

2012

Business Plan & Budget

CAPITAL

As Approved by Regional Council

January 26, 2012



The Regional Municipality of York
Ontario, Canada

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2012 Capital Budget Financial Summary

Introduction

Following is the Region's 2012 Capital Budget and Business Plan document. Capital expenditures include expenditures to purchase, develop or construct major new linear or discrete tangible assets with lifecycles greater than one year which are used in the delivery of Regional programs and services, together with expenditures made to rehabilitate, expand or improve the service delivery capability of existing assets. These capital expenditures are managed through different capital projects in different service areas. Non-tangible costs directly attributable to the acquisition, construction, development or betterment of tangible capital assets are also included. All capital projects are considered significant and are non-recurring in nature.

At a Glance

The first section of the 2012 Capital Budget and Business Plan document provides a consolidated financial summary of the budget and business plan. This section also provides details of the budget process, capital financing, debt financing and reserve fund policy.

Following the financial summary are separate sections for each of the following service areas that have 2012 capital plans:

- Transportation Services Business Plan with detailed sections for:
 - York Region Transit/Viva
 - Roads
 - Traffic Management & Intelligent Transportation Systems,
 - Natural Heritage & Forestry
- Water
- Wastewater
- Waste Management
- Emergency Medical Services
- Long Term Care
- Public Health
- Housing Services
- Information Technology Services
- Property Services
- York Region Rapid Transit Corporation (Rapid Transit)
- York Regional Police

2012 Capital Budget Financial Summary

Each of the above service areas includes the following reports:

1. Capital Business Plan including Capital Strategy, Key Initiatives, Long Term Outlook and Pressures from the Net Operating Impact of Capital Projects
2. 2012 Total Project Budget Authority and total financing sources by year
3. 2012 Total Project Budget Authority financing sources by project
4. Ten year capital plan detailing expenditures and total financing sources for each year from 2012-2021
5. Ten year capital financing sources by project for each year 2012-2021

2012 Capital Budget Financial Summary

Overview

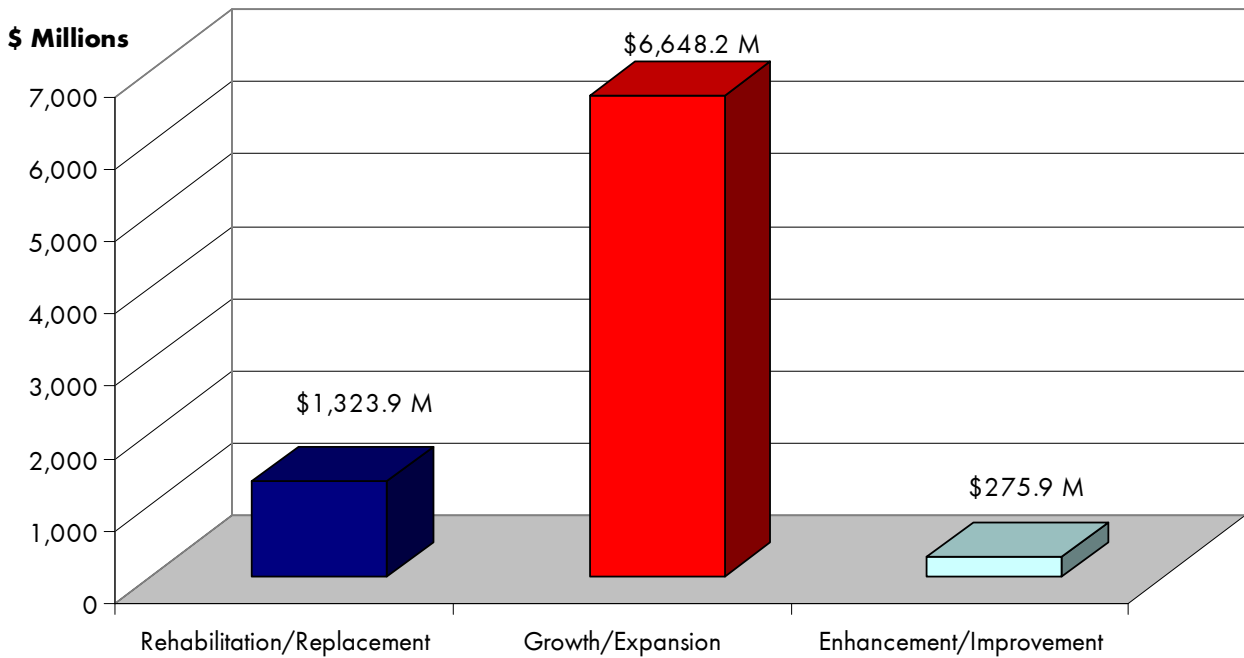
Ten Year Capital Plan

The 2012 Capital Plan reflects \$8.2 billion of capital expenditures over the next ten years.

High levels of investment are needed to put in place the infrastructure required to support future growth. Approximately 80% of the Ten Year Capital Plan expenditures are for growth/expansion related projects, of which 74% are for Transportation Services, Water, Wastewater and York Region Rapid Transit Corporation.

Below is a breakdown by need category:

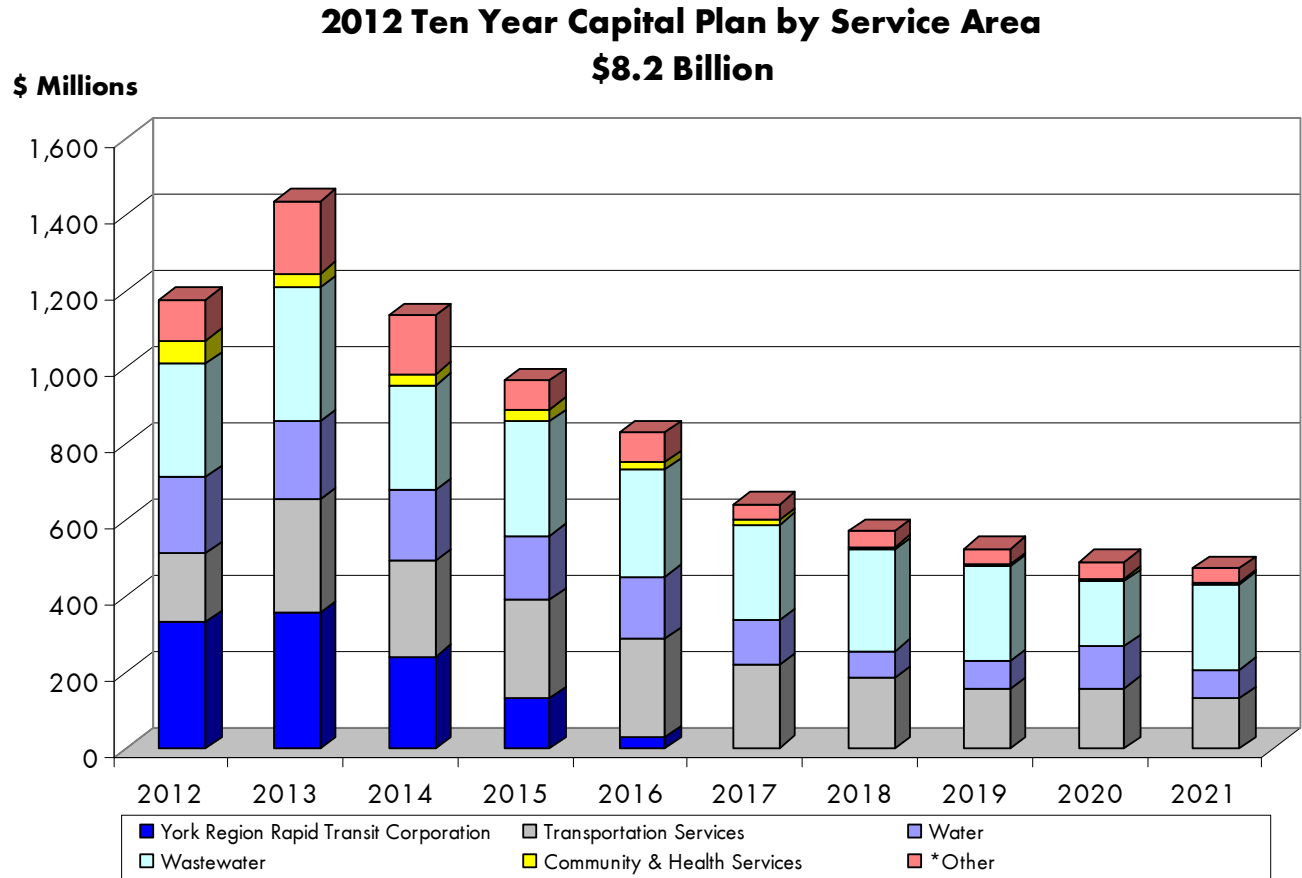
2012 Ten Year Gross Capital Expenditures by Need Category
\$8.2 Billion



2012 Capital Budget Financial Summary

Approximately 88% of the Ten Year Capital Plan consists of investments in Transportation Services, Water, Wastewater and York Region Rapid Transit Corporation.

The annual breakdown by service area is as follows:



The primary drivers of the Ten Year Capital Plan are Transportation Services, Water, Wastewater and York Region Rapid Transit Corporation, which account for \$7.2 billion of the total \$8.2 billion Ten Year Capital Plan.

***Other**
Waste Management
Information Technology Services
Property Services
York Regional Police

The Transportation Services capital plans account for \$2.1 billion of the Ten Year Capital Plan. 78% of the \$2.1 billion (i.e., \$1.6 billion) relates to growth projects to support infrastructure requirements.

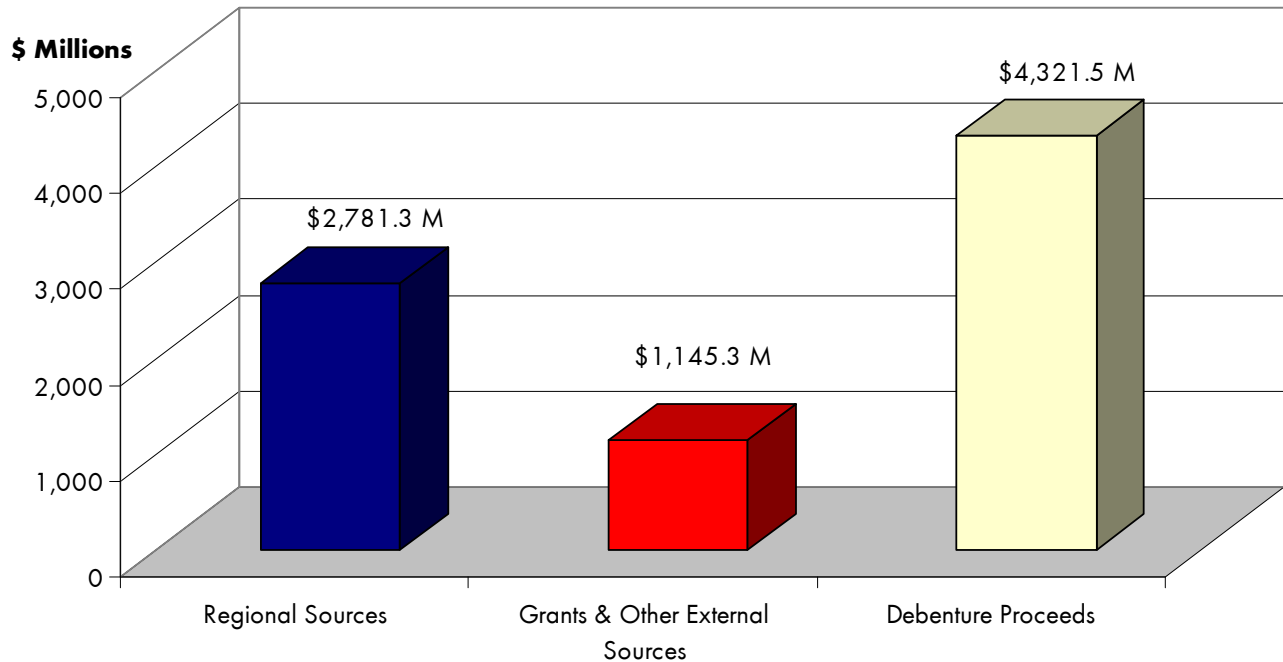
The Water and Wastewater Capital Plans account for \$4.0 billion of the Ten Year Capital Plan, with 60% of the \$4.0 billion required in the first five years.

York Region Rapid Transit Corporation accounts for \$1.1 billion of the Ten Year Capital Plan, with Spadina Subway scheduled to be in service by December 2015.

2012 Capital Budget Financial Summary

Approximately 86% of the Capital Plan is financed through debentures and Regional sources.

2012 Ten Year Capital Plan Financing Sources \$8.2 Billion



Financing from Regional sources in the amount of \$2,781.3 million includes financing from development charge reserves, user rates, tax levy, reserves, and developer up-front financing.

Financing from grants & other external sources in the amount of \$1,145.3 million includes grants and subsidies (including federal gas tax), and third party recoveries.

The \$4,321.5 million financed by debenture proceeds will be repaid through the following:

- Development Charges - \$3,366.9 million
- Tax Levy - \$836.7 million
- User Rates - \$87.8 million
- Other (e.g. tenant rents, HYI) - \$30.1 million

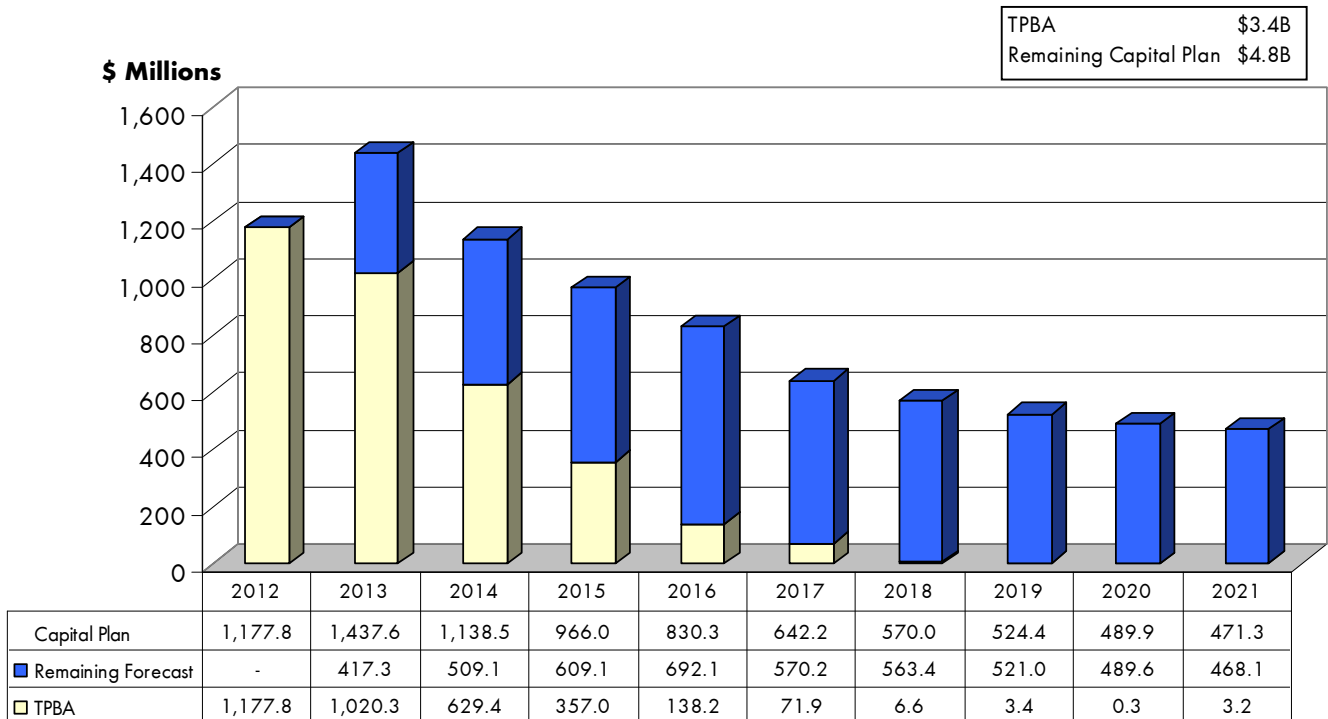
2012 Capital Budget Financial Summary

Total Project Budget Authority (TPBA)

York Region continues to use the concept of Total Project Budget Authority (TPBA) in the development and approval of its 2012 Capital Budget. Total Project Budget Authority is a budgeting concept that combines the current year's requirements with expenditure commitments in subsequent years, for approval from council.

The 2012 Ten Year Capital Plan totals \$8.2 billion, which includes Total Project Budget Authority of \$3.4 billion.

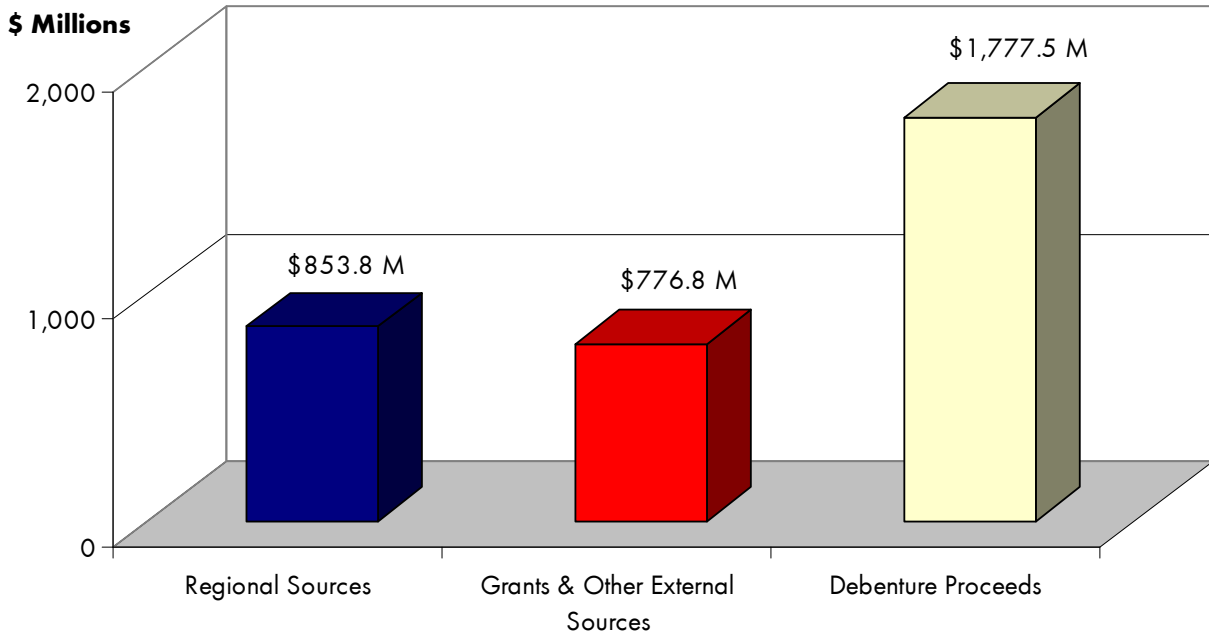
2012 Ten Year Capital Plan Highlighting TPBA



2012 Capital Budget Financial Summary

The associated financing sources for the Total Project Budget Authority of \$3,408.1 million are as follows:

2012 Total Project Budget Authority Financing Sources \$3.4 Billion



Note: Grants & Other External Sources include Federal Gas Tax

Total Project Budget Authority financing sources include Regional sources, grants & other external sources and debentures.

Regional sources of \$853.8 million include \$490.5 million in development charges, \$75.7 million in current tax levy, \$229.8 million in reserves, \$57.4 million in user rates and \$0.4 million in others

Grants & other external sources of \$776.8 million include \$702.3 million from senior levels of government.

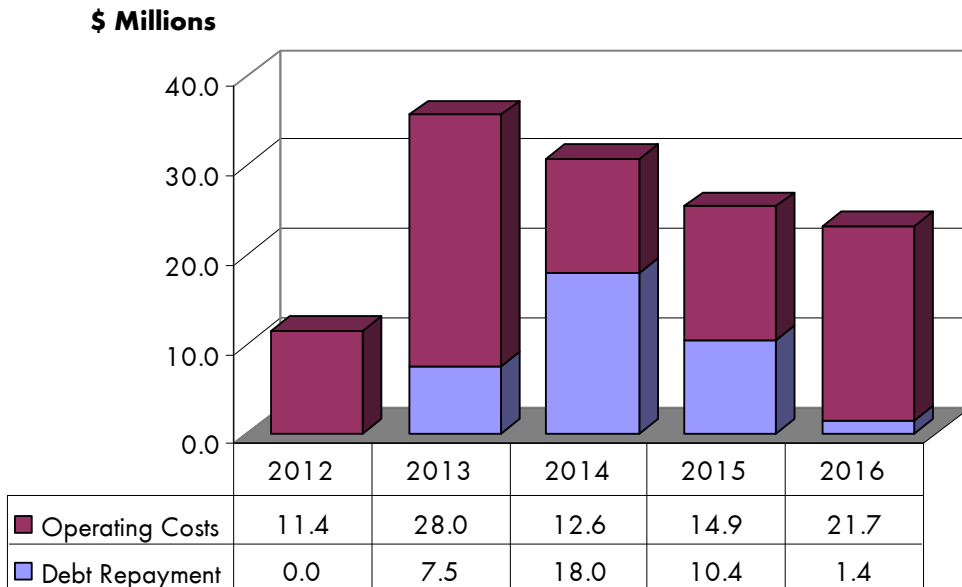
Debenture proceeds of \$1,777.5 million include repayment of \$1,458.6 million in development charges, \$233.6 million in tax levy, \$79.4 million in user rates and \$5.9 million in others.

2012 Capital Budget Financial Summary

Incremental Net Operating Impact of Capital on Tax Levy

York Region's Ten Year Capital Plan will result in future operating costs that will affect York Region's tax levy requirement. These costs include salaries for new staff required to operate new capital assets (e.g., new facilities, vehicles, etc.), contract costs for new services, debt repayment costs, and contribution to reserves to fund rehabilitation and replacement needs. These costs may be partially offset by operating revenues.

Incremental Net Operating Impact of Capital on Tax Levy 2012-2016



It is estimated that the 2012 Capital Budget has an incremental tax levy impact of \$11.4 million in 2012. The key factors causing the increase between 2012 and 2016 are outlined below:

- Operating costs associated with the construction of Rapid Transit dedicated lanes and stations.
- Salaries and benefits associated with the acquisition of new ambulances
- Contractor payment costs for York Regional Transit conventional bus operations
- Debt Repayment associated with the construction of the future Central Services Centre, Source Separated Organics Facility, and Bus Rapid Transit Facilities and Terminals.
- There is a significant tax levy pressure in 2013 related to the Transportation Services Capital Budget. The operating budget for 2013 was adjusted to show only a moderate annual increase and the Capital Budget will be re-profiled in the 2013 budget cycle.

2012 Capital Budget Financial Summary

Capital Planning In York Region

Budget Process Overview

The Regional Municipality of York consists of various departments including: Transportation Services, Environmental Services, Community and Health Services, Corporate Services, Finance, Planning and Development Services and York Region Rapid Transit Corporation. Within each department, there are separate business units. York Regional Police's budget is approved by the Police Services Board. As funding is provided by York Region, York Regional Police participate in York Region's budget process.

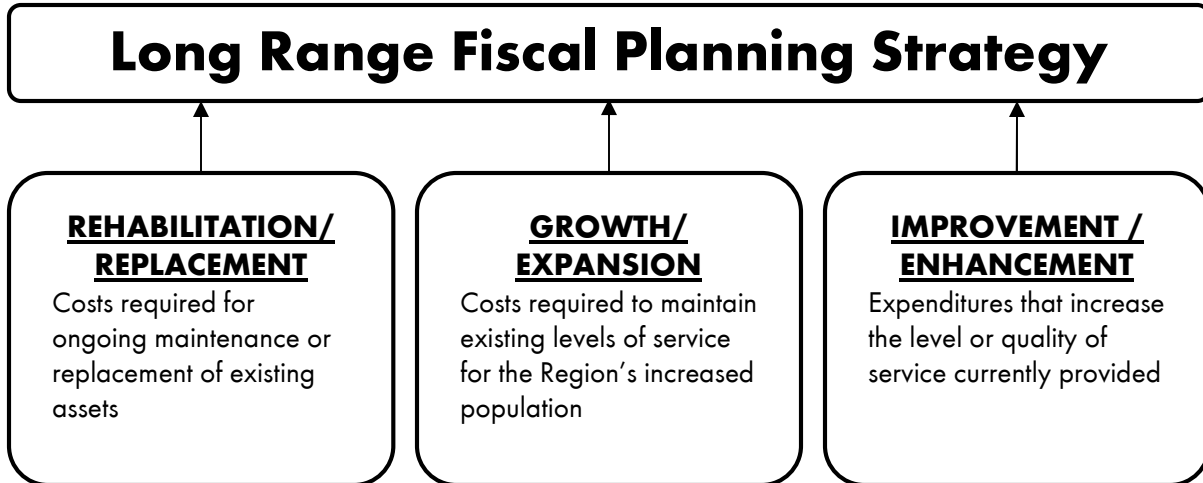
The budget process requires each business unit to prepare a Ten Year Capital Plan Forecast outlining proposed expenditures and financing sources in their respective units. The Ten Year Capital Plan Forecast recognizes each unit's specific budget pressures and attempts to balance the service needs with resource availability. Each business unit produces a business plan that justifies forecasted expenditures and revenues within their area. The business plan also includes an analysis of the net impact of capital projects on the operating budget. This information is submitted to the Business Planning & Budgets branch for review to ensure that all relevant budgeting principles are consistently applied, and financing adheres to corporate standards and government legislation.

