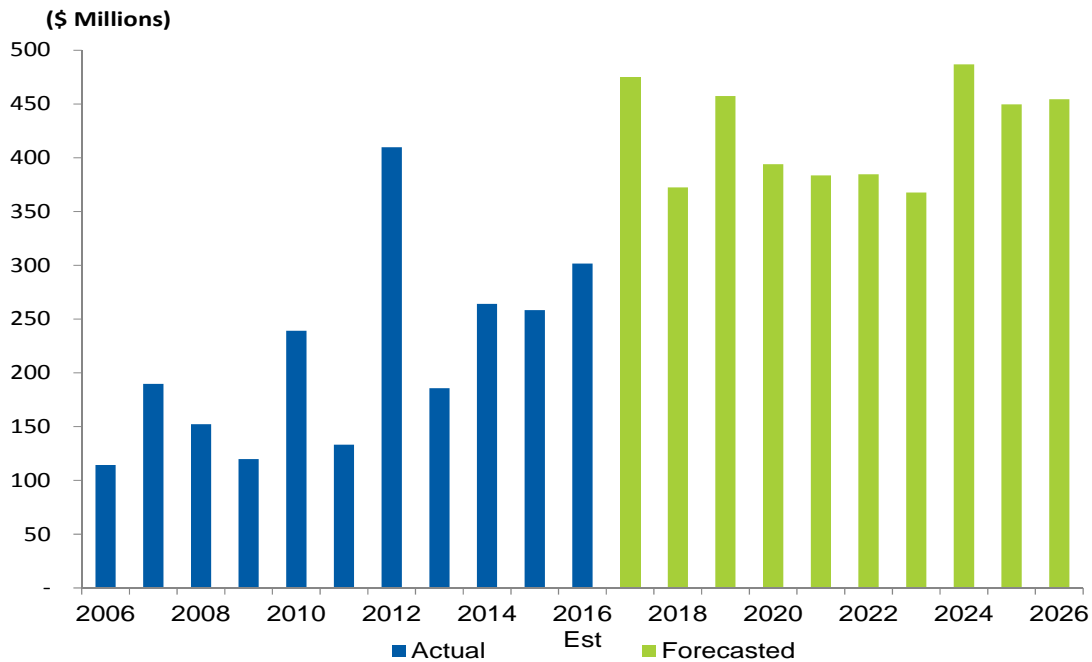
- The short-term forecast is based on historic quarterly new unit sales, starts and inventory. While all three are important indicators of building permit issuance, historic starts has the largest positive indication on building permit issuance.
- The medium-term forecast is based on anticipated population growth and links the short-term forecast and the long-term forecast.
- The long-term forecast is informed by demographic and policy factors including population and employment growth and planned density. The forecast is based on an evenly weighted average of Ministry of Finance (Spring 2016) population forecast and long-term population projections prepared by regional planning staff.

For the non-residential development charge collections forecast:

- Retail ground floor area is forecast using a regression method. Housing completions and bylaw years were both statistically significant variables in estimating future retail ground floor area.
- Industrial, office and institutional ground floor area is forecast using population forecasts provided by the Ministry of Finance, Growth Plan Amendment Two and a four-year average age-cohort specific employment rate. Historic non-residential floor space per worker rates were then used to forecast the additional annual ground floor area needed after accounting for vacancy rates in industrial, office and institutional developments.

Historic and forecast development charge collections are provided in the chart on next page.

Annual Development Charge Collections Actual and Forecast



Source: York Region Finance Department

Development charge collections tend to fluctuate considerably year over year. Over the ten year period from 2006 to 2016, annual collections peaked in 2012, 2010, and 2007 during development charge bylaw updates. Collections were significantly lower in 2008 and 2009 due to the economic recession.

The historic average collection level is not a good indicator of future average collections because development charge rates have increased, and the Region has adopted policy changes, including discontinuing development charge discounts. Development charge collections for each year from 2017 to 2026 are anticipated to increase due to the expectation that the Region will continue to grow and rates will rise.

Staff are currently updating the Region’s development charge bylaw. While staff have assumed that development charge rates will increase for the purpose of the 2017 Budget forecast, the exact quantum of rates is not known at this time. The draft bylaw and accompanying background study will be tabled at Council in February 2017. Staff anticipate bringing the final bylaw to Council for its consideration in May. If adopted, the new bylaw would come into effect on June 17, 2017.

Step 3: Calculate Total Annual Repayment Limit

The final step is to calculate the total annual repayment limit by adding the revenues and collections calculated in Steps 1 and 2 above, as summarized in the table on next page.