Business Planning & Budgets staff review and assess departmental submissions. Reviews are then conducted by the Treasurer and Chief Administrative Officer, who meet with Departments to discuss their submission. Reviews are also undertaken by the Budget Review Committee, which consists of the Regional Chair, the Chief Administrative Officer, the Treasurer and the Director of Business Planning and Budgets.

When the reviews have been completed, the proposed budget is tabled at Regional Council with a recommendation that Regional Council refer the budget to the respective Standing Committees. Each Standing Committee reviews the budget and provides comments and direction to staff for any required adjustments. Each Committee subsequently refers the proposed budget including any recommended changes to the Finance and Administration Committee and ultimately Regional Council with their recommendations for review and final approval.

The capital budget is developed using a Long Range Fiscal Planning Strategy which includes a need-based framework for projects in categories such as rehabilitation/replacement, growth/expansion and improvement/enhancement.

2012 Capital Budget Financial Summary



Master Plans

The ten year capital program reflects the strategic nature of infrastructure investment and the capital planning process at York Region. A number of planning processes and multi-year master plans drive the development of the ten year capital program. Major elements include:

- Vision 2026 (soon to be replaced with Vision 2051)
- York Region Official Plan
- Transportation Master Plan
- Water and Wastewater Master Plans
- Pedestrian Master Plan / Cycling Master Plan
- York Region Sustainability Strategy "Towards a Sustainable Region"
- Community and Health Services Multi-Year Plan
- 2011 - 2015 Strategic Plan

Growth continues to be the primary driver of the 2012 capital budget and ten year capital program. The majority of the projects are for new capital infrastructure to address the growth and development demands of York Region. However, increased emphasis is being placed on maintaining York Region's capital asset infrastructure and providing for its eventual replacement.

2012 Capital Budget Financial Summary

Capital Financing

To quote an excerpt from York Region's Financial Mission Statement "Capital financing and debt practices will be responsive and fair to the needs of both current and future taxpayers and will be reflective of the underlying life cycle and nature of the expenditure."

To accommodate growth, York Region's capital infrastructure program includes significant investment, particularly in wastewater, water and Rapid Transit infrastructure. As a result, there has been a significant increase in the issuance of debt to help finance these expenditures. The majority of debt issued is to be recovered from future development charge revenues.

Capital Asset Management

In 2006 Finance undertook a review of the Region's existing capital asset inventory and initiated the development of the Long Range Fiscal Planning Strategy. That review and strategy identified the need to develop a capital financing plan that would provide for the replacement over the next 50 years of approximately \$6.3 billion of existing infrastructure as well as the replacement of new capital assets as they are acquired. The Region included provisions of \$6.2 million, \$12.8 million, \$15.2 million, \$22.6 million, \$30.1 million and \$38.0 million in each budget year from 2007 to 2012 respectively for allocation to reserves for capital asset replacement. It is intended that an additional 1% of prior year tax levy be contributed annually to the reserves to reduce the reliance on debt financing for future asset replacement.

To assist with the reporting of capital assets and to determine the impact of new capital assets on replacement reserves, starting in the 2009 budget projects in the capital plans have been grouped to separately identify tangible capital assets and non-tangible capital assets.

Development Charges

Development charges are collected to recover the growth-related capital costs associated with residential and non-residential development that creates the need for the capital works. As the majority of York Region's capital expenditures are growth related, development charges are a major source of financing for York Region's capital plan. The other sources of financing for the Region's capital plan include tax levy, provincial and federal grants, user rates and reserves.

York Region's current Region-wide Development Charge By-law came into effect on June 18, 2007 and expires on June 17, 2012. Currently the Nobleton Community has the only area-specific development charge for the sanitary sewer component of the charge. The area-specific development charge by-law came into effect on September 21, 2006 and was updated on September 21, 2011.

It is proposed that the Nobleton Community area-specific Development Charge By-law be included in the Region wide Development Charge By-law update to come into effect in 2012.

The process to update the Regional Development Charge By-law is currently underway and a comprehensive review of the components that are included in the charge is taking place. The 2012 Development Charge By-Law will include updated capital cost projections on all development charge rate categories. This will assist the Region by ensuring that the growth-related capital costs will be recovered from development charges.

2012 Capital Budget Financial Summary

Industry and stakeholder consultations have commenced and will be held throughout the process. This will ensure that all stakeholders understand the Region's infrastructure needs, their associated costs, the methodology applied and will provide an opportunity for dialogue regarding any development industry concerns.

Debt and Debt Financing

Section 401 of the Municipal Act grants Council the authority to issue debentures, when deemed in the best interest of its taxpayers, to finance its own capital expenditures as well as those of its area municipalities and school boards.

"Best interest" for York Region will be consistent with the Region's Financial Mission Statement, adopted by Council in 1999, which includes the following key financial principles with respect to capital financing and debt practices:

"Capital financing and debt practices will be responsive and fair to the needs of both current and future taxpayers and will be reflective of the underlying life cycle and nature of the expenditure."

This philosophy is also reflected in the Region's Capital Financing and Debt Policy as updated and approved by Council in June 2006 wherein the following primary objectives were set out:

- Adhere to statutory requirements
- Ensure long-term financial flexibility
- Limit financial risk exposure
- Minimize long-term cost of financing
- Match term of financing to the useful life of the related asset

A municipality in Ontario may only issue new debentures provided that the projected financial charges related to the outstanding debt will be within its annual debt repayment limit (ARL) prescribed by the Ministry of Municipal Affairs and Housing (MMAH). Historically, this limit is set at 25 per cent of a municipality's own source revenues less debt charges and financial commitments. In the event that the projected financial charges exceeded the ARL, a municipality could still issue new debt provided that authority to do so is obtained from the Ontario Municipal Board (OMB). The calculation of own source revenues excludes any development charge receipts.

In 2011, the Provincial Government revised its debt limit regulation to allow York Region to add significant debt room. The additional room allows for additional debt payments based on 80% of the average of the last three years development charges collections. This will allow the Region significant additional funding for its capital program.

The Municipal Act permits the Region to issue debentures on behalf of local municipalities and school boards. York Region's ability to raise debt for these entities is not affected by its own ARL as each area municipality and school board is governed by their own debt limits. Long-term liabilities shown below exclude that portion assumed by and recoverable from these entities, as they are responsible for raising the funds required to service their own liabilities.

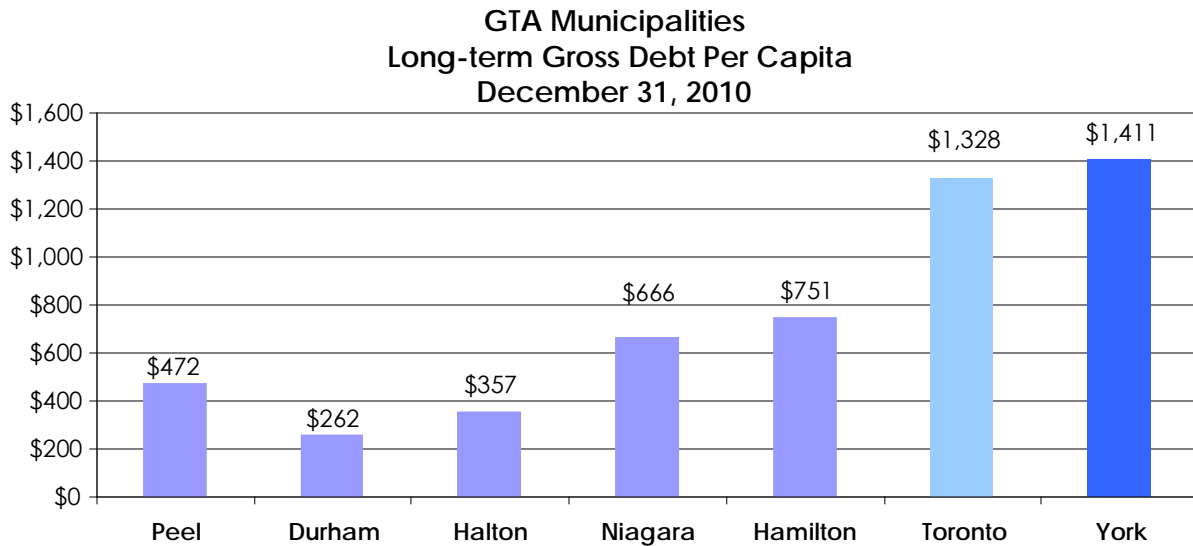
2012 Capital Budget Financial Summary

Debt Issuance Trend

To date, York Region has maintained “AAA” ratings from Moody’s and Standard & Poor’s credit rating agencies, allowing it to issue debt at the lowest possible interest rates. While high debt levels relative to other AAA rated municipalities have been consistently noted by credit rating agencies, the agencies have pointed to the Region’s Reserve Management, including its commitment to continue increasing its Replacement Reserves, and the Region’s diversified economy as being the major reasons for continuing to provide high credit ratings.

The tables on the following pages point to a significant escalation of debt both on an absolute and a per capita basis. The most significant component of this projected upward trend in debt relates to water and wastewater infrastructure for new development, which is financed through Development Charges. In 2010, Council updated its development charge rates for water and wastewater, which will help to increase funds available for new development projects.

The table below depicts the per capita debt level as at December 31, 2010 for the selected municipalities.

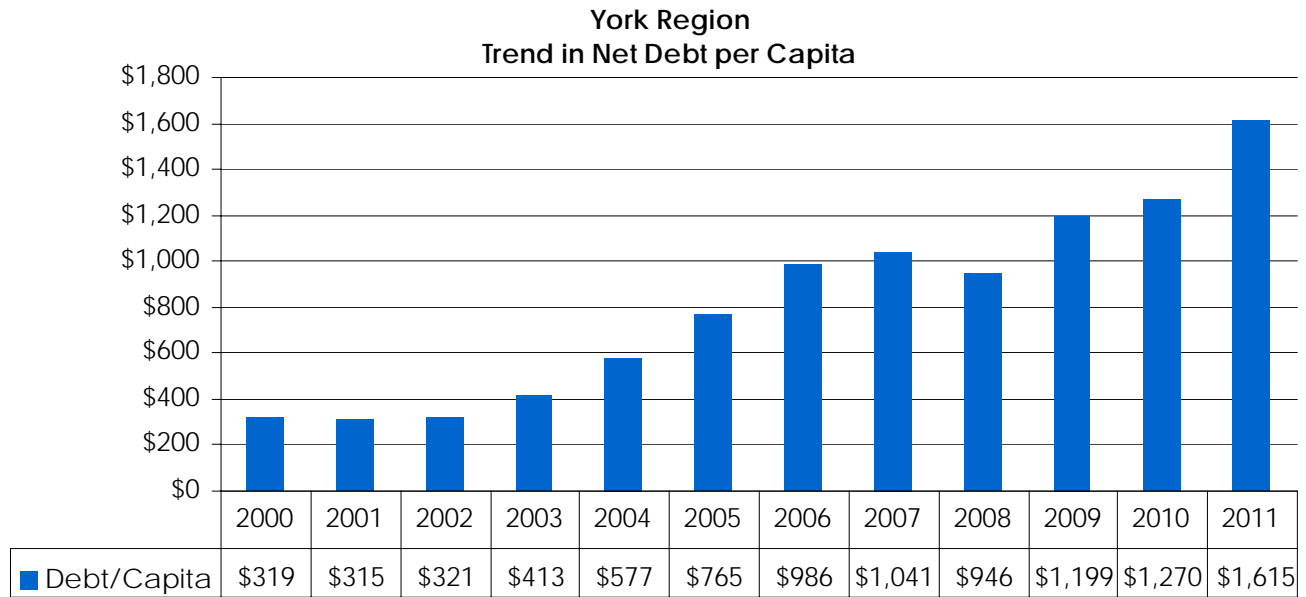


Source: 2010 Financial Information Returns.

Note: Long-term debt includes debentures and non-debenture debt such as housing mortgages and leases

2012 Capital Budget Financial Summary

Debt Issuance Trend (Continued)



1. Housing mortgage debt and sinking fund principal payments contributed are excluded.
2. Debt issued on behalf of lower-tier municipalities is excluded.

Funding Outstanding Debt

As a result of the new debt limit regulation enacted by the Province in 2011, Regional Council has approved a long-term Debt Management Plan as part of its budget process and is attached as an appendix.

2012 Capital Budget Financial Summary

Reserves and Reserve Fund Policy

Under the *Municipal Act*, Council has the authority to establish reserves as required. Reserves and reserve funds can be formed to meet specific liabilities such as the replacement / rehabilitation or acquisition of capital assets. When expenditures are outside the Region's control, these reserves can also be used to stabilize the tax levy and / or user rates.

In addition, the *Development Charges Act, 1997* and other legislation require that municipal governments maintain specific reserves. Such reserves include development charge deferred revenue. A large portion of the Region's reserves are segregated and legally restricted to only meet the purpose for which the reserve fund was established (e.g., water, wastewater, waste management, and provincial highways).

The Region's financial philosophy has been developed through a combination of historical prudence and the adoption of best practices among municipal governments. This philosophy was embodied in the Financial Mission Statement, adopted by Council in 1999, which formally commits the organization to fiscal responsibility and sound financial management to ensure adequate funding of services and capital infrastructure. In conjunction with the Financial Mission Statement, Council adopted the following Financial Principle, which specifically addresses the use of reserves:

"Adequate reserves will be maintained to:

1. Replace and rehabilitate major capital infrastructure assets as required
2. Provide a buffer for significant unanticipated expenditures beyond the control of the Region
3. Supply funds for new major capital assets identified in the long-term corporate strategy."

In addition, adequate reserves promote fiscal opportunity reflecting a primary goal of Vision 2026.

The Region's policy and practice with respect to reserves are major factors in maintaining the AAA rating assigned to it by credit rating agencies. This rating allows the Region to raise funds in the capital markets at the lowest possible borrowing rates.

2012 Capital Budget Financial Summary

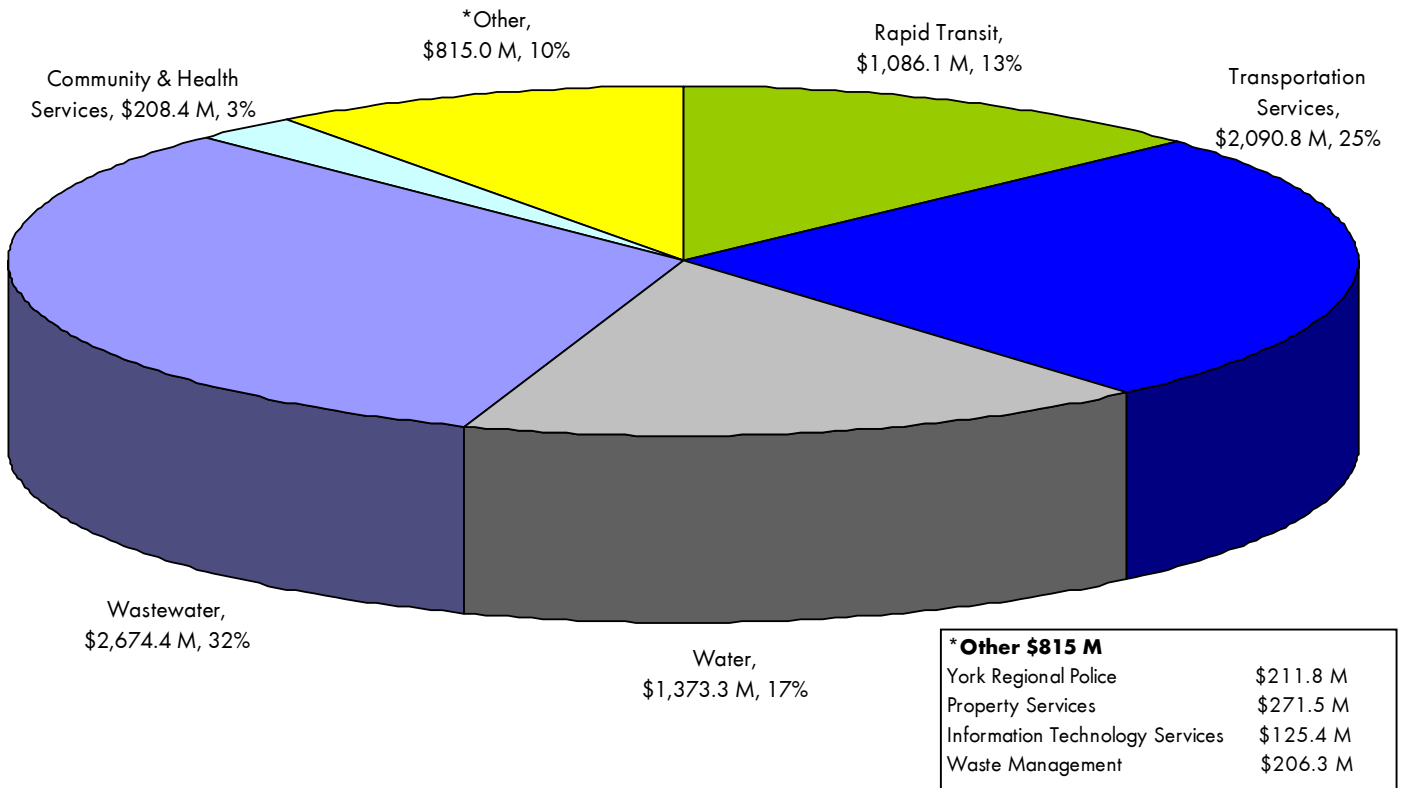
Ten Year Capital Plan Detailed Review

The following information and graphics provide details of the Region's 2012 Ten Year Capital Plan and associated financing sources.

Ten Year Capital Plan Expenditures

To meet future infrastructure needs, \$8.2 billion of gross capital expenditures have been forecast for the ten year period. The following chart presents the capital expenditure by service area.

2012 Ten Year Gross Expenditures \$8.2 Billion



2012 Capital Budget Financial Summary

Ten Year Capital Plan – Significant Projects

The 2012 Ten Year Capital Plan totals \$8,248.0 million. The following highlights significant capital investment and initiatives in the 2012 Ten Year Capital Plan.

York Region Transit/Viva - \$458.6 million

Capital Plan includes purchase of new and replacement conventional buses, major structural refurbishment & mechanical overhaul of fleet and transit vehicle garages.

Major projects included in the Ten Year Capital Plan:

- 196 Conventional Buses Expansion and 53 Conventional Buses Replacement
- 15 Mobility Plus Buses Expansion and 33 Mobility Plus Buses Replacement
- 41 Viva Buses Replacement
- 3 Transit Garages
- Structural Refurbishing of 302 Conventional Buses and 60 Viva Buses

Roads - \$1,490.3 million

Capital Plan includes major road widenings, transit supportive and intersection improvement projects throughout York Region.

Major projects included in the Ten Year Capital Plan:

- Build 390 KM of new arterial roads
- Resurface 700 KM of Regional roads
- Rehabilitate approximately 100 bridges and culverts
- Build 12 new bridges and replace 4 bridges
- Improve 16 intersections
- Build 110 KM of High Occupancy Vehicle lanes
- Build 200 KM of Bike Lanes

2012 Capital Budget Financial Summary

Traffic Management & Intelligent Transportation Systems - \$119.8 million

Capital Plan includes a capital program that focuses on improving the safety and efficiency of the Region's transportation system.

Major projects included in the Ten Year Capital Plan:

- Intersection improvement program
- Intelligent Transportation Software Systems
- Computer Aided Dispatch/Automatic Vehicle Location System

Natural Heritage & Forestry - \$22.1 million

Capital Plan includes a capital program that ensures that York Region's natural environment is protected and enhanced for the enjoyment of present and future generations.

Major projects included in the Ten Year Capital Plan:

- York Greening Initiative – Land Securement
- Tree planting on Region Rights of Way

Water - \$1,373.3 million

Capital Plan includes the development of water supply and distribution projects with Peel and Toronto and the expansion of the York Water System transmission to service growth.

Major projects included in the Ten Year Capital Plan:

- Peel and Toronto cost shared works
- 80 Km of Watermain
- 12 storage facilities
- 3 pumping stations
- 2 groundwater wells

2012 Capital Budget Financial Summary

Wastewater - \$2,674.4 million

Capital Plan includes the expansion of York Durham Sewage System Southeast Collector, cost-shared work with Peel Region, expansion of communal systems, asset replacement and rehabilitation and Inflow and Infiltration reduction programs.

Major projects included in the Ten Year Capital Plan:

- Expansion of the Duffin Creek Water Pollution Control Plant
- New Southeast Collector
- Twinning of the primary trunk at the downstream end of the YDSS
- Peel cost-shared works
- Water Pollution Control Plant expansions

Community and Health Services - \$208.4 million

(Emergency Medical Services, Long Term Care, Public Health and Housing Services)

Capital Plans include construction of additional social housing units, EMS vehicles and paramedic response stations.

Major projects included in the Ten Year Capital Plan:

- 12 EMS ambulance replacement, 9 Rapid Response Units (5 replacement , 4 Enhancements)
- EMS station refurbishment and the addition of a Helipad at EMS headquarters
- Georgina Health Centre (LTC) - 100 to 120 beds
- Maple Health Centre (LTC) - 28 additional beds
- Completion of 547 new affordable housing units (including emergency shelter)
 - Woodbridge Avenue, Vaughan - 150 new apartment units for seniors, singles and families
 - Mackenzie Green, Richmond Hill - 140 affordable housing units
 - Keswick - Purchase of proposed building with 97 units
 - Vaughan - 84 apartment units
 - Belinda's Place, Newmarket - 37 unit emergency shelter/transitional housing facility for single women

2012 Capital Budget Financial Summary

York Region Rapid Transit Corporation - \$1,086.1 million

Capital Plan includes construction of Spadina subway extension with expected completion by 2016, Bus Rapid Transit Facilities and Terminals and Vehicles and preliminary engineering for the Yonge Street subway extension.

Major projects included in the Ten Year Capital Plan:

- Spadina Subway Extension
- Bus Rapid Transit Facilities and Terminals
- Yonge Subway Extension Preliminary engineering
- 44 Bus Rapid Transit Vehicles by 2014

Other - \$815.0 million

Capital plans for Waste Management, Information Technology Services, Property Services and York Regional Police include construction of Central and South Service Centres, Community Environmental Centres, Energy from Waste and Source Separated Organics facilities as well as purchase of Police vehicles, IT Hardware and Software.

Major projects included in the Ten Year Capital Plan:

- Construction of Source Separated Organics Facility
- Construction of Energy From Waste facility
- Construction of Central Service Centre including a new Courts facility
- Construction of #1 District Multi-Function facility

2012 Capital Budget Financial Summary

The tables on the following pages summarize expenditures by service area in the forecasted Ten Year Capital Plan.