Total Annual Repayment Limit

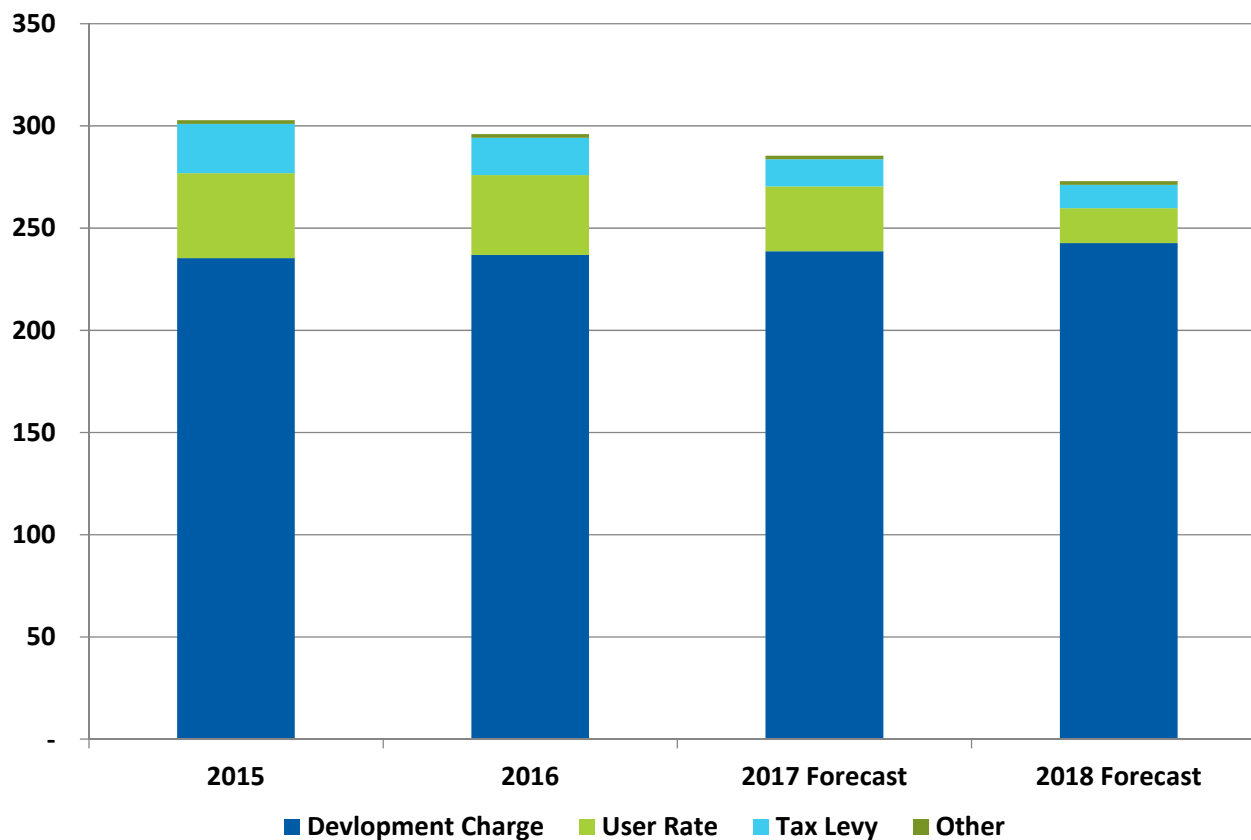
Component Description (in \$ Millions)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Total own source revenues	1,550	1,477	1,528	1,604	1,693	1,783	1,863	1,932	2,013	2,097
25% of own source revenues (A)	387	369	382	401	423	446	466	483	503	524
Development charge collections (3-year rolling average)	275	345	383	435	408	412	387	379	413	435
Development charge Supplement (%)	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
DC Cost Supplement (B)	193	242	268	305	286	288	271	265	289	305
Growth related debt and financial obligation limit (Annual Repayment Limit) (A+B)	580	611	650	706	709	734	737	748	792	829

Note:

¹ While the Regulation allows the Region to include an amount equivalent to 80 per cent of the average development charge collections for the previous three fiscal years as a growth cost supplement, the 2017 to 2026 annual repayment limit is calculated based on a more conservative assumption of 70 per cent.

2017 Budget Debenture Repayment Sources

(in \$ Millions)



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.
Area Municipality	A municipality located within York Region. Also referred to as a "local municipality."
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 are equal to estimated spending.
Base Budget	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.
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 reserve 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.
Council	The 21-member governing body of elected officials that sets 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.
Development Charges	Rates levied on new development, whether residential or non-residential, and set 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 capital projects.
Efficiencies	Organizational savings in time and money as a result of operating more cost-effectively.
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 part-time employees, calculated by dividing the hours worked in a week by normal full-time hours for the position and multiplied by the proportion of the year worked.
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.
Maintaining Existing Service Levels	Committing to keep the existing service level as the population grows, which generally involves higher costs. See also Base Budget.
Municipal Act	Provincial legislature that defines municipalities and types of municipality in Ontario and sets out their roles, powers, processes and responsibilities.
Net Budget	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.
OMBI	The Ontario Municipal CAO's Benchmarking Initiative, which was created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and best practices.
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 a borrowing.
Program	A specific service and service level mandated by legislation or Regional Council.
Property Assessment	See Assessment.
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.
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.