2012 Business Plan and Budget											
Capital Budget Consolidated Summary											
10 Year Gross Capital Expenditures by Need Category 2012 - 2021											
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
GROSS EXPENDITURES											
Tangible Capital Assets											
Rehabilitation/Replacement											
York Region Transit/Viva	5,197	15,319	7,485	11,370	9,893	40,472	12,400	16,865	26,175	22,515	167,691
Roads	30,734	23,644	18,659	17,900	21,525	17,900	20,530	21,710	17,900	17,900	208,402
Traffic Mgmt. & Intelligent Transportation Systems	2,000	5,400	3,525	125	925	6,400	6,600	200	200	200	25,575
Natural Heritage & Forestry	200	1,050	300	400	500	500	500	500	500	500	4,950
Water	12,531	15,563	27,396	27,151	19,089	15,145	13,039	15,253	16,802	13,772	175,741
Wastewater	28,473	22,058	20,169	17,455	24,429	11,024	9,736	8,384	13,901	171,521	327,150
Waste Management	1,411	20	2,910	20	20	20	20	20	20	20	4,481
Emergency Medical Services	10,218	7,545	4,473	3,588	5,197	4,253	4,510	4,030	3,398	3,303	50,515
Long Term Care	3,277	716	368	368	368	368	368	368	368	368	6,937
Public Health	1,003	1,551	-	-	-	-	-	-	-	-	2,554
Information Technology Services	12,380	10,050	11,184	12,629	7,438	9,026	7,805	7,918	9,823	7,837	96,091
York Regional Police	9,789	18,402	18,030	10,835	21,885	20,256	21,890	10,595	11,395	10,540	153,617
Sub Total Rehabilitation/Replacement	117,213	121,318	114,499	101,841	111,269	125,364	97,398	85,843	100,482	248,476	1,223,704
Growth/Expansion											
York Region Transit/Viva	19,132	45,498	42,450	64,095	13,191	14,844	15,247	14,850	15,478	33,031	277,816
Roads	70,348	179,608	151,090	143,216	194,582	121,910	107,546	87,176	80,722	41,449	1,177,647
Traffic Mgmt. & Intelligent Transportation Systems	8,922	8,424	8,424	5,524	5,524	5,524	5,524	5,524	5,524	5,524	64,438

2012 Business Plan and Budget											
Capital Budget Consolidated Summary											
10 Year Gross Capital Expenditures by Need Category 2012 - 2021											
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Natural Heritage & Forestry	1,080	200	1,000	200	1,000	200	1,000	200	1,000	200	6,080
Water	173,992	176,078	149,619	133,451	133,737	93,379	48,135	46,190	71,515	53,285	1,079,381
Wastewater	255,844	325,554	246,839	275,461	251,237	233,566	249,246	220,315	136,113	39,684	2,233,859
Waste Management	5,148	2,500	-	-	-	-	640	16,900	12,750	11,980	49,918
Emergency Medical Services	4,317	543	2,298	755	1,136	640	450	955	1,255	830	13,179
Long Term Care	-	-	1,000	5,000	12,036	6,300	-	-	-	-	24,336
Public Health	577	-	-	-	-	-	-	-	-	-	577
Housing Services	39,884	23,267	20,956	20,890	-	-	-	-	-	-	104,997
Information Technology Services	2,534	2,525	1,056	1,310	1,360	1,160	1,260	1,260	1,510	1,310	15,284
Property Services	9,919	97,104	77,607	17,110	413	-	-	-	-	-	202,154
York Region Rapid Transit Corporation	332,203	354,107	240,712	131,757	26,597	759	-	-	-	-	1,086,134
York Regional Police	6,062	22,150	11,670	690	848	5,730	750	770	5,780	938	55,389
Sub Total Growth/Expansion	929,961	1,237,558	954,722	799,459	641,661	484,012	429,798	394,140	331,647	188,231	6,391,189
Enhancement/Improvement											
York Region Transit/Viva	1,019	1,978	1,500	2,000	-	-	-	-	-	-	6,497
Roads	92	50	50	50	50	50	50	50	50	50	542
Traffic Mgmt. & Intelligent Transportation Systems	3,675	2,145	1,690	1,195	1,200	1,205	1,210	1,215	1,220	1,225	15,980
Natural Heritage & Forestry	220	220	220	220	220	220	220	220	220	220	2,200
Water	-	-	-	-	-	-	-	-	-	-	-
Wastewater	-	-	-	-	431	669	3,311	15,608	15,608	7,373	43,000

2012 Business Plan and Budget											
Capital Budget Consolidated Summary											
10 Year Gross Capital Expenditures by Need Category 2012 - 2021											
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Waste Management	31,625	29,431	29,642	20,462	38,109	-	-	-	-	-	149,269
Emergency Medical Services	1,760	660	-	-	-	-	-	-	-	-	2,420
Long Term Care	990	1,650	-	-	-	-	-	-	-	-	2,640
Information Technology Services	3,937	2,308	1,067	2,171	750	750	750	750	750	750	13,983
Property Services	6,903	2,855	100	-	-	-	-	-	-	-	9,858
York Regional Police	2,045	-	-	-	-	450	339	-	-	-	2,834
Sub Total Enhancement/Improvement	52,265	41,297	34,269	26,098	40,760	3,344	5,880	17,843	17,848	9,618	249,222
Total Tangible Capital Assets	1,099,439	1,400,173	1,103,491	927,398	793,690	612,720	533,076	497,826	449,977	446,325	7,864,115
Non-Tangible Capital Assets											
Rehabilitation/Replacement											
York Region Transit/Viva	4,485	1,300	-	825	-	-	-	-	-	-	6,610
Traffic Mgmt. & Intelligent Transportation Systems	400	2,600	2,600	2,600	2,600	100	100	100	100	100	11,300
Natural Heritage & Forestry	850	850	850	850	850	850	850	850	850	850	8,500
Roads	1,609	650	680	680	680	680	680	680	680	680	7,699
Water	2,052	1,648	1,736	784	1,264	1,264	1,367	495	2,054	398	13,062
Wastewater	1,265	1,105	1,015	2,065	940	691	355	245	1,965	1,474	11,120
Waste Management	150	100	100	80	80	100	80	90	85	80	945
Property Services	3,002	2,812	1,856	10,816	2,425	5,077	7,900	3,382	2,525	1,194	40,988
Sub Total Rehabilitation/Replacement	13,813	11,065	8,837	18,700	8,839	8,762	11,332	5,842	8,259	4,776	100,224

2012 Business Plan and Budget											
Capital Budget Consolidated Summary											
10 Year Gross Capital Expenditures by Need Category 2012 - 2021											
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Growth/Expansion											
Roads	30,103	9,990	9,405	4,930	7,580	6,510	10,540	5,145	6,841	4,930	95,974
Traffic Mgmt. & Intelligent Transportation Systems	250	250	250	250	250	250	250	250	250	250	2,500
Natural Heritage & Forestry	185	185	-	-	-	-	-	-	-	-	370
Water	9,626	10,280	8,849	9,339	8,550	8,804	9,628	9,639	18,557	8,837	102,109
Wastewater	9,730	2,830	5,530	3,230	2,830	2,830	3,030	3,280	3,380	3,723	40,393
Waste Management	505	45	-	-	-	-	-	-	-	-	550
Housing Services	170	80	-	-	-	-	-	-	-	-	250
Property Services	8,338	53	53	53	6,053	53	53	53	53	53	14,815
Sub Total Growth/Expansion	58,907	23,713	24,087	17,802	25,263	18,447	23,501	18,367	29,081	17,793	256,961
Enhancement/Improvement											
Water	1,830	500	-	100	250	-	-	-	200	150	3,030
Wastewater	1,704	1,850	1,833	1,717	1,951	1,936	1,822	2,059	2,046	1,934	18,852
Waste Management	1,174	-	-	-	-	-	-	-	-	-	1,174
Property Services	959	300	300	300	300	300	300	300	300	300	3,659
Sub Total Enhancement/Improvement	5,667	2,650	2,133	2,117	2,501	2,236	2,122	2,359	2,546	2,384	26,715
Total Non Tangible Capital Assets	78,387	37,428	35,057	38,619	36,603	29,445	36,955	26,568	39,886	24,953	383,900
Total Gross Expenditures	1,177,826	1,437,601	1,138,547	966,017	830,293	642,165	570,031	524,394	489,863	471,278	8,248,015

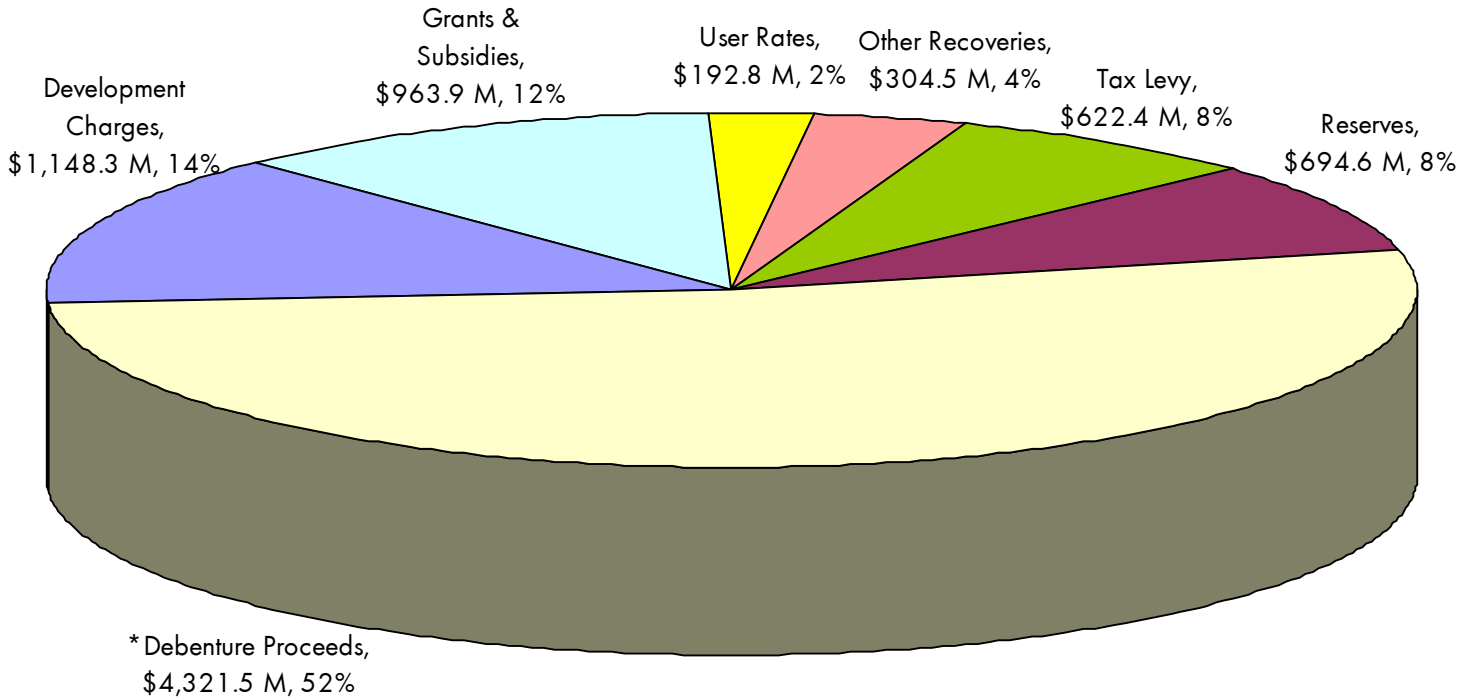
2012 Business Plan and Budget											
Capital Budget Consolidated Summary											
10 Year Gross Capital Expenditures by Need Category 2012 - 2021											
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Rehabilitation/Replacement	131,026	132,383	123,336	120,541	120,108	134,126	108,730	91,685	108,741	253,252	1,323,928
Growth/Expansion	988,868	1,261,271	978,809	817,261	666,924	502,459	453,299	412,507	360,728	206,024	6,648,150
Enhancement/Improvement	57,932	43,947	36,402	28,215	43,261	5,580	8,002	20,202	20,394	12,002	275,937
Total Gross Expenditures	1,177,826	1,437,601	1,138,547	966,017	830,293	642,165	570,031	524,394	489,863	471,278	8,248,015
Financing Sources											
Debt/Proceeds	529,373	776,091	595,457	493,690	486,020	398,200	320,313	306,762	270,639	144,912	4,321,456
Development Charges	150,531	168,584	147,819	129,083	145,403	102,505	99,989	79,159	79,544	45,654	1,148,273
Grants & Subsidies	255,449	254,138	187,747	151,915	37,949	14,911	15,294	14,915	15,511	16,036	963,865
Other Recoveries	13,318	75,452	46,230	49,347	17,904	10,056	12,877	8,644	7,801	62,899	304,528
Reserves	155,633	69,288	71,662	67,850	57,178	37,298	34,815	33,549	38,031	129,442	694,746
Tax Levy - Reserves	48,262	63,527	62,765	61,829	72,541	63,321	70,078	66,254	59,202	54,582	622,361
User Rates	25,259	30,520	26,868	12,303	13,298	15,873	16,665	15,111	19,135	17,754	192,786
Total Financing Sources	1,177,826	1,437,601	1,138,547	966,017	830,293	642,165	570,031	524,394	489,863	471,278	8,248,015

2012 Capital Budget Financial Summary

Ten Year Capital Plan (Continued)

The following chart details the associated financing source for the forecasted gross capital expenditure of \$8.2 billion for the ten year period.

2012 Ten Year Capital Financing by Category \$8.2 Billion



Other recoveries include third party, developer up-front financing and sale of equipment

* Debuture Proceeds \$4,321.5 M	
Repayment by:	
Development Charges	\$ 3,366.9 M
Tax Levy	\$ 836.7 M
User Rates	\$ 87.8 M
Other (e.g. tenant rents, HYI)	\$ 30.1 M

2012 Capital Budget Financial Summary

The table on the following pages provides a breakdown of the associated financing sources for the forecasted Ten Year Capital Plan.

2012 Business Plan and Budget

Capital Budget Consolidated Summary

10 Year Financing Sources 2012 - 2021

(In \$000's)	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Tax Supported								
York Region Transit/Viva	458,614	101,231	9,716	131,697	16,299	199,671	-	-
Roads	1,490,264	362,659	52,227	55,723	999,913	840	-	18,902
Traffic Mgmt. & Intelligent Transportation Systems	119,793	38,264	2,502	11,281	48,161	19,585	-	-
Natural Heritage & Forestry	22,100	16,100	6,000	-	-	-	-	-
Waste Management	206,337	-	44,226	162,111	-	-	-	-
Emergency Medical Services	66,114	31,144	15,781	17,569	1,620	-	-	-
Long Term Care	33,913	-	9,577	24,336	-	-	-	-
Public Health	3,131	-	1,822	-	1,309	-	-	-
Housing Services	105,247	-	11,711	12,266	-	81,270	-	-
Information Technology Services	125,358	-	125,358	-	-	-	-	-
Property Services	271,474	2,440	52,859	216,175	-	-	-	-
York Region Rapid Transit Corporation	1,086,134	-	23,131	326,319	74,185	662,499	-	-
York Regional Police	211,840	70,523	2,056	128,970	6,045	-	-	4,247
Total Tax Supported	4,200,318	622,361	356,965	1,086,446	1,147,532	963,865	-	23,149
Rate Supported								
Water	1,373,323	-	167,737	1,137,183	741	-	67,662	-
Wastewater	2,674,374	-	170,044	2,097,827	-	-	125,124	281,379
Total Rate Supported	4,047,697	-	337,781	3,235,010	741	-	192,786	281,379
Total Financing Sources	8,248,015	622,361	694,746	4,321,456	1,148,273	963,865	192,786	304,528

2012 Capital Budget Financial Summary

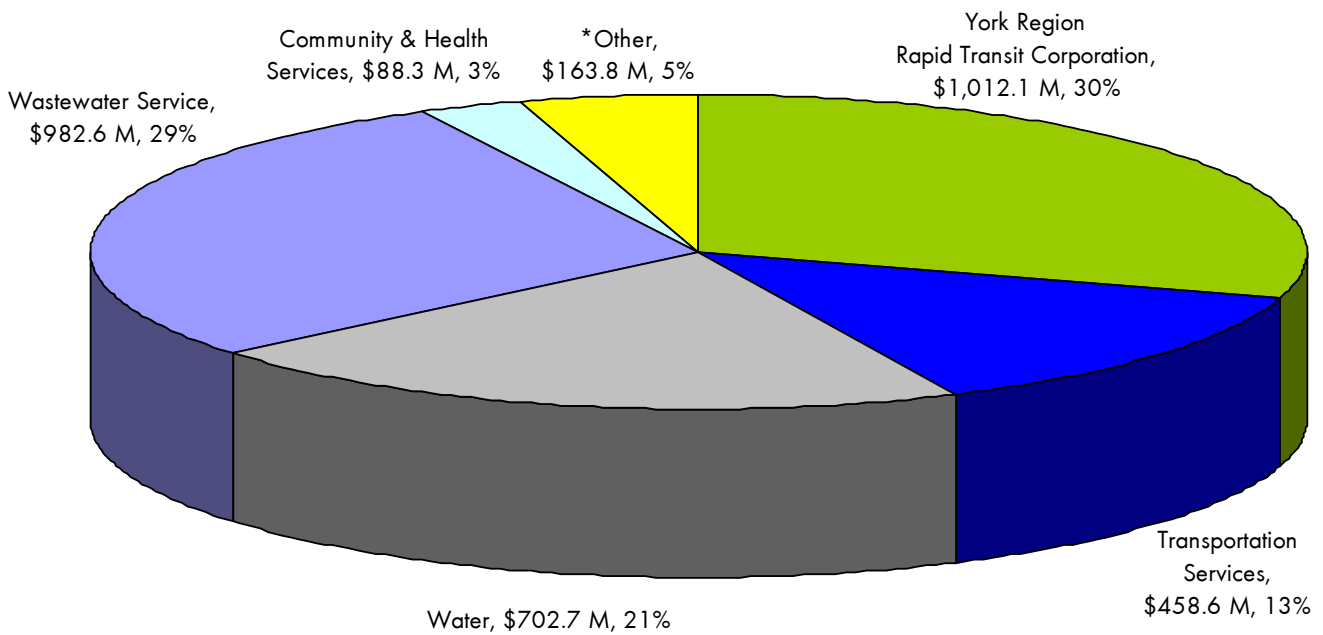
Total Project Budget Authority Detailed Review

The following information and graphics provide details of the Region's 2012 Total Project Budget Authority and associated financing sources.

Total Project Budget Authority Expenditures

The following chart outlines the 2012 Total Project Budget Authority by service area.

2012 Total Project Budget Authority Expenditures \$3.4 Billion



*** Other \$163.8 M**

York Regional Police	\$17.9 M
Property Services	\$30.8 M
Information Technology Services	\$26.6 M
Waste Management	\$88.5 M

2012 Capital Budget Financial Summary

2012 Total Project Budget Authority (TPBA) – Significant Projects

The 2012 Ten Year Capital Plan totals \$8,248.0 million of which approved Total Project Budget Authority (TPBA) is \$3,408.1 million.

The following highlights significant capital investment and initiatives approved in the 2012 Total Project Budget Authority.

York Region Transit/Viva - \$48.7 Million

Major projects for which TPBA is approved:

- Conventional Bus Replacement and expansion \$17.9 million
- Transit Vehicle Garage (North) \$13.0 million
- Bus Terminal Loops & Stops Replacement and Expansion \$ 6.8 million
- Mobility Plus Buses Replacement and Expansion \$4.5 million
- Viva Buses Refresh \$3.9 million

Roads - \$389.9 million

Major projects for which TPBA is approved:

- Construction of Ninth Line - Major Mackenzie Drive to Main Street Stouffville - \$34.1 million
- South East Patrol Yard property acquisition and design - \$33.7 million
- Property acquisition and design Major Mackenzie Drive: Highway 50 to Weston Road - \$27.5 million
- Construction of Bloomington Rd – Yonge Street to Highway 404 - \$26.5 million
- Construction of Warden Avenue – 16th Avenue to Major Mackenzie Drive - \$24.7 million
- Construction of Stouffville Road: Highway 404 to Highway 48 - \$21.8 million
- Construction of Donald Cousens Parkway from Highway 407 to Box Grove By-pass \$15.0 million
- Construction of Highway 50 – Highway 7 to Rutherford - \$14.1 million
- Property acquisition and Design Doane Road – Yonge Street to Highway 404 - \$11.5 million

2012 Capital Budget Financial Summary

Traffic Management & Intelligent Transportation Systems - \$17.2 million

Major projects for which TPBA is approved:

- LED Replacement - \$4.0 million
- Computer Aided Dispatch / Automatic Vehicle Location System - \$1.0 million

Natural Heritage & Forestry- \$2.7 million

Major projects for which TPBA is approved:

- York Greening Initiative - Land Securement - \$1.0M

Water - \$702.7 million

Major projects for which TPBA is approved:

- Construction of Peel Water Supply cost shared works - \$326.1 million
- Construction of Toronto Water Supply cost shared works - \$94.8 million
- Completion of Kennedy Road Watermain - \$60.0 million
- Planning, design and construction of Kleinburg Storage and Pumping Station \$50.0 million

Wastewater - \$982.6 million

Major projects for which TPBA is approved:

- Continue and complete construction of York Durham Sewage System (YDSS) Southeast Collector - \$365.8 million
- Complete Duffin Creek Stages 1 and 2 upgrade and refurbishment to comply with MOE requirements- \$235.2 million
- Construct Queensville/Holland Landing/Sharon YDSS connection - \$120.7 million
- Complete construction of YDSS Duffin Creek Water Pollution Control Plant Phase 3 expansion - \$88.7 million

2012 Capital Budget Financial Summary

Community & Health Services - \$88.3 million

(Emergency Medical Services, Long Term Care, Public Health and Housing Services)

Major projects for which TPBA is approved:

- Mackenzie Green - Essex (Housing Services) - \$30.9 million
- Fairwood Home - Keswick (Housing Services) - \$23.6 million
- Vehicle Replacement (EMS) - \$2.9 million

York Region Rapid Transit Corporation - \$1,012.1 million

Major projects for which TPBA is approved:

- Spadina Subway Extension \$814.6 million
- Bus Rapid Transit Facilities and Terminals \$130.6 million
- Purchase of Bus Rapid Transit Vehicles \$35.1 million

Other - \$163.8 million

(Waste Management, Information Technology Services, Property Services, York Regional Police)

Major projects for which TPBA is approved:

- Construction of an a Energy From Waste facility in Durham Region- \$64.3 million
- Central Services Building York Regional Police \$4.0 million
- Design and partial construction of Source Separated Organics Facility in Dufferin County - \$13.3 million
- Pre-construction costs of Central Service Centre - \$9.2 million
- 3 Year IT equipment (printers/PC's) - \$6.4 million

2012 Capital Budget Financial Summary

The tables on the following pages summarize expenditures by service area for the 2012 Total Project Budget Authority.

2012 Business Plan and Budget

Capital Budget Consolidated Summary

Total Project Budget Authority by Need Category 2012 - 2021

(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
GROSS EXPENDITURES											
Tangible Capital Assets											
Rehabilitation/Replacement											
York Region Transit/Viva	5,197	9,954	-	-	-	-	-	-	-	-	15,151
Roads	30,734	2,263	1,229	-	-	-	-	-	-	-	34,226
Traffic Mgmt. & Intelligent Transportation Systems	2,000	2,000	-	-	-	-	-	-	-	-	4,000
Natural Heritage & Forestry	200	-	-	-	-	-	-	-	-	-	200
Water	12,531	10,669	16,681	7,720	-	-	-	-	-	-	47,601
Wastewater	28,473	17,353	14,898	-	-	-	-	-	-	-	60,724
Waste Management	1,411	-	-	-	-	-	-	-	-	-	1,411
Emergency Medical Services	10,218	525	-	-	-	-	-	-	-	-	10,743
Long Term Care	3,277	348	-	-	-	-	-	-	-	-	3,625
Public Health	1,003	1,551	-	-	-	-	-	-	-	-	2,554
Information Technology Services	12,380	1,124	2,941	2,008	-	-	-	-	-	-	18,453
York Regional Police	9,789	-	-	-	-	-	-	-	-	-	9,789
Sub Total Rehabilitation/Replacement	117,213	45,787	35,749	9,728	-	-	-	-	-	-	208,477
Growth/Expansion											
York Region Transit/Viva	19,132	8,565	-	-	-	-	-	-	-	-	27,697
Roads	70,348	156,722	69,469	22,125	2,310	1,795	-	-	-	-	322,769
Traffic Mgmt. & Intelligent Transportation Systems	8,922	-	-	-	-	-	-	-	-	-	8,922

2012 Business Plan and Budget

Capital Budget Consolidated Summary

Total Project Budget Authority by Need Category 2012 - 2021

(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Natural Heritage & Forestry	1,080	-	-	-	-	-	-	-	-	-	1,080
Water	173,992	142,692	100,259	88,633	73,621	50,293	6,326	3,305	300	300	639,721
Wastewater	255,844	293,801	192,486	106,420	37,205	19,844	275	57	-	2,900	908,832
Waste Management	5,148	2,500	-	-	-	-	-	-	-	-	7,648
Emergency Medical Services	4,317	386	-	-	-	-	-	-	-	-	4,703
Public Health	577	-	-	-	-	-	-	-	-	-	577
Housing Services	39,884	22,767	-	-	-	-	-	-	-	-	62,651
Information Technology Services	2,534	725	331	-	-	-	-	-	-	-	3,589
Property Services	9,919	404	407	410	413	-	-	-	-	-	11,554
York Region Rapid Transit Corporation	332,203	312,477	213,158	129,634	24,608	-	-	-	-	-	1,012,080
York Regional Police	6,062	-	-	-	-	-	-	-	-	-	6,062
Sub Total Growth/Expansion	929,961	941,039	576,110	347,222	138,157	71,932	6,601	3,362	300	3,200	3,017,885
Enhancement/Improvement											
York Region Transit/Viva	1,019	298	-	-	-	-	-	-	-	-	1,317
Roads	92	-	-	-	-	-	-	-	-	-	92
Traffic Mgmt. & Intelligent Transportation Systems	3,675	-	-	-	-	-	-	-	-	-	3,675
Natural Heritage & Forestry	220	-	-	-	-	-	-	-	-	-	220
Water	-	-	-	-	-	-	-	-	-	-	-
Wastewater	-	-	-	-	-	-	-	-	-	-	-
Waste Management	31,625	29,030	17,010	-	-	-	-	-	-	-	77,665

2012 Business Plan and Budget

Capital Budget Consolidated Summary

Total Project Budget Authority by Need Category 2012 - 2021

(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Emergency Medical Services	1,760	360	-	-	-	-	-	-	-	-	2,120
Long Term Care	990	150	-	-	-	-	-	-	-	-	1,140
Information Technology Services	3,937	375	250	-	-	-	-	-	-	-	4,562
Property Services	6,903	-	-	-	-	-	-	-	-	-	6,903
York Regional Police	2,045	-	-	-	-	-	-	-	-	-	2,045
Sub Total Enhancement/Improvement	52,265	30,213	17,260	-	-	-	-	-	-	-	99,739

Total Tangible Capital Assets	1,099,439	1,017,039	629,119	356,950	138,157	71,932	6,601	3,362	300	3,200	3,326,100
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Non-Tangible Capital Assets

Rehabilitation/Replacement

York Region Transit/Viva	4,485	-	-	-	-	-	-	-	-	-	4,485
Roads	1,609	-	-	-	-	-	-	-	-	-	1,609
Traffic Mgmt. & Intelligent Transportation Systems	400	-	-	-	-	-	-	-	-	-	400
Natural Heritage & Forestry	850	-	-	-	-	-	-	-	-	-	850
Water	2,052	-	-	-	-	-	-	-	-	-	2,052
Wastewater	1,265	350	-	-	-	-	-	-	-	-	1,615
Waste Management	150	-	-	-	-	-	-	-	-	-	150
Property Services	3,002	-	-	-	-	-	-	-	-	-	3,002
Sub Total Rehabilitation/Replacement	13,813	350	-	-	-	-	-	-	-	-	14,163

2012 Business Plan and Budget

Capital Budget Consolidated Summary

Total Project Budget Authority by Need Category 2012 - 2021

(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Growth/Expansion											
Roads	30,103	835	300	-	-	-	-	-	-	-	31,238
Traffic Mgmt. & Intelligent Transportation Systems	250	-	-	-	-	-	-	-	-	-	250
Natural Heritage & Forestry	185	185	-	-	-	-	-	-	-	-	370
Water	9,626	1,400	-	-	-	-	-	-	-	-	11,026
Wastewater	9,730	-	-	-	-	-	-	-	-	-	9,730
Waste Management	505	-	-	-	-	-	-	-	-	-	505
Housing Services	170	-	-	-	-	-	-	-	-	-	170
Property Services	8,338	-	-	-	-	-	-	-	-	-	8,338
Sub Total Growth/Expansion	58,907	2,420	300	-	-	-	-	-	-	-	61,627
Enhancement/Improvement											
Water	1,830	500	-	-	-	-	-	-	-	-	2,330
Wastewater	1,704	-	-	-	-	-	-	-	-	-	1,704
Waste Management	1,174	-	-	-	-	-	-	-	-	-	1,174
Property Services	959	-	-	-	-	-	-	-	-	-	959
Sub Total Enhancement/Improvement	5,667	500	-	-	-	-	-	-	-	-	6,167
Total Non Tangible Capital Assets	78,387	3,270	300	-	-	-	-	-	-	-	81,957
Total Gross Expenditures	1,177,826	1,020,309	629,419	356,950	138,157	71,932	6,601	3,362	300	3,200	3,408,057

2012 Business Plan and Budget

Capital Budget Consolidated Summary

Total Project Budget Authority by Need Category 2012 - 2021

(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Rehabilitation/Replacement	131,026	46,137	35,749	9,728	-	-	-	-	-	-	222,640
Growth/Expansion	988,868	943,459	576,410	347,222	138,157	71,932	6,601	3,362	300	3,200	3,079,512
Enhancement/Improvement	57,932	30,713	17,260	-	-	-	-	-	-	-	105,906
Total Gross Expenditures	1,177,826	1,020,309	629,419	356,950	138,157	71,932	6,601	3,362	300	3,200	3,408,057
Financing Sources											
Debtenture Proceeds	529,373	516,716	345,067	200,391	104,826	67,648	6,601	3,362	300	3,200	1,777,484
Development Charges	150,531	134,935	62,693	17,958	1,967	1,616	-	-	-	-	369,699
Grants & Subsidies	255,449	221,401	131,935	82,206	24,608	-	-	-	-	-	715,599
Other Recoveries	13,318	74,700	43,895	42,000	6,000	2,489	-	-	-	-	182,402
Reserves	155,633	41,781	21,214	10,733	429	-	-	-	-	-	229,791
Tax Levy - Reserves	48,262	13,573	9,719	3,663	327	179	-	-	-	-	75,722
Water & Wastewater User Rates	25,259	17,203	14,898	-	-	-	-	-	-	-	57,360
Total Financing Sources	1,177,826	1,020,309	629,419	356,950	138,157	71,932	6,601	3,362	300	3,200	3,408,057

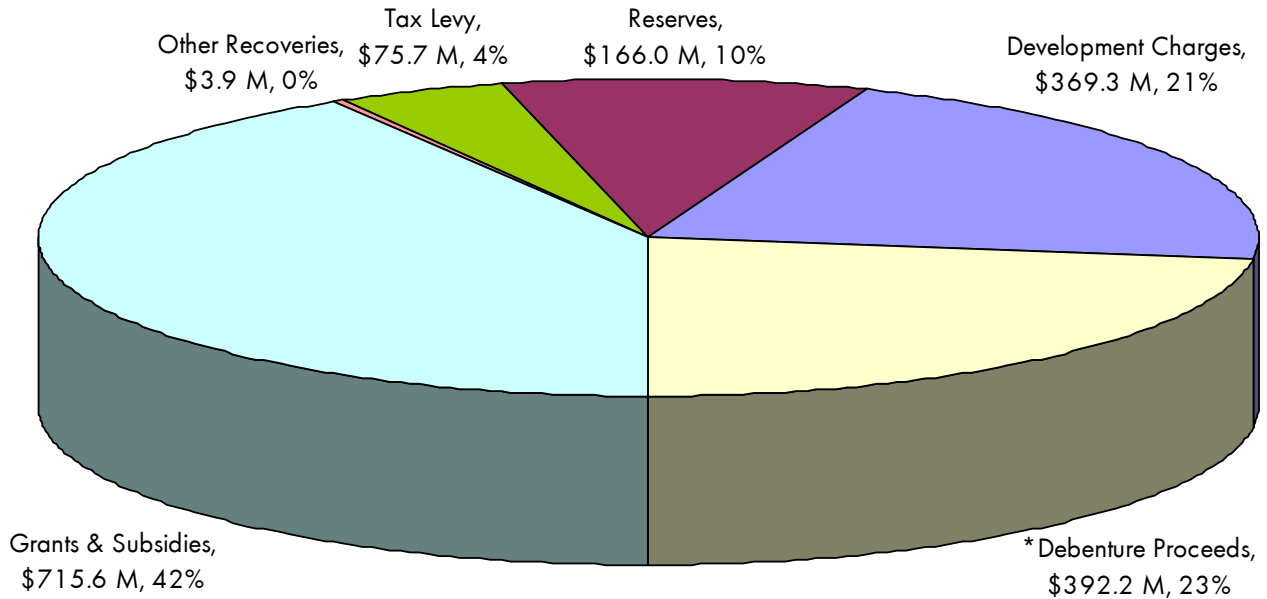
2012 Capital Budget Financial Summary

The following two charts detail the total funding sources (tax levy and user rates) for the 2012 Total Project Budget Authority. Together, they sum to \$3.4 billion in Total Project Budget Authority funding requirement.

The tax supported capital budget consists of service areas which receive at least partial funding from tax levy. All program areas receive tax funding to varying degrees except for water and wastewater. The rate supported capital budget reflects the water and wastewater services which are funded in part through user rates.

The chart below details the sources of tax supported funding for the 2012 Total Project Budget Authority.

2012 Tax Supported Total Project Budget Authority \$1.7 Billion



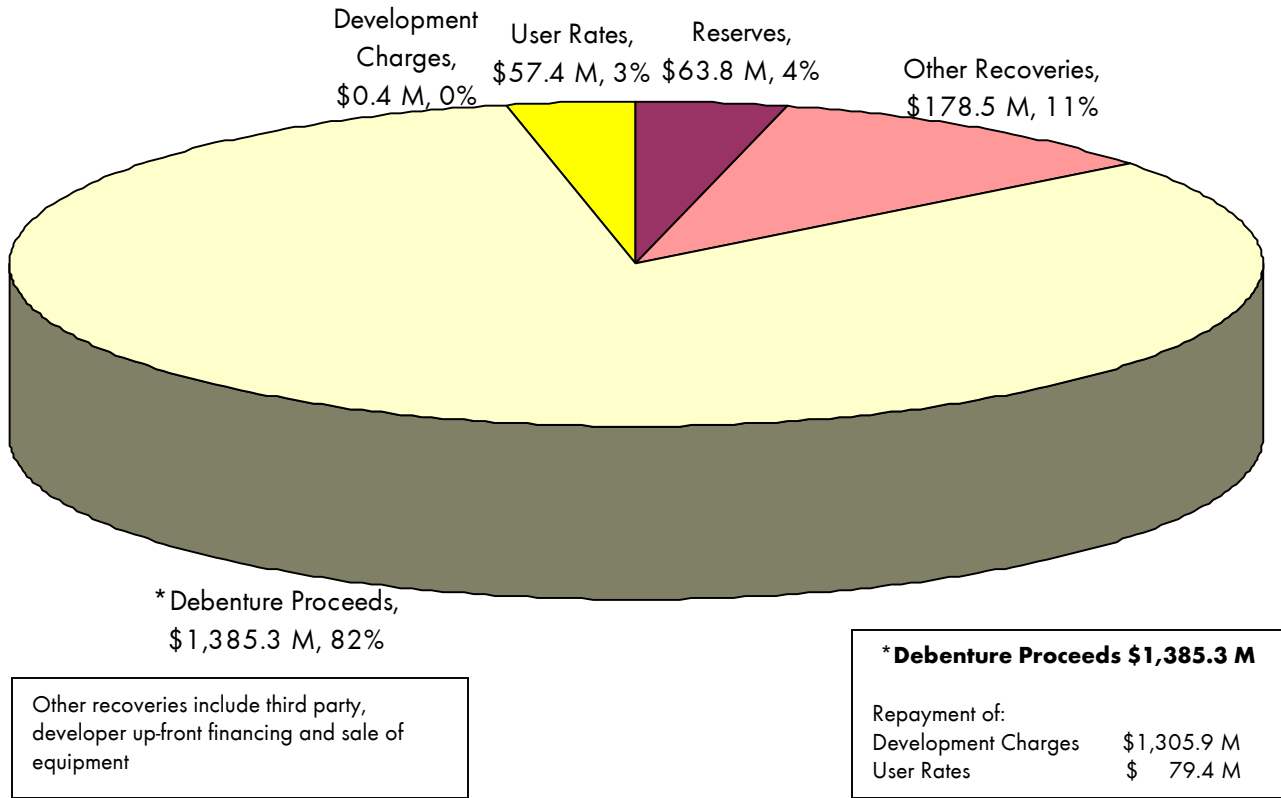
*** Debenture Proceeds \$392.2 M**

Repayment of:	
Development Charges	\$152.7 M
Tax Levy	\$233.6 M
Other (e.g. tenant rents, HYI)	\$ 5.9 M

2012 Capital Budget Financial Summary

The chart below details the sources of rate supported funding for the 2012 Total Project Budget Authority.

2012 Rate Supported Total Project Budget Authority \$1.7 Billion



2012 Capital Budget Financial Summary

The table on the following page provides a breakdown of the associated financing sources for the 2012 Total Project Budget Authority by service area.

2012 Business Plan and Budget

Capital Budget Consolidated Summary

2012 Total Project Budget Authority Financing Sources

(In \$000's)	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Tax Supported								
York Region Transit/Viva	48,650	7,231	9,536	13,817	1,612	16,454	-	-
Roads	389,934	52,401	38,202	9,127	285,845	840	-	3,519
Traffic Mgmt. & Intelligent Transportation Systems	17,247	4,672	2,502	-	5,418	4,655	-	-
Natural Heritage & Forestry	2,720	1,720	1,000	-	-	-	-	-
Waste Management	88,553	-	39,812	48,741	-	-	-	-
Emergency Medical Services	17,566	3,254	8,629	5,123	560	-	-	-
Long Term Care	4,765	-	4,765	-	-	-	-	-
Public Health	3,131	-	1,822	-	1,309	-	-	-
Housing Services	62,821	-	(5,765)	5,316	-	63,270	-	-
Information Technology Services	26,605	-	26,605	-	-	-	-	-
Property Services	30,756	244	13,662	16,850	-	-	-	-
York Region Rapid Transit Corporation	1,012,080	-	23,131	284,384	74,185	630,380	-	-
York Regional Police	17,896	6,200	2,056	8,875	388	-	-	377
Total Tax Supported	1,722,722	75,722	165,956	392,232	369,317	715,599	-	3,896
Rate Supported								
Water	702,730	-	45,847	645,741	382	-	10,760	-
Wastewater	982,605	-	17,988	739,511	-	-	46,600	178,506
Total Rate Supported	1,685,335	-	63,835	1,385,252	382	-	57,360	178,506
Total Financing Sources	3,408,057	75,722	229,791	1,777,484	369,699	715,599	57,360	182,402

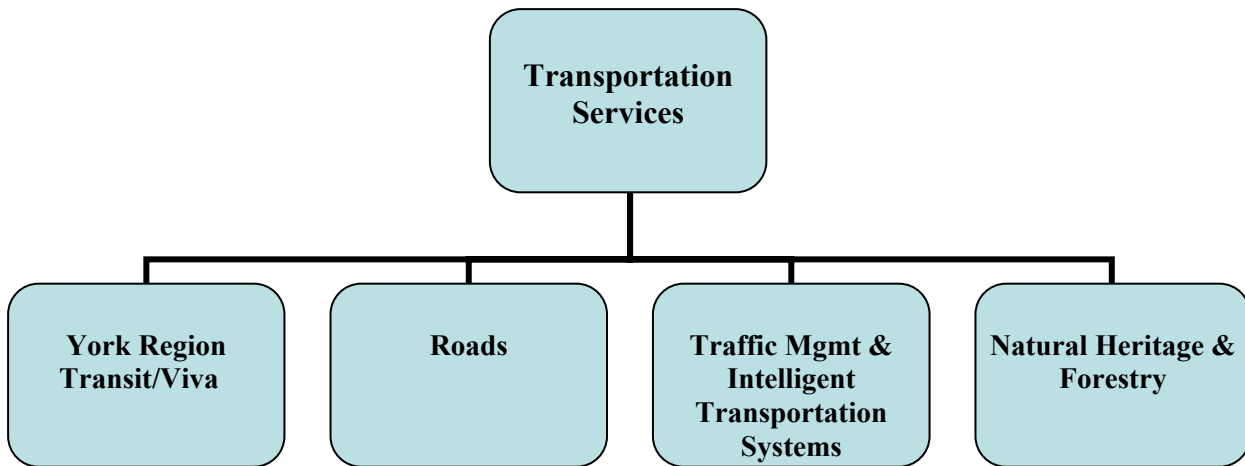
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Mission/Vision

Transportation Services is responsible for moving people in cars, on foot, on bicycles, on transit and for businesses, moving goods and services - Regional mobility for all modes of travel

We have stewardship of significant public realm and infrastructure assets on our road right of way and in the Regional Forest.

To achieve this mission, Transportation Services is organized into four service delivery areas*



* amounts shown are the 10 year capital plan totals

The 10 year capital plan is prepared with a focus on the following:

- **Growth/Urbanization:** As the Regional population increases, additional resources are required to maintain approved levels of service.
- **Asset Management:** Maintaining Regional assets to ensure safety and a state of good repair.
- **Optimization of Corridor Capacity:** Improved operational efficiency, through the use of technologies, economies of scale and streamlining opportunities to achieve sustainable levels of service.



These 3 areas of focus all leverage the use of technology in achieving their targets with constant attention to due diligence and consideration for safety and risk.

Several major capital projects are planned for completion during the next 5 years. The rapidways and the subway extension are the responsibility of others to create. Once operational, each of these represents a pressure on future operating budgets Transportation Services. These projects are summarized in the table below:

Planned Major Capital Investment Initiatives	2012	2013	2014	2015	2016
Vivanext Rapidways					
Newmarket			✓		
Markham			✓		
Vaughan				✓	
Richmond Hill				✓	
Spadina Subway Extension					✓
Viva Garage			✓		
Transit Garage					
North				✓	
South East				✓	
Snow Dump					✓
Roads Patrol Yard					✓

Once completed these major infrastructure improvements will change our service delivery approach.

Increases to the operating budget are expected as the service delivery methods change.

York Region Rapid Transit Corporation (YRRTC)

In 2002 a wholly owned corporation now known as York Region Rapid Transit Corporation, (YRRTC) was created. This organization is responsible for the capital delivery of growth related transit rapidways. In 2005 the first phase of rapid transit known as Viva was constructed. The next phase is known as VivaNext, primary focus of which is segregated/separate lanes for buses known as rapidways. Once completed, responsibility for maintenance and replacement of assets will be transferred to Transportation Services.

As these significant capital investments are constructed, they become new pressures on the operating budget. From road and boulevard maintenance to changes in configuration of traffic systems and transit operations, all service areas of the department are impacted.

VivaNext

VivaNext is the second phase in the development and expansion of the rapid transit network. Metrolinx identified the plan as a key piece of The Big Move, the transportation plan to reduce gridlock across the Greater Toronto and Hamilton Area. On April 1, 2009, the Province of Ontario committed \$1.4 billion towards the construction of segregated rapidways. Under governance frameworks established with Metrolinx and Infrastructure Ontario, YRRTC will construct the rapidway portion of the transit network which is comprised of almost 38 kilometres (km) of transit rapidways.

The VivaNext rapidways will contribute to managing traffic congestion, while enhancing the quality of our urban streets. Once completed, these investments will also have operating budget impacts including: new needs for road maintenance, additional street trees, landscaping and boulevard maintenance.

Spadina Subway Extension

York Region is a partner in the development and design of the 3 stations and bus terminals located north of Steeles Avenue. Once completed the department will be involved in the operation and maintenance of these terminals and restructuring of transit routes.

Transit Garages (3)

Three (3) additional operating and maintenance facilities are expected to become operational during the next 5 years. As with the existing two sites (18106 Yonge and 8300 Keele) these properties will all be Region owned:

1. Viva Operations & Maintenance (O&M) Facility
2. North Division Facility
3. Southeast Division Facility

The Viva O&M property has been secured and the facility is currently being designed. Negotiations are underway for a potential property in Newmarket for the needs of the North division, while the search continues for suitable property in the southeast.

Snow Management Facility

The new VivaNext stations require complete removal of snow, which is a new challenge for winter maintenance operations.

Funds for a study to identify options to address this were included in the 2011 budget.

The possible purchase of property to address this change has been included in the 10 year capital budget. The study is expected to be completed in 2012.

Roads Operations Patrol Yard (South East)

As a result of growth, current yards are not large enough to accommodate existing vehicles, equipment and supplies. The lease with the Ministry of Transportation on the southeast yard expires in 2015.

Search for new site in the southeast portion of the Region is underway, with planned land acquisition in 2013 and construction in 2016.

Major Roads Projects

Below is a list of significant Roads capital projects.

Project Description	Timeframe	Budget \$M
Major Mackenzie: Highway 50 to Weston Road	2014 - 2016	123
16 th Avenue: Yonge Street to Kennedy Road	2017 - 2020	84
Rutherford/Carville Road: Jane Street to Yonge Street	2015 - 2017	69
Ninth Line - Major Mackenzie to Main Street	2013 - 2015	60
Stouffville Road: Highway 404 to Highway 48	2011 - 2013	45
New South-East Maintenance Yard	2014 - 2016	53
2 nd Concession: Green Lane to Queensville Sideroad	2014 - 2016	50
Bathurst St: North of Highway 7 to Elgin Mills	2014 - 2016	46
Doane Rd: Yonge Street to Highway 404	2016 - 2018	43

2012 DC By-law

A new DC by-law is currently under development and expected to be completed and introduced in 2012. The bylaw is anticipated to have a direct impact to the funding mix for many future transportation projects. It is anticipated that these changes will be reflected in preparation of the 2013 budget.

Prudent Financial Management and Debt

The capital program is developed each year to balance the needs for growth and asset replacement against sound financial stewardship. A portion of the capital program is funded from the tax levy. This amount is kept constant to mitigate any significant swings in tax pressure due to the capital program. Furthermore, the practice has been adopted to not fund road construction and rehabilitation project through debt. Debt financing is utilized in Transit and for facilities only after all other funding options are explored.

Capital Strategy (10 Year Plan)

In 2011 YRT/Viva estimates that approximately 21 million revenue trips will occur. Mobility Plus will provide approximately 328,000 trips. The new Five-Year Plan (2011-2015) is focused on meeting on-time performance goal and promoting ridership growth. Key areas of focus:

- Ridership management (retain, increase ridership)
- VivaNext construction mitigation (rapidways and Spadina Subway extension)
- Transit Service Guidelines update
- Rapid transit readiness (operating along rapidways and connecting YRT/Viva services to the future Spadina subway extension in York Region)

Several different contractors operate and maintain a fleet of approximately:

- 330 conventional vehicles
- 116 rapid transit vehicles
- 75 Mobility Plus vehicles including bus, minivan and sedan taxis

Managed assets include:

- 4 York Region transit terminals (Bernard, Promenade Mall, Richmond Hill Centre and Vaughan Mills),
- 2 shared GO terminals (Newmarket and Finch)
- Approximately 5,000 bus stops with 860 shelters.

Key Initiatives (10 Year Plan)

The 10 year capital plan is prepared with a focus on the following:

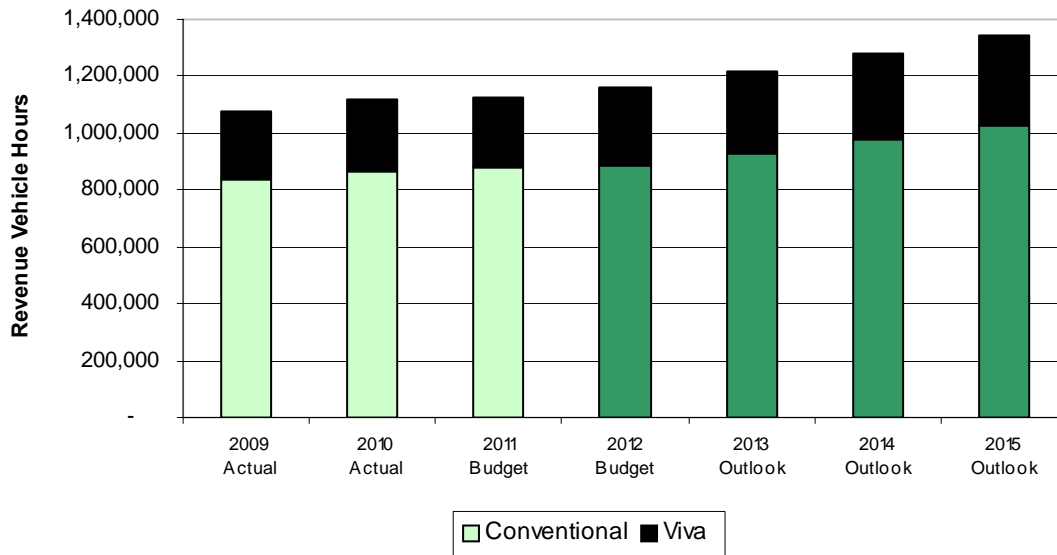
- Growth (Transit Network Expansion)
- Asset Management (State of Good Repair)
- Optimizing Network Performance



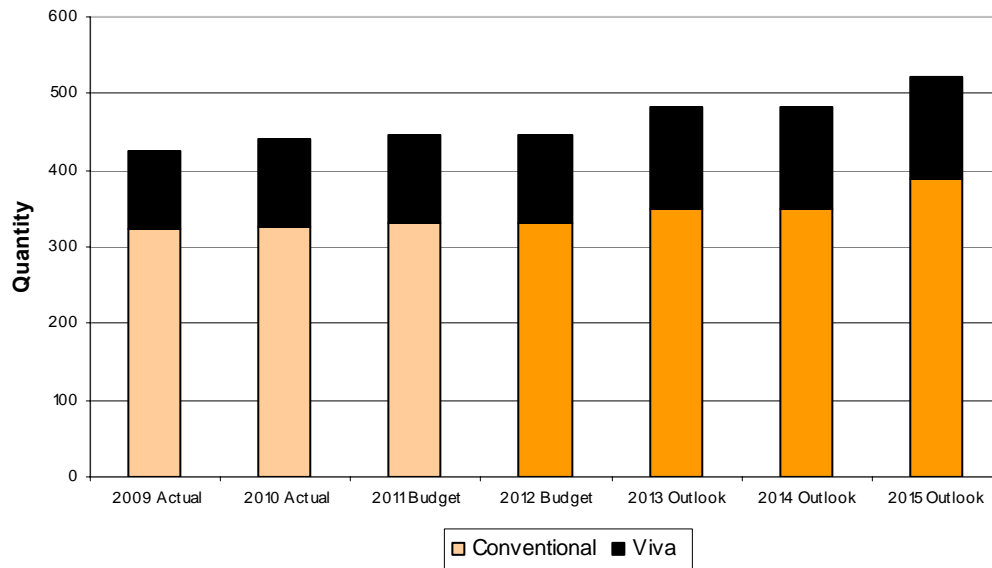
Growth (Transit Network Expansion)

The following two graphs illustrate continuing growth in transit service hours and fleet size from 2009 to 2015.

**Conventional Revenue Vehicle Hours
2009 - 2015**



**Conventional Fleet
2009 - 2015**



Due to the projected growth, the 2012 ten year capital plan includes:

- 196 conventional buses
- 15 Mobility Plus buses
- 3 garages
- 1,000 new bus stop signs & posts
- 500 new bus pads
- 250 new shelters
- 1 bus loop and 2 new public washrooms

Asset Management (State of Good Repair)

In 2010, the Ontario Bus Replacement Program, which provided up to a one-third subsidy on replacement buses, was eliminated. To defer the need for capital replacement funds, YRT/Viva is proposing a return to an 18-year bus service life for conventional and 40 foot Viva buses. The 10 year plan includes major structural refurbishing and mechanical overhaul for both conventional and Viva 40 foot buses.

Vehicles to be refurbished:

- 302 conventional buses
- 60 Viva buses

This has reduced the overall vehicles to be replaced over the timeframe from the 2011 budget.

Vehicles to be replaced:

- 53 conventional buses
- 41 Viva buses
- 33 Mobility Plus buses

Continued rehabilitation of existing terminals, bus loops and stops is also included in the plan.

Optimizing Network Performance

Efforts to improve both customer service and productivity continue. Many of these leverage technology solutions to achieve service goals. These efforts are supported by the Traffic Management and ITS branch of the department.

Most notable of recent efforts is the introduction of the GTA smart card "Presto" fare payment system. The initial implementation in July 2011 will be followed by several additional phases, including application to the Mobility Plus service as well as continuous upgrades to provide high reliability and convenience to our residents and riders.

Major 2012 capital initiatives include:

- Negotiations for acquisition of a North garage property
- Purchase of 13 Mobility Plus buses (3 buses for service expansion, 10 for replacement)
- Re-introduction of conventional bus major structural refurbishing and mechanical overhauls to extend bus service life from 12 to 18 years
- Introduce major structural refurbishing and mechanical overhauls for 40 foot Viva vehicles
- Continue Viva bus refresh program
- Continue accessibility assessments for all stops, upgrade concrete bus stops and loops, install bus shelters and public washroom at terminals

New Projects Added to the 2012 Budget Process

The following are new projects introduced as part of this budget cycle:

No.	Project Name	Estimated Start Date
1	Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	2012
2	Viva Bus Major Structural Refurbishing & Mechanical Overhaul	2016
3	Bus Conversion	2013
4	Transportation Services Office Expansion	2012

The major structural refurbishing & mechanical overhaul for conventional and Viva buses (excluding 60 foot Viva buses) will prolong the bus service life from 12 to 18 years. Bus conversion is to utilize the existing available 14 Viva buses to YRT buses for the service growth on conventional service. TRN Office Expansion is to reconfigure Transportation Services department space to accommodate the new staff from the new organization structure.

Long Term Outlook (10 Year Plan)

To respond to growth through:

- Managing fleet growth and facility acquisition in line with service demand and VivaNext.

To maintain a state of good repair by:

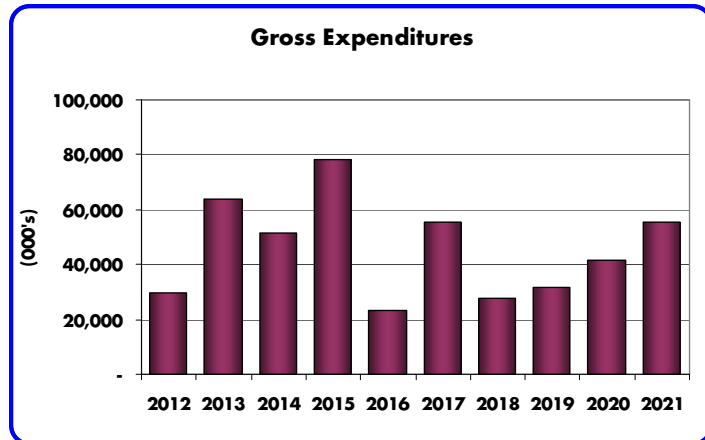
- Return to 18 year vehicle life.

To optimize network performance by:

- Continued participation of future phases of PRESTO.
- Leverage application of technology wherever possible.

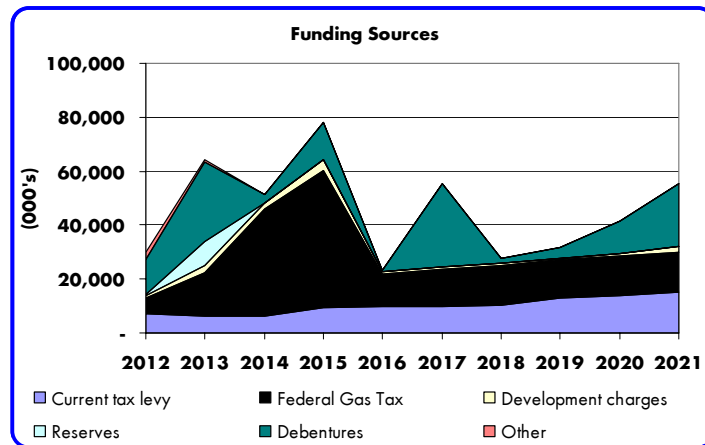
Expenditures

The 10 year capital program's expenditures total \$459 million. The high level of spending in 2014 and 2015 is for the construction of two transit garages. In 2017, above average spending is planned for vehicle replacement.



Funding

The tax funded portion of the capital program over the ten years is \$101 million increasing annually from \$7 million in 2012 to \$15 million in 2021. The largest funding source for Transit capital is Federal Gas Tax which is planned to contribute \$196 million over the ten year period. Total debt financing of \$132 million is largely for the land and construction of three garages and the replacement of vehicles in 2017.



Pressures of Net Operating Impact of Capital Projects

The table on the following page summarizes the operating impacts of the 10 year capital program. The primary pressure is from payments to contractors, which are included in other costs. Contractor payments include conventional buses operation (\$299,000 per bus per year), Mobility Plus buses operation (\$191,000 per bus per year) plus maintenance costs for facilities. Revenue is derived from user fees (cash & fare media) from all services. Replacement reserve contribution includes the replacement costs of Transit tangible capital asset items.

2012 Business Plan and Budget										
Transportation Services										
York Region Transit/Viva										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Replacement Reserve Contribution	793	1,644	2,048	3,574	1,163	3,395	1,023	1,773	2,635	1,852
Other Costs	191	1,471	2,228	4,448	11,766	6,948	7,357	7,641	7,845	8,151
Total Gross Costs	984	3,115	4,276	8,022	12,929	10,343	8,380	9,414	10,480	10,003
Revenues										
Revenue	(10)	(250)	(468)	(1,016)	(2,558)	(1,679)	(1,754)	(1,829)	(1,904)	(1,978)
Total Revenues	(10)	(250)	(468)	(1,016)	(2,558)	(1,679)	(1,754)	(1,829)	(1,904)	(1,978)
Total Net Impact on Tax Levy	974	2,865	3,808	7,006	10,371	8,664	6,626	7,585	8,576	8,025

2012 Business Plan and Budget										
Transportation Services										
York Region Transit/Viva										
2012 Total Project Budget Authority										
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Estimated Total Project Cost
GROSS EXPENDITURES										
Tangible Capital Assets										
Rehabilitation/Replacement										
82190	Bus Terminals Loops & Stops- Replacement	4,978	700	1,877	-	-	-	-	-	7,555
84412	Mobility Plus buses Replacement- 2012	-	-	3,000	-	-	-	-	-	3,000
84613	Conventional Buses Replacement - 2013	-	-	-	9,954	-	-	-	-	9,954
New04	Conv Bus Major Structural Refurbishing & Mechanical Overhaul	-	-	320	-	-	-	-	-	320
Sub Total Rehabilitation/Replacement		4,978	700	5,197	9,954	-	-	-	-	20,829
Growth/Expansion										
81582	Transit Vehicle Garage - North	-	50	13,000	-	-	-	-	-	13,050
81583	Transit Vehicle Garage - Southeast	-	20	300	-	-	-	-	-	320
82150	Bus Terminals Loops & Stops- Expansion	7,911	2,233	4,932	-	-	-	-	-	15,076
82770	Support Vehicles	499	340	-	-	-	-	-	-	839
84312	Mobility Plus Buses Expansion - 2012/2013	-	-	900	600	-	-	-	-	1,500
84513	Conventional Buses Expansion - 2013	-	-	-	7,965	-	-	-	-	7,965
Sub Total Growth/Expansion		8,411	2,643	19,132	8,565	-	-	-	-	38,751

2012 Business Plan and Budget										
Transportation Services										
York Region Transit/Viva										
2012 Total Project Budget Authority										
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Estimated Total Project Cost
Enhancement/Improvement										
83970	Bike Racks	247	23	119	100	-	-	-	-	488
86100	Facility Security	58	650	250	-	-	-	-	-	958
86103	Bike Racks & Lockers	37	10	-	198	-	-	-	-	245
86109	Operations and Maintenance (O&M) Facility Leasehold Improvements	-	1,000	150	-	-	-	-	-	1,150
New06	Transportation Services Office Expansion	-	-	500	-	-	-	-	-	500
Sub Total Enhancement/Improvement		342	1,683	1,019	298	-	-	-	-	3,342
Total Tangible Capital Assets		13,730	5,026	25,348	18,817	-	-	-	-	62,921
Non Tangible Capital Assets										
Rehabilitation/Replacement										
82780	Bus Repainting	690	150	570	-	-	-	-	-	1,410
86102	Viva Buses Refresh	331	1,271	3,915	-	-	-	-	-	5,517
Sub Total Rehabilitation/Replacement		1,021	1,421	4,485	-	-	-	-	-	6,927
Total Non Tangible Capital Assets		1,021	1,421	4,485	-	-	-	-	-	6,927
TOTAL GROSS EXPENDITURES		14,751	6,447	29,833	18,817	-	-	-	-	69,848

2012 Business Plan and Budget											
Transportation Services											
York Region Transit/Viva											
2012 Total Project Budget Authority											
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete	Total Project Budget Authority	Estimated Total Project Cost	
								(In \$000's)			
FINANCING SOURCES											
Regional											
Development Charges	292	131	195	514	-	-	-	-	709	1,132	
Development Charges Committed	738	5	903	-	-	-	-	-	903	1,646	
Reserve: Current Tax Levy	4,940	2,488	7,200	31	-	-	-	-	7,231	14,659	
Reserve: Prior Year Tax Levy	2,068	1,187	647	-	-	-	-	-	647	3,902	
Reserve: Facilities Management	-	-	-	8,889	-	-	-	-	8,889	8,889	
Sub Total Regional	8,039	3,809	8,945	9,434	-	-	-	-	18,379	30,227	
External											
Provincial Funding	457	450	2,604	267	-	-	-	-	2,871	3,777	
Reserve: Federal Gas Tax	2,482	2,140	5,532	8,051	-	-	-	-	13,583	18,205	
Reserve: Provincial Gas Tax	933	-	-	-	-	-	-	-	-	933	
Sub Total External	3,872	2,590	8,136	8,318	-	-	-	-	16,454	22,915	
TOTAL AVAILABLE FINANCING	11,911	6,399	17,081	17,752	-	-	-	-	34,833	53,143	
TOTAL DEBENTURE REQUIREMENTS	2,841	48	12,752	1,065	-	-	-	-	13,817	16,705	
TOTAL FINANCING SOURCES	14,751	6,447	29,833	18,817	-	-	-	-	48,650	69,848	
DEBENTURE REPAYMENT SOURCES											
Tax Levy	2,841	48	12,752	1,065	-	-	-	-	13,817	16,705	
TOTAL DEBENTURE REQUIREMENTS	2,841	48	12,752	1,065	-	-	-	-	13,817	16,705	

2012 Business Plan and Budget

Transportation Services

York Region Transit/Viva

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debt/Lease Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
81582	Transit Vehicle Garage - North	13,000	-	-	12,220	780	-	-
81583	Transit Vehicle Garage - Southeast	300	-	-	282	18	-	-
82150	Bus Terminals Loops & Stops-Expansion	4,932	-	-	-	246	4,686	-
82190	Bus Terminals Loops & Stops-Replacement	1,877	1,760	117	-	-	-	-
82780	Bus Repainting	570	-	380	-	-	190	-
83970	Bike Racks	219	-	-	-	-	219	-
84312	Mobility Plus Buses Expansion - 2012/2013	1,500	-	-	-	90	1,410	-
84412	Mobility Plus buses Replacement-2012	3,000	2,000	-	-	-	1,000	-
84513	Conventional Buses Expansion - 2013	7,965	-	-	-	478	7,487	-
84613	Conventional Buses Replacement - 2013	9,954	-	8,889	1,065	-	-	-
86100	Facility Security	250	-	-	250	-	-	-
86102	Viva Buses Refresh	3,915	2,620	-	-	-	1,295	-
86103	Bike Racks & Lockers	198	31	-	-	-	167	-
86109	Operations and Maintenance (O&M) Facility Leasehold Improvements	150	-	150	-	-	-	-
New04	Conv Bus Major Structural Refurbishing & Mechanical Overhaul	320	320	-	-	-	-	-
New06	Transportation Services Office Expansion	500	500	-	-	-	-	-
Total Tax Supported		48,650	7,231	9,536	13,817	1,612	16,454	-

2012 Business Plan and Budget															
Transportation Services															
York Region Transit/Viva															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
GROSS EXPENDITURES															
Tangible Capital Assets															
Rehabilitation/Replacement															
82190	Bus Terminals Loops & Stops- Replacement	4,978	700	1,877	1,685	2,525	1,840	1,915	1,970	1,945	1,210	1,210	1,210	-	23,065
84412	Mobility Plus buses Replacement-2012	-	-	3,000	-	-	-	-	-	-	-	-	-	-	3,000
84499	Mobility Plus Buses Replacement - Future Years	-	-	-	-	-	-	-	-	-	2,400	3,900	600	-	6,900
84613	Conventional Buses Replacement - 2013	-	-	-	9,954	-	-	-	-	-	-	-	-	-	9,954
84699	Conventional Buses Replacement - Future Years	-	-	-	-	-	5,530	-	-	-	-	-	13,825	-	19,355
84899	Viva Buses Replacement - Future Years	-	-	-	-	-	-	3,188	28,687	-	6,375	14,025	-	-	52,275
New04	Conv Bus Major Structural Refurbishing & Mechanical Overhaul	-	-	320	3,680	4,960	4,000	3,040	5,440	6,080	6,880	7,040	6,880	-	48,320
New05	Viva Bus Major Structural Refurbishing & Mechanical Overhaul	-	-	-	-	-	-	1,750	4,375	4,375	-	-	-	-	10,500
Sub Total Rehabilitation/Replacement		4,978	700	5,197	15,319	7,485	11,370	9,893	40,472	12,400	16,865	26,175	22,515	-	173,369
Growth/Expansion															
81582	Transit Vehicle Garage - North	-	50	13,000	3,000	15,000	15,000	-	-	-	-	-	-	-	46,050
81583	Transit Vehicle Garage - Southeast	-	20	300	29,700	25,625	25,625	-	-	-	-	-	-	-	81,270
81584	Transit Vehicle Garages #4	-	-	-	-	-	-	-	-	-	-	-	17,000	-	17,000
82150	Bus Terminals Loops & Stops- Expansion	7,911	2,233	4,932	683	675	700	675	1,775	1,625	675	750	750	-	23,384

2012 Business Plan and Budget																
Transportation Services																
York Region Transit/Viva																
10 year Capital Plan 2012 - 2021																
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)										Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		Balance to Complete	
82770	Support Vehicles	499	340	-	50	50	50	50	50	50	50	50	50	50	-	1,289
84312	Mobility Plus Buses Expansion - 2012/2013	-	-	900	600	-	-	-	-	-	-	-	-	-	-	1,500
84399	Mobility Plus Buses Expansion - Future Years	-	-	-	-	600	600	300	300	300	300	300	300	300	-	3,000
84513	Conventional Buses Expansion - 2013	-	-	-	7,965	-	-	-	-	-	-	-	-	-	-	7,965
84599	Conventional Buses Expansion - Future Years	-	-	-	-	-	22,120	12,166	12,719	13,272	13,825	14,378	14,931	-	-	103,411
New07	Bus Conversion	-	-	-	3,500	500	-	-	-	-	-	-	-	-	-	4,000
Sub Total Growth/Expansion		8,411	2,643	19,132	45,498	42,450	64,095	13,191	14,844	15,247	14,850	15,478	33,031	-	-	288,870
Enhancement/Improvement																
83970	Bike Racks	247	23	119	100	-	-	-	-	-	-	-	-	-	-	488
86100	Facility Security	58	650	250	-	-	500	-	-	-	-	-	-	-	-	1,458
86103	Bike Racks & Lockers	37	10	-	198	-	-	-	-	-	-	-	-	-	-	245
86109	Operations and Maintenance (O&M) Facility Leasehold Improvements	-	1,000	150	-	-	-	-	-	-	-	-	-	-	-	1,150
86110	Vehicle Diagnostic and Pedestrian Detection Systems	-	-	-	1,680	1,500	1,500	-	-	-	-	-	-	-	-	4,680
New06	Transportation Services Office Expansion	-	-	500	-	-	-	-	-	-	-	-	-	-	-	500
Sub Total Enhancement/Improvement		342	1,683	1,019	1,978	1,500	2,000	-	-	-	-	-	-	-	-	8,522
Total Tangible Capital Assets		13,730	5,026	25,348	62,795	51,435	77,465	23,084	55,316	27,647	31,715	41,653	55,546	-	-	470,760

2012 Business Plan and Budget															
Transportation Services															
York Region Transit/Viva															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
Non Tangible Capital Assets															
Rehabilitation/Replacement															
82780	Bus Repainting	690	150	570	-	-	-	-	-	-	-	-	-	-	1,410
86102	Viva Buses Refresh	331	1,271	3,915	1,300	-	825	-	-	-	-	-	-	-	7,642
Sub Total Rehabilitation/Replacement		1,021	1,421	4,485	1,300	-	825	-	-	-	-	-	-	-	9,052
Total Non Tangible Capital Assets		1,021	1,421	4,485	1,300	-	825	-	-	-	-	-	-	-	9,052
TOTAL GROSS EXPENDITURES		14,751	6,447	29,833	64,095	51,435	78,290	23,084	55,316	27,647	31,715	41,653	55,546	-	479,812

2012 Business Plan and Budget														
Transportation Services														
York Region Transit/Viva														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Development Charges	292	131	195	1,031	2,511	3,839	785	873	898	885	922	1,975	-	14,337
Development Charges Committed	738	5	903	1,482	-	-	-	-	-	-	-	-	-	3,128
Reserve: Current Tax Levy	4,940	2,488	7,200	6,051	6,460	9,450	9,650	9,815	10,455	13,050	14,050	15,050	-	108,659
Reserve: Prior Year Tax Levy	2,068	1,187	647	180	-	-	-	-	-	-	-	-	-	4,082
Reserve: Facilities Management	-	-	-	8,889	-	-	-	-	-	-	-	-	-	8,889
Sub Total Regional	8,039	3,809	8,945	17,633	8,971	13,289	10,435	10,688	11,353	13,935	14,972	17,025	-	139,094
External														
Provincial Funding	457	450	2,604	727	-	-	-	-	-	-	-	-	-	4,237
Reserve: Federal Gas Tax	2,482	2,140	5,532	16,267	39,439	50,779	12,406	13,971	14,349	13,965	14,556	15,076	-	200,962
Reserve: Provincial Gas Tax	933	-	-	-	-	-	-	-	-	-	-	-	-	933
Sub Total External	3,872	2,590	8,136	16,994	39,439	50,779	12,406	13,971	14,349	13,965	14,556	15,076	-	206,132
TOTAL AVAILABLE FINANCING	11,911	6,399	17,081	34,627	48,410	64,068	22,841	24,659	25,702	27,900	29,528	32,101	-	345,227
TOTAL DEBENTURE REQUIREMENTS	2,841	48	12,752	29,468	3,025	14,222	243	30,657	1,945	3,815	12,125	23,445	-	134,585
TOTAL FINANCING SOURCES	14,751	6,447	29,833	64,095	51,435	78,290	23,084	55,316	27,647	31,715	41,653	55,546	-	479,812
DEBENTURE REPAYMENT SOURCES														
Tax Levy	2,841	48	12,752	29,468	3,025	14,222	243	30,657	1,945	3,815	12,125	23,445	-	134,585
TOTAL DEBENTURE REQUIREMENTS	2,841	48	12,752	29,468	3,025	14,222	243	30,657	1,945	3,815	12,125	23,445	-	134,585

2012 Business Plan and Budget

Transportation Services

York Region Transit/Viva

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
81582	Transit Vehicle Garage - North	46,000	-	-	12,220	2,760	31,020	-
81583	Transit Vehicle Garage - Southeast	81,250	-	-	32,977	4,876	43,397	-
81584	Transit Vehicle Garages #4	17,000	-	-	15,980	1,020	-	-
82150	Bus Terminals Loops & Stops-Expansion	13,240	-	-	-	663	12,577	-
82190	Bus Terminals Loops & Stops-Replacement	17,387	9,145	117	8,125	-	-	-
82770	Support Vehicles	450	-	-	-	27	423	-
82780	Bus Repainting	570	-	380	-	-	190	-
83970	Bike Racks	219	-	-	-	-	219	-
84312	Mobility Plus Buses Expansion - 2012/2013	1,500	-	-	-	90	1,410	-
84399	Mobility Plus Buses Expansion - Future Years	3,000	-	-	-	180	2,820	-
84412	Mobility Plus buses Replacement-2012	3,000	2,000	-	-	-	1,000	-
84499	Mobility Plus Buses Replacement - Future Years	6,900	6,900	-	-	-	-	-
84513	Conventional Buses Expansion - 2013	7,965	-	-	-	478	7,487	-
84599	Conventional Buses Expansion -Future Years	103,411	-	-	-	6,205	97,206	-
84613	Conventional Buses Replacement - 2013	9,954	-	8,889	1,065	-	-	-
84699	Conventional Buses Replacement - Future Years	19,355	7,145	-	12,210	-	-	-
84899	Viva Buses Replacement - Future Years	52,275	7,405	-	44,870	-	-	-

2012 Business Plan and Budget

Transportation Services

York Region Transit/Viva

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)									
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries	
86100	Facility Security	750	500	-	250	-	-	-	-
86102	Viva Buses Refresh	6,040	4,745	-	-	-	1,295	-	-
86103	Bike Racks & Lockers	198	31	-	-	-	167	-	-
86109	Operations and Maintenance (O&M) Facility Leasehold Improvements	150	-	150	-	-	-	-	-
86110	Vehicle Diagnostic and Pedestrian Detection Systems	4,680	4,500	180	-	-	-	-	-
New04	Conv Bus Major Structural Refurbishing & Mechanical Overhaul	48,320	47,860	-	-	-	460	-	-
New05	Viva Bus Major Structural Refurbishing & Mechanical Overhaul	10,500	10,500	-	-	-	-	-	-
New06	Transportation Services Office Expansion	500	500	-	-	-	-	-	-
New07	Bus Conversion	4,000	-	-	4,000	-	-	-	-
Total Tax Supported		458,614	101,231	9,716	131,697	16,299	199,671	-	-

Capital Strategy (10 Year Plan)

The Roads Capital program supports the development of the Region’s arterial road network. The arterial network consists of over 3,400 lane-kilometres of urban and rural roads and will grow by over 400 lane kilometres over the next ten years. The network also includes: bridges, bike lanes, intersections and highway interchanges.

Development of the 10-Year Capital Plan

A priority setting framework is used in preparation of the 10-Year Roads Capital Plan. It involves prioritizing road projects based on a number of criteria including;

- findings from transportation studies to determine existing and future traffic volumes,
- pavement condition index,
- traffic safety index,
- community benefits

The road projects are further prioritized based on consideration of;

- project readiness,
- coordination with other public infrastructure construction,
- compatibility with Regional policies
- availability of funding

To optimize the delivery of all Regional Infrastructure road projects are coordinated with water, wastewater, rapid transit, construction driven by development and maintenance projects. This coordination reduces costs and community impacts.

Key Initiatives (10 Year Plan)

The 10 year capital plan is prepared with a focus on the following:

- Growth (Road Network Expansion)
- Asset Management (State of Good Repair)
- Optimizing Network Performance



The Roads annual capital plan has been experiencing a decreasing percentage of spending in relation to budget due to:

- The focus on larger multi-year projects which leverage Development Charge funding,
- Increased approval process with conservation authorities, and
- Increased consultation with stakeholders

As a result the 2012 capital budget has a reduced request for new capital which should result in improved spending as a percentage to budget and reduce the requirements on Development Charges which will in turn improve the Region’s overall debt capacity.

Growth (Road Network Expansion)

Growth related projects reflect recent trends, including:

- a focus on a modal shift to public transit and support for walking and cycling,
- expanding urban roads to 4 lanes allowing for public transit and access to our critical employment lands,
- providing high occupancy vehicle lanes, transit lanes and cycling facilities,
- costs and funding pressures,
- ongoing transportation studies.

These projects are largely funded through development charges, recovered from developers and taxation revenue is used for the portion of the projects not funded from developers.

The largest growth related projects in the 10-Year Capital Program are:

Project Description	Timeframe	Budget \$M
Major Mackenzie: Highway 50 to Weston Road	2014 - 2016	129
16 th Avenue: Yonge Street to Kennedy Road	2017 - 2020	85
Rutherford/Carville Road: Jane Street to Yonge Street	2015 - 2017	69
Ninth Line - Major Mackenzie to Main Street	2013 - 2015	60
Stouffville Road: Highway 404 to Highway 48	2011 - 2013	45
New South-East Maintenance Yard	2014 - 2016	53
2 nd Concession: Green Lane to Queensville Sideroad	2014 - 2016	50
Bathurst St: North of Highway 7 to Elgin Mills	2014 - 2016	46
Doane Rd: Yonge Street to Highway 404	2016 - 2018	43

Noise Policy Implementation

In 2006, Regional Council approved an updated noise policy. This updated policy identified changes to the way in which the Region predicts future noise levels and mitigates impacts to adjacent residents from traffic noise resulting from the reconstruction and widening of Regional roads. This responsive policy has resulted in increased attention and commitments by the Region to mitigate traffic related noise impacts to adjacent residents.

Asset Management (State of Good Repair)

The quality of the road infrastructure is an important level of service provided to residents. Roads need to be resurfaced every 7-10 years and rehabilitated every 15-20 years. Structure degradation accelerates over time; therefore, by proactively maintaining the road network system, the Region extends the asset's life and reduces overall maintenance costs. A new computerized maintenance management system is being implemented that will improve planning of capital replacement and rehabilitation projects.

Environmental considerations have led to changes in road rehabilitation with the recycling of materials and the rehabilitating of drainage systems to protect against damage caused by major storm events.

Bridge and structural culvert assessments are conducted every two years. There are currently four bridges to be rehabilitated in the 10-Year Capital Plan. Additional projects are anticipated which will be identified through future assessments.

Taxation revenue or reserves funded from taxation revenue is the main source of funding for all rehabilitation projects (roads, bridges, culverts and drainage systems).

The major resurfacing/rehabilitation projects planned for 2012 are:

Project Description	Lane km
McCowan Road from Mount Albert Road to Ravenshoe Road	20.6
King Road from 12th Concession to Highway 27	11.0
15th Sideroad from Bathurst Street to Keele Street	8.4
McCowan Road from Elgin Mills Road to Stouffville Road	8.4
Warden Avenue from Bloomington Road to Aurora Road	8.2
Prospect Street from Davis Drive to Mulock Drive	6.6
Woodbine Avenue from north of Elgin Mills Road to Stouffville Road	6.0
Preventative Treatment - Various Regional Roads	100 +

An illustration of the resurfacing/rehabilitation projects planned for 2012 is included in Appendix A Map 8

Optimizing Network Performance

In concert with the many initiatives being undertaken by the Transportation Management and Intelligent Traffic Systems branch, the 2012 Roads Capital Plan includes ongoing programs which are aimed at optimizing the efficiency and effectiveness of the Regional road network.

Intersection Improvements

Through a systematic review of Regional road intersections, a number of locations have been identified that would generate additional road capacity. These types of improvements can provide immediate congestion relief and improve safety.

Development charges are the main source of funding for projects related to network enhancement. Major intersection improvements include:

Project Description	Timeframe	Budget \$M
Ninth Line and Major Mackenzie Drive intersection	2012	14.7
Ninth Line and Stouffville Road intersection	2013	14.5
16 th Avenue and Reesor Road intersection	2015	9.6

Pedestrian and Cycling Master Plan

The Regional Pedestrian and Cycling Master Plan guides the Region as it works with local municipalities to implement a comprehensive pedestrian and cycling network. This network provides York Region residents and commuters with alternative active modes of transportation and complements the Region's sustainability goals. This focus on active transportation continues to move towards getting people out of cars for at least some of their trips.

Major 2012 capital initiatives include:

- Build approximately 390 new lane-kilometres of arterial roads.
- Resurface approximately 700 lane-kilometres of Regional roads.
- Rehabilitate approximately 100 bridges and culverts.
- Build 12 new bridges
- Replace 4 bridges
- Improve approximately 16 intersections.
- Build approximately 200 kilometres of Bike lanes
- Build approximately 110 lane-kilometres of Transit/ High Occupancy Vehicle lanes
- Build 1 new highway interchange and upgrade another.
- Build 4 new rail grade-separations.

As a result of the 10-Year Capital Plan process; new projects are added, existing projects are advanced and other projects are deferred.

Appendix A illustrates the 10 Year Capital Program in the following maps:

- Map 1 10 Year Road Construction Program –York Region
- Map 2 10 Year Road Construction Program – East Gwillimbury / Georgina
- Map 3 10 Year Road Construction Program – Newmarket / Aurora / Richmond Hill

Map 4 10 Year Road Construction Program – Witchurch-Stouffville / Markham

Map 5 10 Year Road Construction Program – King / Vaughan

Below is a listing of changes in timing of projects in the 10 Year Capital Plan compared to last year:

New Projects Added to the 2012 Budget Process (see Map 6)

Project Description	Year
2 nd Concession - Doane Road to Queensville Sideroad Phase 1	2014
King Road – Urbanization from Dufferin Street to 1 km west	2012
Block 18 Intersection Improvements	2012
Intersection Improvements at York/Durham Line and Durham Road 5	2014
Udora Bridge Replacement, Ravenshoe Road	2013
Umphrey Bridge Replacement, Ravenshoe Road	2013
Portable Snow Melting Facilities	2013
Snow Dumping Facility	2016

Projects Advanced (see Map 6)

Project Description	Construction Year	
	2011 Plan	2012 Plan
Bathurst Street – Major Mackenzie Drive to Elgin Mills	2017	2016
Hwy 50 – Rutherford Road to Albion-Vaughan Road	2017	2015/16
Hwy 7 – Verclaire Gate to Sciberras Road	2013	2012
Markham Bypass – Major Mackenzie Drive to Hwy 48	2016	2015

Projects Deferred (see Map 7)

Project Description	Construction Year	
	2011 Plan	2012 Plan
14 th Avenue – 9 th Line to Reesor Road including connection to Markham Scarborough Link	2016	Beyond 2021
14 th Avenue – Reesor Road to York Durham Line	2018	2020
16 th Avenue – Yonge Street to Kennedy Road	2016/2018	2017/2020
19 th Avenue – Yonge Street to Bayview Avenue	2010	2014
Bathurst Street – Green Lane West to Yonge Street	2012	2014
Bathurst Street – North of Highway 7 to Major Mackenzie Drive	2012/2013	2014
Bayview Avenue – Elgin Mills Drive to Bloomington Road	2015/2017	2016/2018

Project Description	Construction Year	
	2011 Plan	2012 Plan
Bayview Avenue - John Street to Major Mackenzie Drive	2015/2019	2017/2020
Bloomington Road - Bayview Avenue to Highway 404	2010	2012
Bloomington Road - Yonge Street to Bathurst Street	2010	2012
Cedar Avenue - Langstaff Avenue to High Tech Road	2015	2020
Doane Road - Highway 404 to Yonge Street	2015	2016
Donald Cousens Parkway Extension to Morningside Avenue	2014	2018
Dufferin Street - Major Mackenzie Drive to Teston Road	2017	2019
Highway 7 - Rouge River to Verclaire Gate	2011	2013
Highway 404 Crossing north of Highway 7	2012	2013
Highway 404 Crossing north of Major Mackenzie Drive	2016	Beyond 2021
Keele Street - Steeles Avenue to Highway 7	2013	2014
Keele Street - Highway 7 to Rutherford Road	2017	2018
King Road - Yonge Street to Bond Crescent	2012	2016
Leslie Street - Highway 7 to Major Mackenzie Drive	2016	2019
Leslie Street - St John's Sideroad to Mulock Drive	2015	2016
Major Mackenzie Drive - Highway 27 to Islington Avenue	2014	2015
Major Mackenzie Drive - Pine Valley Drive to Weston Road	2013	2014
Major Mackenzie Drive - Highway 400 to Bathurst Street	2014/2018	Beyond 2021
McCowan Road - Steeles Avenue to Bullock	2018/2019	Beyond 2021
Metro Road - Morton Avenue to Old Homestead Road	2018	2019
Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	2011	2013
Queensville Sideroad - Leslie Street to Woodbine Avenue	2013	2018
Rutherford Road - Jane Street to Dufferin Street	2014	2015-2016
St John's Sideroad - Bayview Avenue to Leslie Street	2014	2016
St John's Sideroad - Leslie Street to Woodbine Avenue	2014	Beyond 2021
Teston Road - Dufferin Street to Keele Street	2019	2020
Teston Road - East of Pine Valley (Bridge)	2013	2018
Vivian Road - Highway 48 to York-Durham Line	2013	2018
Vaughan Metropolitan Centre - Highway 400/Highway 7 Interchange	2014	2016
Warden Avenue - 16 th Avenue to Major Mackenzie Drive	2011	2013

Project Description	Construction Year	
	2011 Plan	2012 Plan
Yonge Street – Davis Drive to Green Lane	2012	Beyond 2021
York Durham Line – South of 14 th Avenue to Highway 7	2014	2015
York Durham Line – Bloomington Road to Main Street Stouffville	2018	Beyond 2021
York Durham Line – Highway 7 to Main Street Stouffville	2019	Beyond 2021
Intersection Improvements at Highway 50 and Albion-Vaughan Road/Mayfield Road	2015	2018
Intersection Improvements at Highway 7 and Keele Street	2015	Beyond 2021
Intersection Improvements at Jane Street and Rutherford Road	2014	2015
Intersection Improvements at Leslie and Highway 7	2015	Beyond 2021
Intersection Improvements at Ninth Line and Elgin Mills Road	2011	2013
Intersection Improvements at Ninth Line and Major Mackenzie Drive	2011	2013

Major Transportation Studies (see Map 9)

The Region is involved in a number of major transportation studies that will inform future Roads Capital programming:

- Western Vaughan Transportation Improvements Individual Environmental Assessment
- Sustainable Travel Choices (area study in Markham)
- Highway 404 Corridor Area Study – Highway 7 to 19th Avenue
- Vaughan Metropolitan Centre and Surrounding Area Transportation Study
- Mid-York East-West Corridor Transportation Study
- Rapid Transit Network Configuration Update

Long Term Outlook

To respond to growth and urbanization through:

- Expanding urban roads and providing high occupancy vehicle lanes
- Completion of major transportation studies.
- Sourcing and constructing facilities required for roads maintenance.

To maintain a state of good repair by:

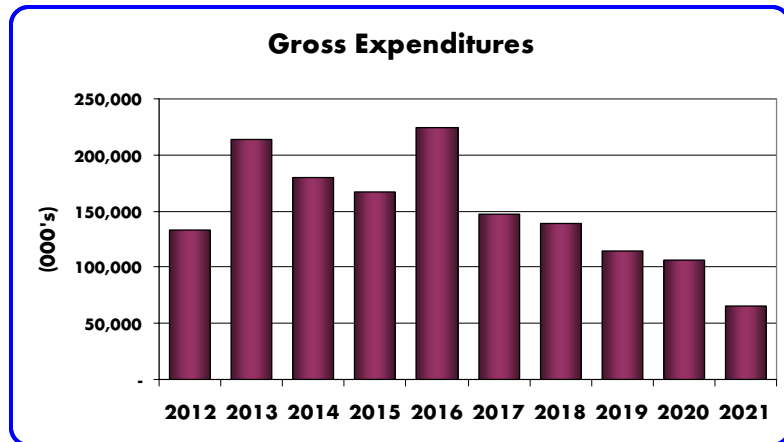
- Prioritizing rehabilitation of roads, culverts, bridges and sewers.

To optimize network performance by:

- Implementing intersection improvements.
- Providing the pedestrian and cycling infrastructure.

Expenditures

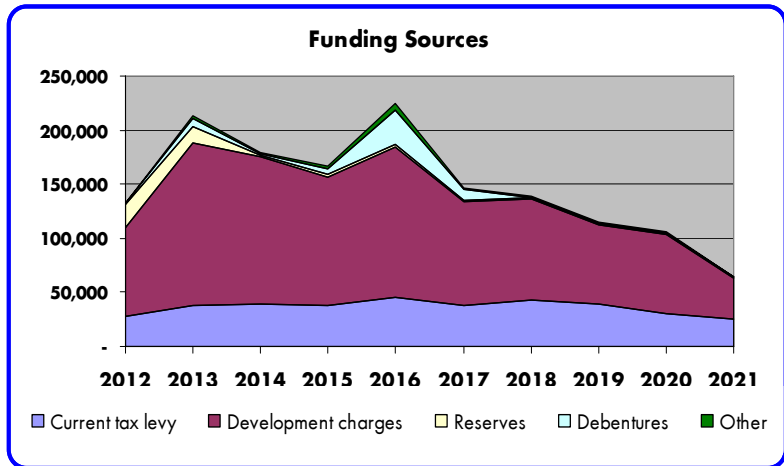
The Roads 10 year capital program's expenditures total \$1.49 billion. Average annual spending is \$149 million with the highest levels in 2013 to 2016 due to projects in the western portion of Major Mackenzie Drive.



Funding

Over the 10 year period, 67% of the projects will be funded from development charges and another 27% will be funded from the tax levy.

The tax levy fluctuates between \$25 and \$53 million over the 10 years. Each year the capital program is revisited to ensure a consistent level of tax funding in the current year and nearest outlook years. A total of \$56 million in debt is included to provide for the South East Operations Yard and the potential of a Snow Dump facility.



To avoid swings in tax pressure the capital program is reprioritized in order to maintain tax levy funding at current levels. Also, the practice has been adopted to not fund Roads project through debt. Wherever possible, partnering opportunities with other government bodies and front-end financed projects by the development industry are pursued.

Road construction costs have been increasing for a number of reasons;

- Increases in property costs
- Increases in regulatory requirements
- Increases in customer and user expectations
- Urbanization (streetscaping)
- Increases in construction costs

As project costs increase and the funding for projects remains constant, fewer lane kilometres are developed over time.

Pressures of Net Operating Impact of Capital Projects

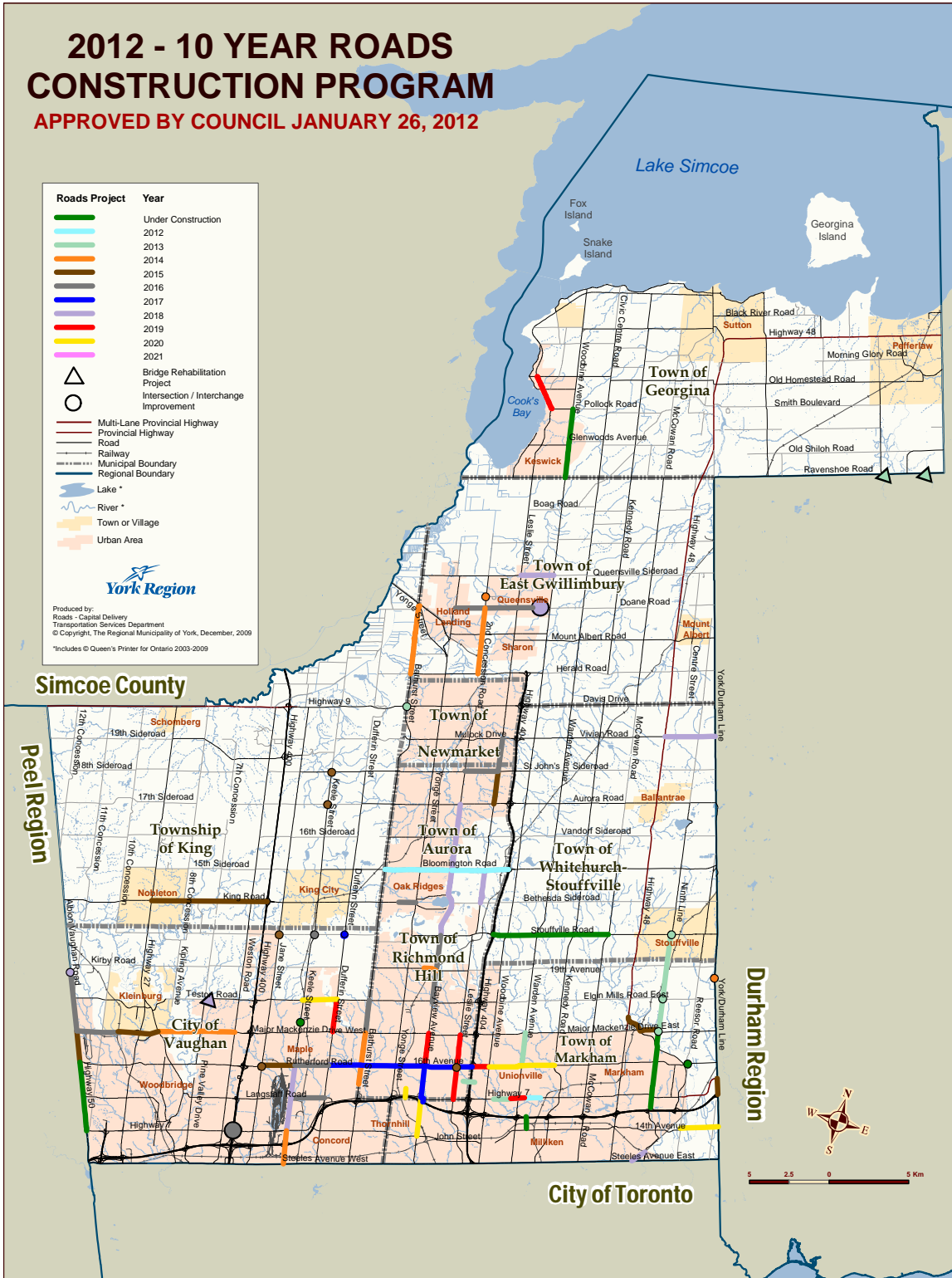
The table on the following page summarizes the operating impacts of the 10 year capital program. The construction of new lane kilometres and intersections drives the cost to maintain the road network. The net impact of Capital projects on the Operating Budget is derived from the Roads Operations' Key Performance Indicators (cost per lane km and cost per intersection).

The cost per lane km includes the cost of road maintenance comprised of: internal salaries, snow removal; line painting, and salt and sand. The cost per intersection includes salaries, contracted services such as signal and illumination maintenance, and hydro electricity. These two Key Performance Indicators have experienced significant increases in recent years due to fuel price escalation pushing contractor and granular material prices higher.

2012 Business Plan and Budget										
Transportation Services										
Roads										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Salaries and Benefits	53	89	71	83	48	147	175	90	164	47
Contract/Program Costs	121	213	160	204	147	331	390	191	348	99
Total Gross Costs	174	302	231	287	195	478	565	281	512	146
Total Net Impact on Tax Levy	174	302	231	287	195	478	565	281	512	146

Appendix A

Map 1



Appendix A

Map 2

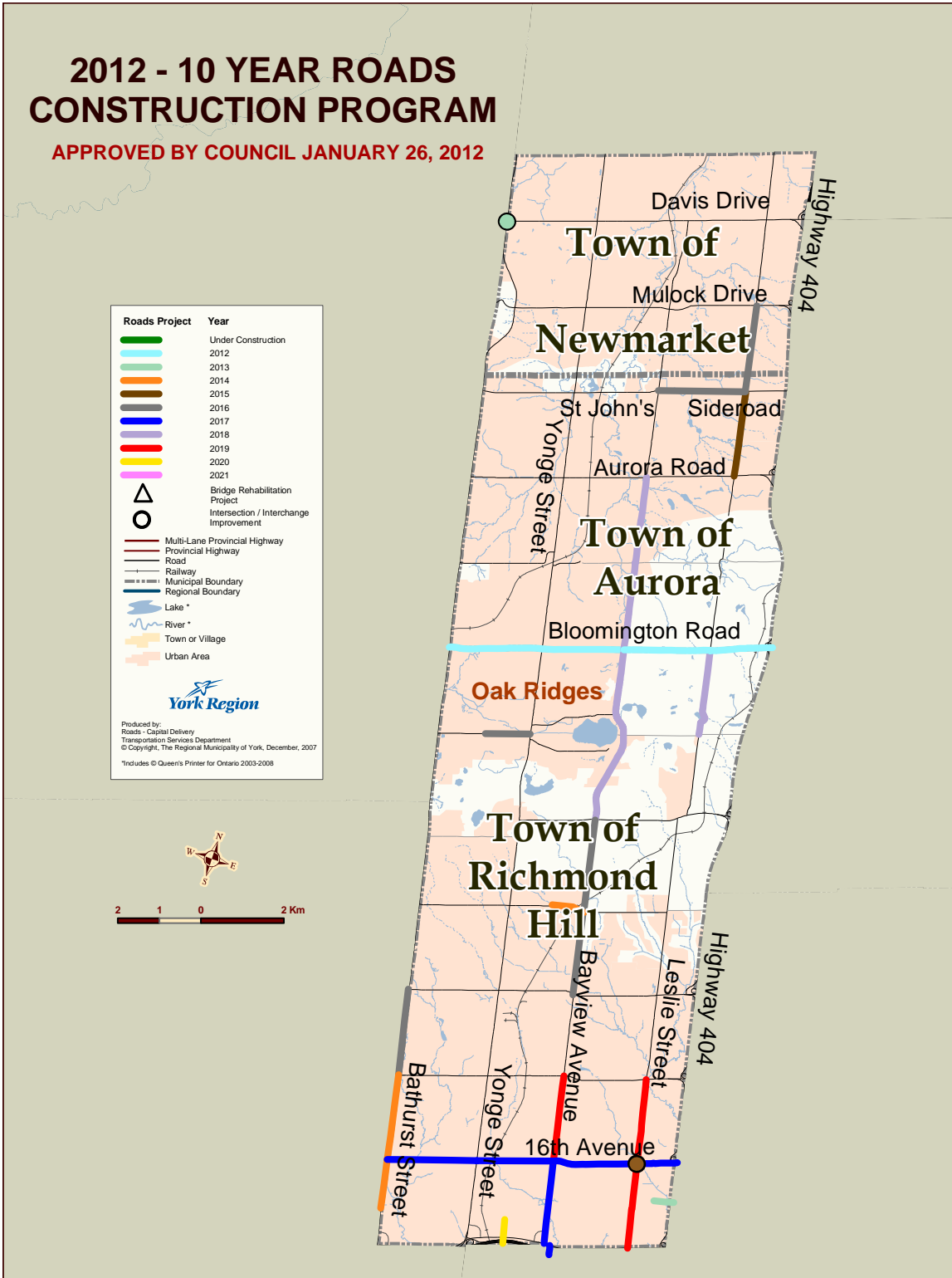
2012 - 10 YEAR ROADS CONSTRUCTION PROGRAM

APPROVED BY COUNCIL JANUARY 26, 2012



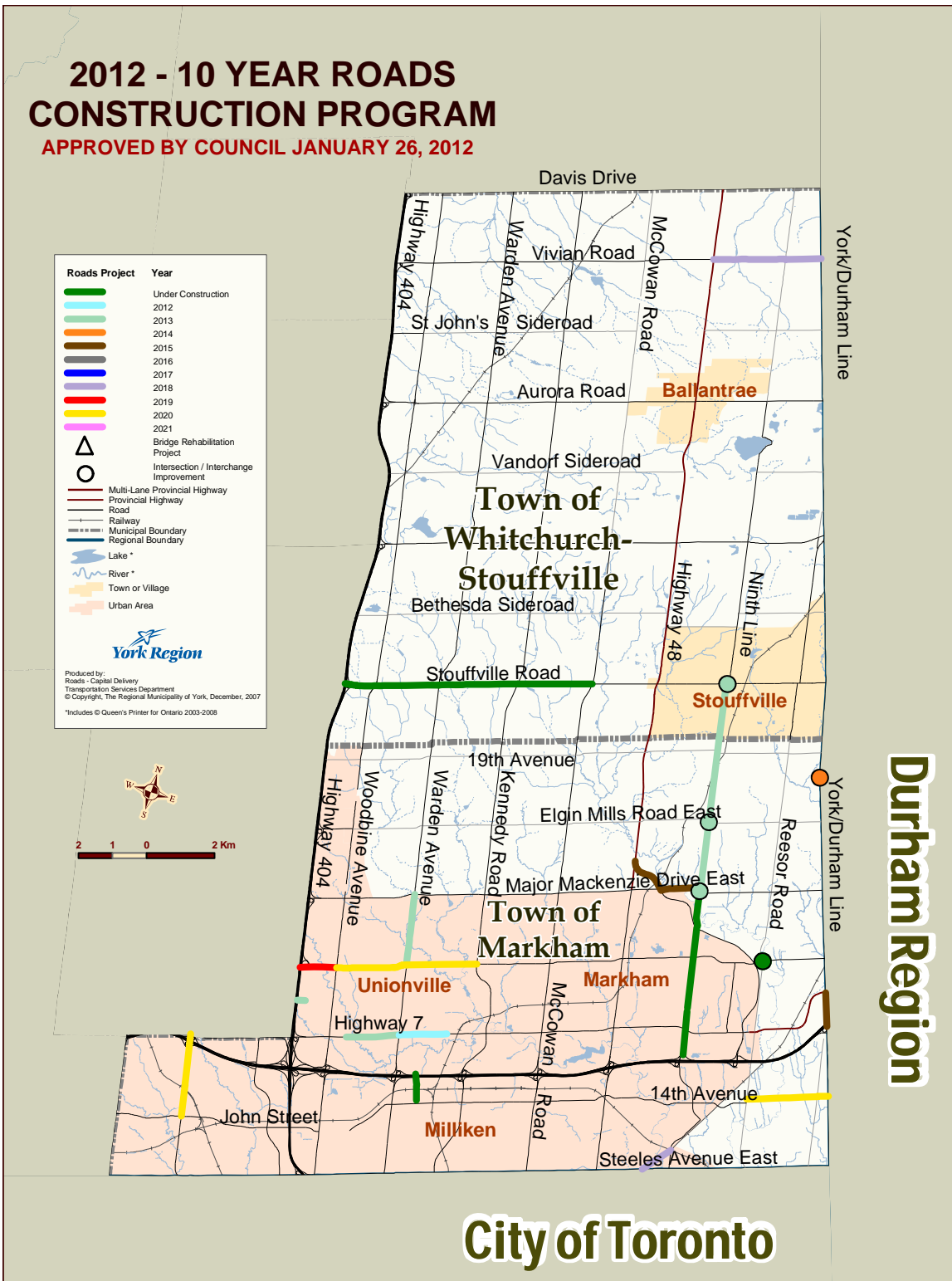
Appendix A

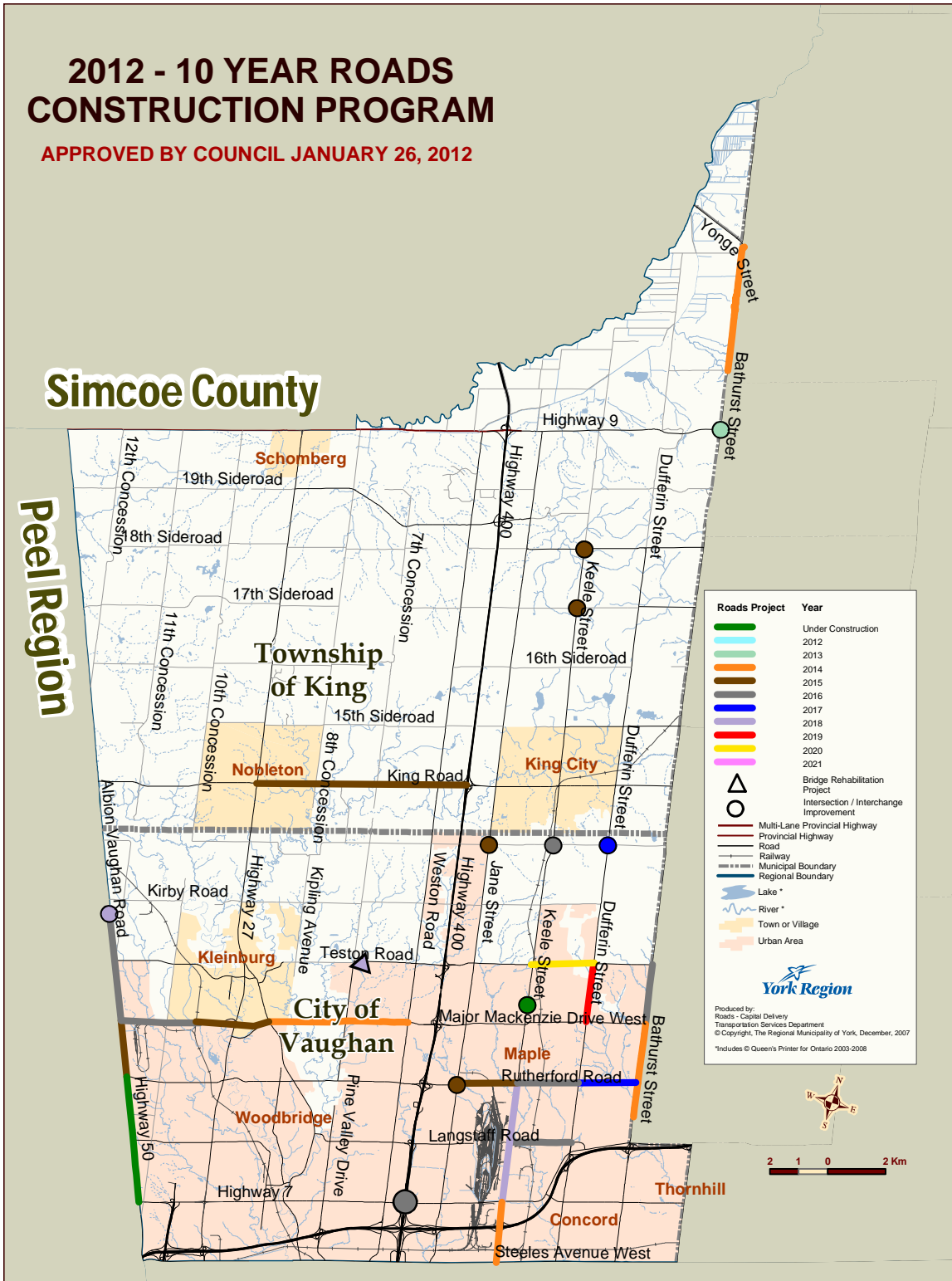
Map 3



Appendix A

Map 4



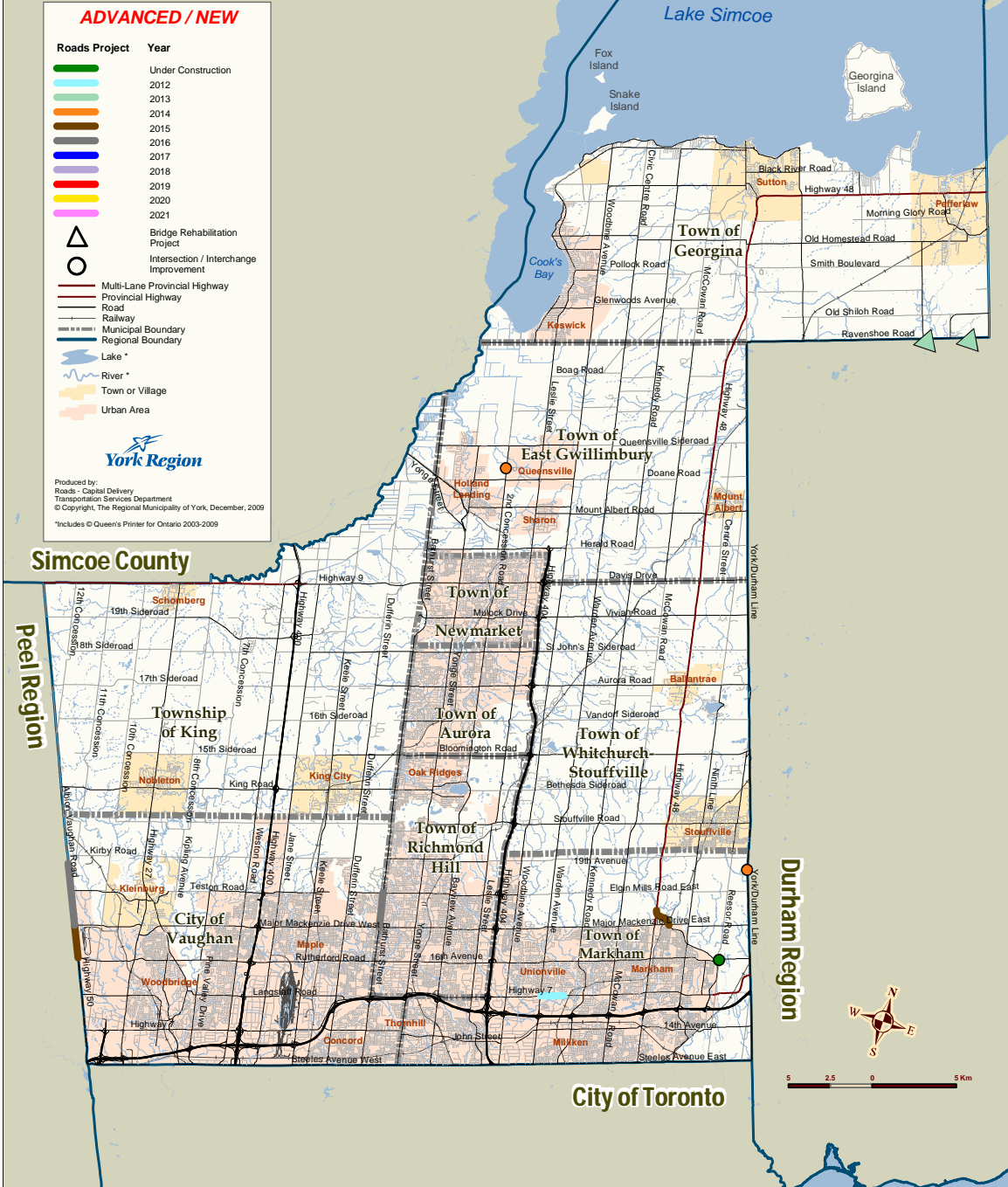


Appendix A

Map 6

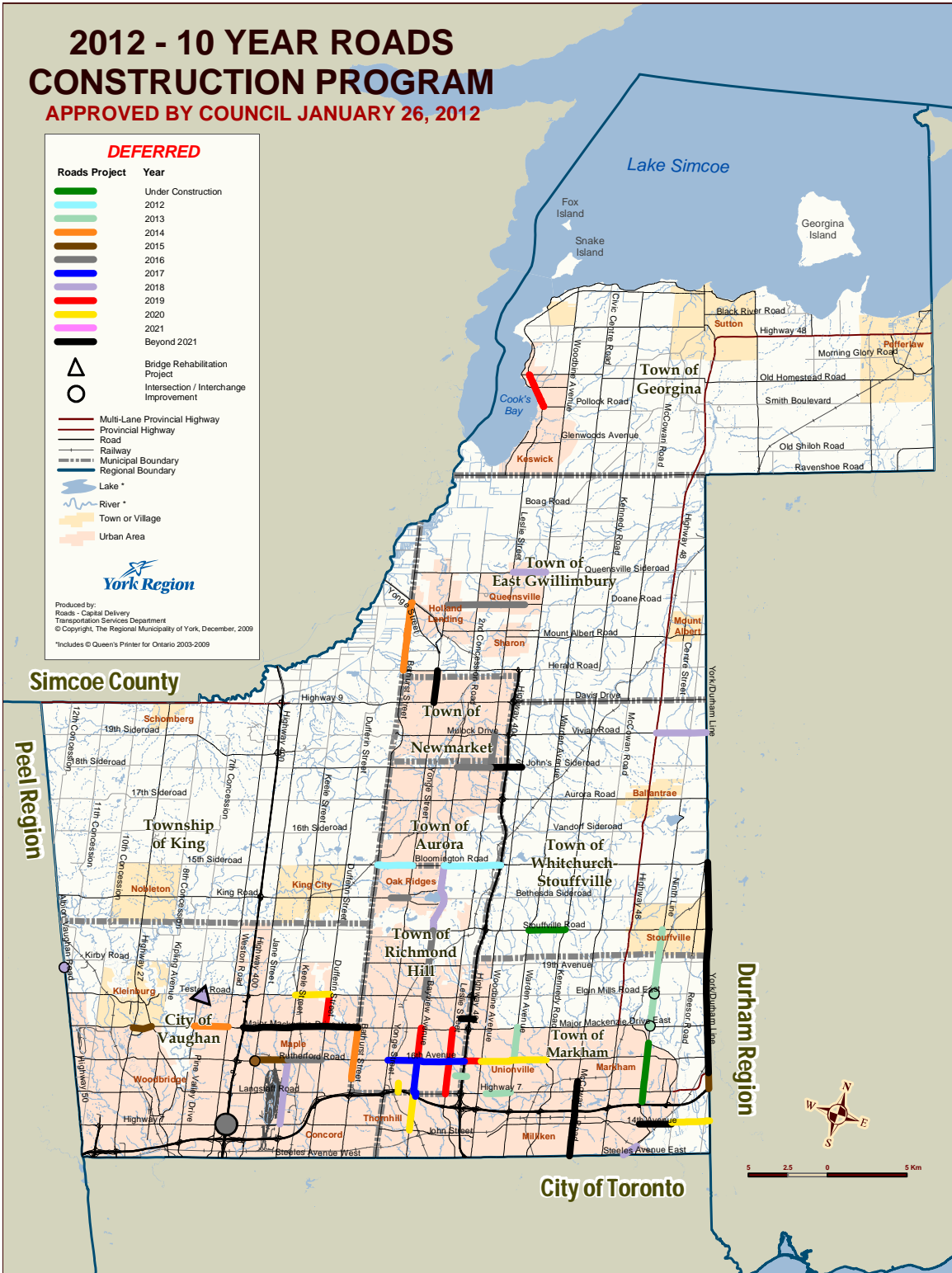
2012 - 10 YEAR ROADS CONSTRUCTION PROGRAM

APPROVED BY COUNCIL JANUARY 26, 2012



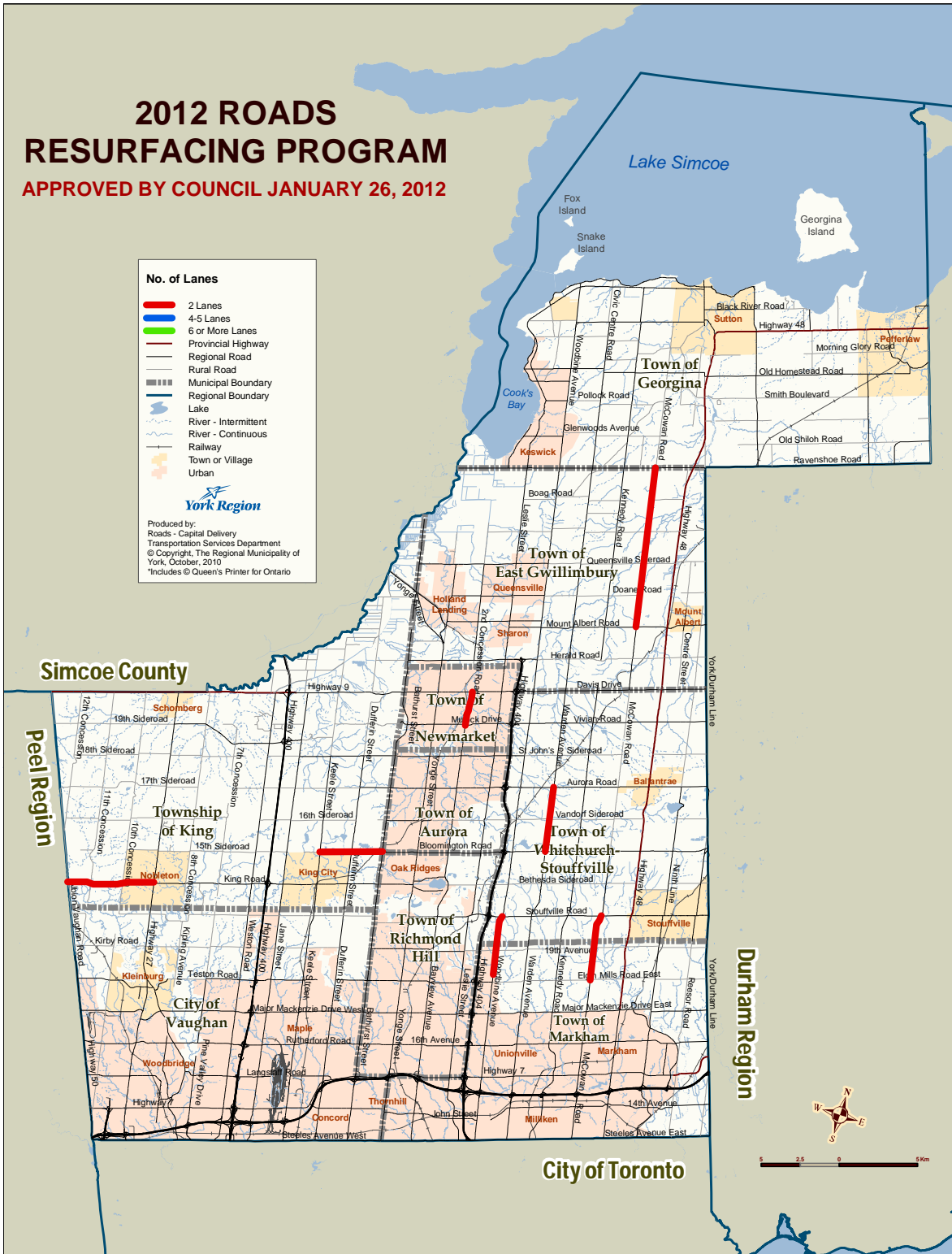
Appendix A

Map 7



Appendix A

Map 8

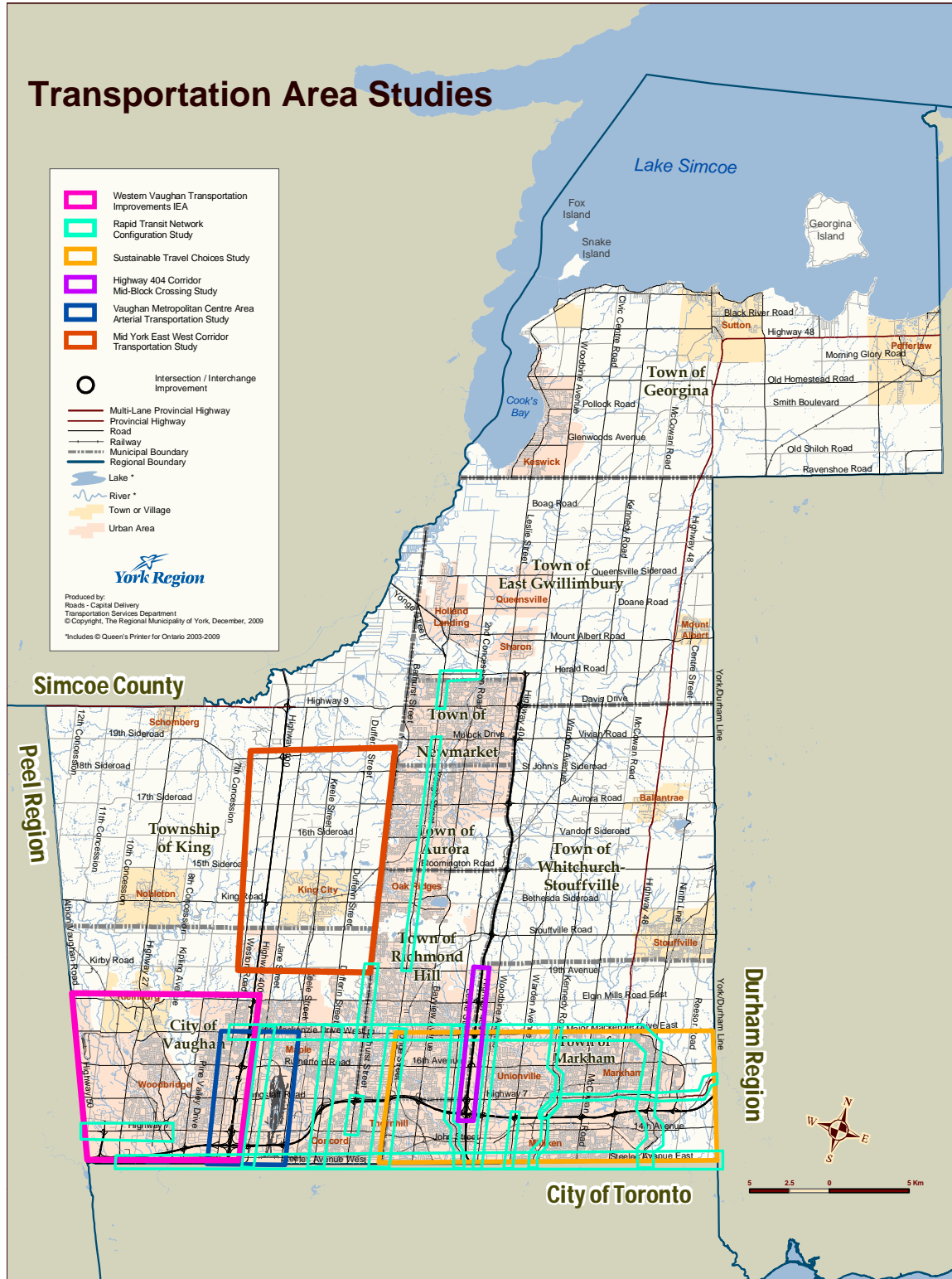


Appendix A Map 9

Transportation Area Studies

	Western Vaughan Transportation Improvements IEA
	Rapid Transit Network Configuration Study
	Sustainable Travel Choices Study
	Highway 404 Corridor Mid-Block Crossing Study
	Vaughan Metropolitan Centre Area Arterial Transportation Study
	Mid York East West Corridor Transportation Study
	Intersection / Interchange Improvement
	Multi-Lane Provincial Highway
	Provincial Highway Road
	Railway
	Municipal Boundary
	Regional Boundary
	Lake *
	River *
	Town or Village
	Urban Area

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2012 Business Plan and Budget										
Transportation Services										
Roads										
2012 Total Project Budget Authority										
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Estimated Total Project Cost
GROSS EXPENDITURES										
Tangible Capital Assets										
Rehabilitation/Replacement										
39930	Bridge & Culvert Rehabilitation	4,850	874	3,845	-	-	-	-	-	9,569
39960	Various Road Resurfacing	70,896	12,515	18,657	-	-	-	-	-	102,068
39961	Various Road Resurfacing (ISF)	22,902	-	-	-	-	-	-	-	22,902
39980	Various Road Improvements	23,460	3,600	2,575	-	-	-	-	-	29,635
80101A	King Road - Yonge Street to Bond Crescent (Design/Property)	-	15	200	442	-	-	-	-	657
80280	15th Sdrd - Keele to Bathurst Reh	-	-	1,395	-	-	-	-	-	1,395
81890	Central Patrol Yard	1,189	-	270	-	-	-	-	-	1,459
83910	Road Asset Management	302	530	1,267	-	-	-	-	-	2,099
83930	Winter maintenance - Liquid De-icing Facilities	335	216	-	-	-	-	-	-	551
83940	Teston Rd - East of Pine Valley Dr (Pre-Construction)	229	100	670	1,821	1,229	-	-	-	4,049
84930	AVL System - Winter Maintenance	-	120	350	-	-	-	-	-	470
84950	Drainage System Program	220	105	250	-	-	-	-	-	575
99910	Fleet Replacement	5,115	2,923	1,255	-	-	-	-	-	9,293
Sub Total Rehabilitation/Replacement		129,496	20,998	30,734	2,263	1,229	-	-	-	184,720

2012 Business Plan and Budget											
Transportation Services											
Roads											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
Growth/Expansion											
39920	Property Acquisition for Future Capital Projects	3,022	100	500	-	-	-	-	-	500	3,622
39970	Misc. Developer Credit	12,317	625	1,119	-	-	-	-	-	1,119	14,061
80102A	15th Sideroad from Keele St to Bathurst St (Class EA)	-	-	205	315	-	-	-	-	520	520
80103A	18th Sideroad from Dufferin St to Bathurst St (Class EA)	-	-	110	165	-	-	-	-	275	275
80104	Keele Street and Loydtown/Aurora Rd (Class EA)	-	65	265	-	-	-	-	-	265	330
80107	Nobleton Area Ancillary Facility (Pre Construction)	-	15	285	-	-	-	-	-	285	300
80180	King Road - Urbanization from Du	-	-	1,600	-	-	-	-	-	1,600	1,600
80190	Block 18 - Intersection Improve	-	-	1,300	-	-	-	-	-	1,300	1,300
80270	York Durham Line and Durham R	-	-	580	-	-	-	-	-	580	580
80590	Leslie St - Wellington St to 500m northerly	2,436	-	-	-	-	-	-	-	-	2,436
80610	Bathurst St - King Rd to Wellington St	13,788	300	500	-	-	-	-	-	500	14,588
80620	Bathurst St - Wellington St to Mulock Dr	11,233	505	800	-	-	-	-	-	800	12,538
80630	Bathurst St - Mulock Dr to Hwy 9	6,246	-	-	-	-	-	-	-	-	6,246
80660	Ninth Line - N of Major Mackenzie Dr to Stouffville Main St	1,858	1,634	1,513	8,308	3,135	245	-	-	13,201	16,693
80670	Bayview Ave - 19th Ave to Stouffville Rd (Pre-Construction)	159	110	245	-	-	-	-	-	245	514

2012 Business Plan and Budget											
Transportation Services											
Roads											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
80680	Bayview Ave - Elgin Mills Rd to 19th Ave (Pre-Construction)	1,909	110	330	-	-	-	-	-	330	2,349
80710	Markham Bypass - Phase 3 - Hwy 7 to 16th Ave	20,174	-	-	-	-	-	-	-	-	20,174
80720	Markham Bypass - Major Mackenzie Dr to Hwy 48 (Pre-Construction)	3,660	208	1,525	4,007	-	-	-	-	5,532	9,400
80750	Teston Rd - Dufferin St to Bathurst St	7,662	-	-	-	-	-	-	-	-	7,662
80790	14th Ave - Reesor Rd to York Durham Line (Class EA)	-	-	-	-	-	-	220	270	490	490
80850	Mount Albert Rd and Warden Ave	3,274	5	-	-	-	-	-	-	-	3,279
81320	Major Mackenzie Dr - Hwy 27 to Pine Valley Dr (Class EA)	4,481	900	-	-	-	-	-	-	-	5,381
81320A	Major Mackenzie Dr - Hwy 27 to Pine Valley Dr (Design/Property)	-	15	615	1,260	1,660	-	-	-	3,535	3,550
81330	Pine Valley - Rutherford Rd to Major Mackenzie Dr	51	-	-	-	-	-	-	-	-	51
81350	Jane St - Steeles Ave to Hwy 7	16	-	-	-	-	-	-	-	-	16
81390	Bathurst St - North of Hwy 7 to Rutherford Rd (Pre-Construction)	123	150	515	2,199	-	-	-	-	2,714	2,987
81400	Major Mackenzie Dr - Leslie St to Woodbine Ave	17	-	-	-	-	-	-	-	-	17
81420	Bayview Ave - Hwy 7 to John St	249	-	-	-	-	-	-	-	-	249
81510	Keele St and 15th Sideroad	1,627	1,966	200	-	-	-	-	-	200	3,793
81800	Davis Dr - Prospect St to west of Main St	447	-	-	-	-	-	-	-	-	447
81810	Hwy 50 - Hwy 7 to Rutherford Rd	6,010	4,728	3,565	3,090	3,810	3,645	-	-	14,110	24,848
81820	Weston Rd - Major Mackenzie Dr to Teston Rd	6,924	-	-	-	-	-	-	-	-	6,924

2012 Business Plan and Budget												
Transportation Services												
Roads												
2012 Total Project Budget Authority												
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost	
81830	Stouffville Rd - McCowan Rd to Hwy 48	7,619	815	-	-	-	-	-	-	-	8,434	
82660	Yonge St - Mulock Dr to Davis Dr	414	-	-	-	-	-	-	-	-	414	
82700	16th Ave - Woodbine Ave to Warden Ave	98	-	-	-	-	-	-	-	-	98	
82740	Bayview Ave - 16th Ave to Major Mackenzie Dr (Class EA)	101	-	-	-	-	-	-	-	-	101	
82860	Bathurst St - Rutherford Rd to Major Mackenzie Dr (Pre-Construction)	610	120	1,000	1,650	-	-	-	-	2,650	3,380	
83020	King Rd - Hwy 27 to Hwy 400 (Class EA)	9	370	421	240	-	-	-	-	661	1,040	
83340	Bathurst St - Centre St to Hwy 407	3	-	-	-	-	-	-	-	-	3	
83390	16th Ave - Warden Ave to Kennedy Rd	539	-	-	-	-	-	-	-	-	539	
83440	16th Ave at Hwy 48/Markham Rd	412	-	-	-	-	-	-	-	-	412	
83450	Major Mackenzie Dr - Hwy 50 to CPR (Design/Property)	-	-	470	280	280	3,025	-	-	3,775	3,775	
83620	Kennedy Rd and Birchview Ln	1,038	-	-	-	-	-	-	-	-	1,038	
83810	Kennedy Rd and Elgin Mills Rd	2,464	-	-	-	-	-	-	-	-	2,464	
83850	Highway 50 and Albion-Vaughan Road/Mayfield (Pre-Construction)	91	-	180	325	18	-	-	-	523	614	
83860	14th Ave and Birchmount Ave	6	344	-	-	-	-	-	-	-	350	
83870	Ninth Line and Elgin Mills Rd	963	320	15	2,055	4,340	-	-	-	6,410	7,693	
83880	Ninth Line and Major Mackenzie Dr	1,506	225	-	9,042	3,900	-	-	-	12,942	14,673	

2012 Business Plan and Budget												
Transportation Services												
Roads												
2012 Total Project Budget Authority												
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost	
83890	Hwy 50 - Rutherford Rd to Major Mackenzie Dr (Class EA)	190	36	-	-	-	229	-	-	229	455	
83890A	Hwy 50 - Rutherford Rd to Major Mackenzie Dr (Design/Property)	-	-	200	-	-	-	-	-	200	200	
83900	Hwy 50 - Major Mackenzie Dr to Albion-Vaughan Rd (Pre-Construction)	-	230	-	1,967	676	5	-	-	2,648	2,878	
84120	Keele St - Hwy 7 to Langstaff Rd (Class EA)	311	95	-	-	-	-	-	-	-	406	
84121	Keele St - Hwy 7 to Langstaff Rd (Construction)	1	-	-	-	-	-	-	-	-	1	
84150	Bathurst St - Major Mackenzie Dr to Elgin Mills (Design/Property)	-	-	580	2,530	-	-	-	-	3,110	3,110	
84170	16th Ave - Kennedy Rd to McCowan Rd	49	-	-	-	-	-	-	-	-	49	
84180	Leslie St - Wellington St to St. John's (Design/Property)	621	65	304	242	810	-	-	-	1,356	2,042	
84181	Leslie St - Wellington St to St. John's (Construction)	3	-	-	-	-	-	-	-	-	3	
84190	Leslie St - St John's Sdrd to Mullock Dr (Class EA)	220	60	-	-	-	-	-	-	-	280	
84190A	Leslie St - St John's Sdrd to Mullock Dr (Design/Property)	-	-	319	242	510	-	-	-	1,071	1,071	
84200	Doane Road - Highway 404 to Yonge St (Class EA)	642	338	46	-	-	-	-	-	46	1,026	
84200A	Doane Road - Highway 404 to Yonge St (Design/Property)	-	185	-	-	5,850	5,575	-	-	11,425	11,610	
84860	Bathurst St and Hwy 9 (Pre-Construction)	2	213	50	735	-	-	-	-	785	1,000	
84890	Kennedy Rd - 14 th Ave to Hwy 407 (Class EA)	119	10	-	-	-	-	-	-	-	129	
85560	Rutherford Rd - Keele St to Dufferin St (Class EA)	175	75	145	183	-	-	-	-	328	578	

2012 Business Plan and Budget

Transportation Services

Roads

2012 Total Project Budget Authority

Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)					Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
				2012	2013	2014	2015	2016			
85570	Rutherford Rd - Jane St to Keele St (Class EA)	137	65	130	127	-	-	-	257	459	
85580	Rutherford Rd - Dufferin St to Bathurst St (Class EA)	172	75	145	-	-	108	-	253	500	
85590	Carrville Rd - Bathurst St to Yonge St (Class EA)	147	80	160	-	-	152	-	312	539	
85620	2nd Concession - Green Lane to Doane Rd (Pre-Construction)	658	508	2,960	5,360	-	-	-	8,320	9,486	
85640	King Rd - Hwy 27 to E of Greenside Dr	-	1,870	100	-	-	-	-	100	1,970	
85650	Major Mackenzie Dr - CPR to Hwy 27 (Design/Property)	-	-	990	1,125	14,060	-	-	16,175	16,175	
85660	Major Mackenzie Dr - Pine Valley Dr to Weston Rd (Design/Property)	1	30	514	1,929	1,550	-	-	3,993	4,024	
85670	Major Mackenzie Dr - Hwy 400 to Jane St	10	-	-	-	-	-	-	-	10	
85680	Major Mackenzie Dr - Jane St to Keele St (Class EA)	14	-	-	246	-	-	-	246	260	
85690	Stouffville Rd - Warden Ave to Kennedy Rd	488	1,355	6,604	-	-	-	-	6,604	8,447	
85700	Stouffville Rd - Kennedy Rd to McCowan Rd	758	5,192	3,044	320	-	-	-	3,364	9,314	
85710	Yonge St - Davis Dr to Green Lane (Pre-Construction)	43	-	-	-	-	1,786	-	1,786	1,829	
85720	Jane St and Major Mackenzie Dr (Pre-Construction)	-	-	55	305	-	-	-	360	360	
85730	Jane St and Rutherford Rd (Pre-Construction)	53	30	55	-	-	-	-	55	138	
85740	Hwy 7 and Keele St (Class EA)	4	153	-	-	-	-	-	-	157	
85760	Leslie St and 16th Ave	17	-	-	-	-	-	-	-	17	
85770	Major Mackenzie Dr and Leslie St	7	-	-	-	-	-	-	-	7	

2012 Business Plan and Budget											
Transportation Services											
Roads											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost	
				2012	2013	2014	2015				2016
85780	Ninth Line & Stouffville Rd Jog Elimination (Pre-Construction)	6,341	3,205	1,369	-	-	-	-	1,369	10,915	
85781	Ninth Line & Stouffville Rd Jog Elimination (Construction)	-	-	180	-	-	-	-	180	180	
85790	Southeast Patrol Area Works Yard (Preconstruction)	14	60	200	32,900	550	-	-	33,650	33,724	
85791	Southeast Patrol Area Works Yard (Construction)	-	-	-	-	-	-	-	-	-	
86770	Major Mackenzie Dr - Bathurst St to Keele St (Class EA)	-	-	337	-	-	-	-	337	337	
86800	Queensville Sdrd - Leslie St to Woodbine Ave (Class EA)	25	30	-	585	-	-	-	585	640	
86810	York Durham Line - 475m south of 14th Ave to Hwy 7 (Construction)	-	125	501	1,804	1,382	-	-	3,687	3,812	
86820	York Durham Line - Hwy 7 to Main St Stouffville (Class EA)	-	-	-	-	-	560	565	1,125	1,125	
86860	16th Avenue and Reesor Road Jog Elimination (Pre-Construction)	652	561	4,000	-	-	-	-	4,000	5,213	
86861	16th Avenue and Reesor Road Jog Elimination (Construction)	-	-	4,350	-	-	-	-	4,350	4,350	
86890	South East Office	37	56	-	-	-	-	-	-	93	
86900	Keele St at 17th Sdrd (Pre-Construction)	7	65	235	845	545	-	-	1,625	1,697	
86910	Dufferin St and King/Vaughan Road (Pre-Construction)	270	33	-	300	610	710	-	1,620	1,923	
86920	Keele St and King/Vaughan Road (Pre-Construction)	190	110	244	-	820	-	-	1,064	1,364	
86930	Jane St and King/Vaughan Road (Pre-Construction)	215	173	181	1,010	1,210	-	-	2,401	2,789	
86940	Keele St and McNaughton Rd (Construction)	1,504	850	1,450	-	-	-	-	1,450	3,804	
91100	York/Durham Line - Steeles Ave to 475m south of 14th Ave	1,676	5,900	1,200	-	-	-	-	1,200	8,776	

2012 Business Plan and Budget												
Transportation Services												
Roads												
2012 Total Project Budget Authority												
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)					Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost	
				2012	2013	2014	2015	2016				
91120	Metro Rd - Morton Ave to Old Homestead Rd (Class EA)	4	80	-	300	-	-	-	-	300	384	
93230	Jane St - Rutherford Rd to Major Mackenzie Dr	4,359	-	-	-	-	-	-	-	-	4,359	
94200	Ninth Line - Hwy 407 to the Markham Bypass	14,926	2,135	678	1,141	-	-	-	-	1,819	18,880	
96020	Bathurst St - Green Lane West to Yonge St (Pre-Construction)	1,162	1,625	1,100	1,000	-	-	-	-	2,100	4,887	
96540	Ravenshoe Rd - Prout Rd to Weir's Sdrd	15,216	-	-	-	-	-	-	-	-	15,216	
96550	St. John's Sdrd - Yonge St to Bayview Ave	15,603	-	-	-	-	-	-	-	-	15,603	
96660	Bayview Ave - Wellington St to Mulock Dr	10,834	-	-	-	-	-	-	-	-	10,834	
96700	Woodbine Ave - Ravenshoe Rd to Morton Ave	11,260	12,191	1,225	-	-	-	-	-	1,225	24,676	
96770	Keele St - Steeles Ave to Hwy 7 (Pre-Construction)	497	160	1,050	1,537	1,133	-	-	-	3,720	4,377	
96780	Warden Ave - McPherson to Hwy 407	5,970	-	-	-	-	-	-	-	-	5,970	
96790	Dufferin St - Rutherford Rd to Major Mackenzie Dr	4,561	-	-	-	-	-	-	-	-	4,561	
97000	Bayview Ave - Hwy 407 to 16th Ave (Class EA)	263	-	-	-	-	-	-	-	-	263	
97010	Bloomington Rd - Yonge St to Bayview Ave (Construction)	3,357	782	-	8,700	3,768	-	-	-	12,468	16,607	
97060	Dufferin St - Steeles to Glen Shields North	10,682	-	-	-	-	-	-	-	-	10,682	
97080	Bloomington Rd - Bayview Ave to Hwy 404	2,046	312	3,275	6,856	3,946	-	-	-	14,077	16,435	
97100	St John's Sdrd - Bayview Ave to Leslie St (Pre-Construction)	717	170	460	283	2,080	2,825	-	-	5,648	6,535	
97120	Stouffville Rd - Hwy 404 to Warden Ave	6,670	70	3,552	8,270	-	-	-	-	11,822	18,562	
97150	Leslie St - Bethesda Sdrd to Bloomington Rd (Class EA)	661	267	-	-	-	-	-	-	-	928	

2012 Business Plan and Budget											
Transportation Services											
Roads											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
97150A	Leslie St - Bethesda Sdrd to Bloomington Rd (Design/Property)	-	-	600	5,500	-	-	-	-	6,100	6,100
97260	Langstaff Rd - Islington Ave to Weston Rd	5,278	-	-	-	-	-	-	-	-	5,278
98170	Hwy 7 - Rouge River to Verclaire Gate	973	-	-	13,268	-	-	-	-	13,268	14,241
98180	Hwy 7 - Verclaire Gate to Sciberras Rd (Pre-Construction)	61	250	612	-	-	-	-	-	612	923
98181	Hwy 7 - Verclaire Gate to Sciberras Rd (Construction)	-	-	491	-	-	-	-	-	491	491
98210	14th Ave - 9th Line to Reesor Rd incl. Connect to Markham Scarb. Link (Class EA)	-	-	-	720	-	-	-	-	720	720
98320	Leslie St - Green Lane to Mount Albert Rd	221	-	-	-	-	-	-	-	-	221
98330	Gamble Sdrd - Yonge St to Bathurst St	12,767	500	-	873	-	-	-	-	873	14,140
98340	19th Ave - Yonge St to Bayview Ave	4,953	1,100	450	2,363	2,730	3,260	-	-	8,803	14,856
98570	Langstaff Rd - Hwy 50 to Hwy 27	5,322	9,000	-	-	-	-	-	-	-	14,322
98600	Major Mackenzie Dr - Woodbine Ave to Kennedy Rd	15,944	-	-	-	-	-	-	-	-	15,944
98610	Teston Rd - Weston Rd to 550m west of Jane St. Incl. Hwy 400 I/C	44,151	-	-	-	-	-	-	-	-	44,151
98640	Major Mackenzie Dr - Kennedy Rd to McCowan Rd	9,192	-	-	-	-	-	-	-	-	9,192
98650	Major Mackenzie Dr - Donald Couser's Parkway to 9th Line	60	-	-	-	-	-	-	-	-	60
98670	Warden Ave - 16th Ave to Major Mackenzie Dr	1,245	603	200	14,441	10,006	-	-	-	24,647	26,495
98680	Woodbine Ave - Major Mackenzie Dr to 19th Ave	19,045	7,800	-	-	-	-	-	-	-	26,845

2012 Business Plan and Budget											
Transportation Services											
Roads											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
98700	Donald Cousens Parkway Extension to Morningside Ave (Pre-Construction)	3,846	100	-	-	-	-	1,525	1,525	3,050	6,996
98960	Kennedy Rd - Hwy 407 to Hwy 7 (Class EA)	88	-	-	-	-	-	-	-	-	88
99210	Bayview Ave - Bloomington Rd to Wellington St (Class EA)	1	10	225	980	-	-	-	-	1,205	1,216
99220	Leslie St/Don Mills Rd - Steeles Ave to Hwy 407	326	-	-	-	-	-	-	-	-	326
99240	Kennedy Rd - 14th Ave to Denison St	626	-	-	-	-	-	-	-	-	626
99510	16th Ave - Hwy 404 to Woodbine Ave	949	-	-	-	-	-	-	-	-	949
99530	Bloomington Rd - Yonge St to Bathurst St	703	1,017	8,451	1,978	-	-	-	-	10,429	12,149
99540	Langstaff Rd - Dufferin St to Keele St (Class EA)	1	-	-	839	-	-	-	-	839	840
99550	McCowan Rd - Steeles Ave to 14th Ave(Class EA)	518	-	-	560	90	-	-	-	650	1,168
99780	McCowan Rd - 14th Ave to Bullock Dr (Class EA)	15	-	-	895	-	-	-	-	895	910
99880	Vivian Rd - Hwy 48 to York Durham Line	1,084	-	-	-	-	-	-	-	-	1,084
99900	Fleet New Additions	3,966	402	280	-	-	-	-	-	280	4,648
Sub Total Growth/Expansion		379,454	74,037	70,348	156,722	69,469	22,125	2,310	1,795	322,769	776,260
Enhancement/Improvement											
85830	Retrofit Noise Mitigation	29	80	92	-	-	-	-	-	92	201
Sub Total Enhancement/Improvement		29	80	92	-	-	-	-	-	92	201
Total Tangible Capital Assets		508,979	95,115	101,174	158,985	70,698	22,125	2,310	1,795	357,087	961,181

2012 Business Plan and Budget											
Transportation Services											
Roads											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
Non Tangible Capital Assets											
Rehabilitation/Replacement											
97230	Pavement Management Study - System Maintenance	1,025	153	150	-	-	-	-	-	150	1,328
99870	Various Railway Crossing Improvements	1,501	1,100	1,459	-	-	-	-	-	1,459	4,060
Sub Total Rehabilitation/Replacement				1,609	1,609	-	-	-	-	1,609	5,388
Growth/Expansion											
39910	Misc. Design & Survey for Future Projects	11,028	500	750	-	-	-	-	-	750	12,278
80170	Corridor Design Guideline Study	-	-	300	-	-	-	-	-	300	300
80430	Regional Streetscaping	4,872	1,148	4,003	-	-	-	-	-	4,003	10,023
81360	Hwy 427 - Arterial Extension to Zenway Blvd	10,347	57	-	-	-	-	-	-	-	10,404
82670	Vaughan Metropolitan Centre-Hwy	3,704	1,992	-	-	-	-	-	-	-	5,696
82680	Hwy 404 Crossing north of Hwy 7 (Pre-Construction)	158	200	1,100	635	-	-	-	-	1,735	2,093
82690	Vaughan Metropolitan Centre-Hwy 400/Hwy 7 Interchange (Pre-Construction)	549	60	230	-	-	-	-	-	230	839
82691	Vaughan Metropolitan Centre-Hwy 400/Hwy 7 Interchange (Construction)	3	-	-	-	-	-	-	-	-	3
83400	Birchmount Rd at Hwy 407	6	1,450	250	-	-	-	-	-	250	1,706
83470	Mid York East-West Transportation Study (King Bypass)	-	170	40	-	-	-	-	-	40	210

2012 Business Plan and Budget														
Transportation Services														
Roads														
2012 Total Project Budget Authority														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012				2013				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
				2012	2013	2014	2015	2016	2017	2018	2019			
83480	Transportation Master Plan Update	544	20	330	200	300	-	-	-	-	-	830	1,394	
83490	Smart Commute Initiative	1,076	170	534	-	-	-	-	-	-	-	534	1,780	
84940	Pedestrian and Cycling Program	-	-	500	-	-	-	-	-	-	-	500	500	
85120	Donald Cousens Parkway from Hwy 407 to Box Grove By-Pass	-	-	15,000	-	-	-	-	-	-	-	15,000	15,000	
85800	Pedestrian and Cycling Master Plan	560	100	289	-	-	-	-	-	-	-	289	949	
85810	Arterial Corridor Transportation Studies	101	150	999	-	-	-	-	-	-	-	999	1,250	
86720	Yonge Sewer Replacement	944	-	-	-	-	-	-	-	-	-	-	944	
86730	Highway 404 Interchange at Doane Road (Construction Phase 1)	6,453	2,392	4,589	-	-	-	-	-	-	-	4,589	13,434	
86880	Pedestrian/Cycling Municipal Partnership Program	611	200	1,189	-	-	-	-	-	-	-	1,189	2,000	
Sub Total Growth/Expansion		40,956	8,609	30,103	835	300	-	-	-	-	-	31,238	80,803	
Total Non Tangible Capital Assets		43,483	9,862	31,712	835	300	-	-	-	-	-	32,847	86,192	
TOTAL GROSS EXPENDITURES		552,462	104,977	132,886	159,820	70,998	22,125	2,310	1,795	389,934	1,047,373			

2012 Business Plan and Budget										
Transportation Services										
Roads										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Regional										
Developer Up-Front Financing	11,973	150	115	-	-	-	-	-	115	12,238
Development Charges	133,795	24,634	28,950	69,376	58,710	15,628	1,823	1,616	176,102	334,531
Development Charges Committed	35,317	37,399	52,481	54,136	742	2,240	144	-	109,743	182,459
Other Revenues	237	-	-	-	-	-	-	-	-	237
Reserve: Current Tax Levy	159,663	6,991	27,157	11,357	9,719	3,663	327	179	52,401	219,055
Reserve: General Capital	9,736	528	-	14	-	-	-	-	14	10,278
Reserve: Prior Year Tax Levy	42,298	23,655	21,636	14,220	466	595	16	-	36,933	102,886
Reserve: Vehicle Replacement	4,885	3,061	1,255	-	-	-	-	-	1,255	9,201
Reserve: Debt Reduction Fund	400	-	-	-	-	-	-	-	-	400
Sub Total Regional	398,305	96,418	131,594	149,103	69,636	22,125	2,310	1,795	376,563	871,286
External										
Federal Funding	8,348	-	-	420	-	-	-	-	420	8,768
Provincial Funding	18,298	5	-	420	-	-	-	-	420	18,723
Municipal/Local	11,014	3,359	-	2,129	1,175	-	-	-	3,304	17,677
Other Recoveries	3,166	3,500	100	-	-	-	-	-	100	6,766
Sub Total External	40,826	6,864	100	2,969	1,175	-	-	-	4,244	51,934

2012 Business Plan and Budget											
Transportation Services											
Roads											
2012 Total Project Budget Authority											
	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost		
	2012	2013	2014	2015	2016						
TOTAL AVAILABLE FINANCING	439,131	103,282	131,694	152,072	70,811	22,125	2,310	1,795	380,807	923,220	
TOTAL DEBENTURE REQUIREMENTS	113,331	1,695	1,192	7,748	187	-	-	-	9,127	124,153	
TOTAL FINANCING SOURCES	552,462	104,977	132,886	159,820	70,998	22,125	2,310	1,795	389,934	1,047,373	
DEBENTURE REPAYMENT SOURCES											
Prior Years	107,180	595	-	-	-	-	-	-	-	107,775	
Development Charges	5,536	990	1,073	1,002	-	-	-	-	2,075	8,601	
Tax Levy	615	110	119	6,746	187	-	-	-	7,052	7,777	
TOTAL DEBENTURE REQUIREMENTS	113,331	1,695	1,192	7,748	187	-	-	-	9,127	124,153	

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Transportation Services

Roads

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
39910	Misc. Design & Survey for Future Projects	750	75	-	-	675	-	-
39920	Property Acquisition for Future Capital Projects	500	150	-	-	350	-	-
39930	Bridge & Culvert Rehabilitation	3,845	2,080	1,765	-	-	-	-
39960	Various Road Resurfacing	18,657	13,967	4,690	-	-	-	-
39970	Misc. Developer Credit	1,119	950	169	-	-	-	-
39980	Various Road Improvements	2,575	2,575	-	-	-	-	-
80101A	King Road - Yonge Street to Bond Crescent (Design/Property)	642	152	490	-	-	-	-
80102A	15th Sideroad from Keele St to Bathurst St (Class EA)	520	520	-	-	-	-	-
80103A	18th Sideroad from Dufferin St to Bathurst St (Class EA)	275	275	-	-	-	-	-
80104	Keele Street and Loydtown/Aurora Rd (Class EA)	265	16	10	-	239	-	-
80107	Nobleton Area Ancillary Facility (Pre Construction)	285	67	85	-	133	-	-
80170	Corridor Design Guideline Study	300	300	-	-	-	-	-
80180	King Road - Urbanization from Dufferin St to 1 km west	1,600	160	-	-	1,440	-	-
80190	Block 18 - Intersection Improvements	1,300	130	-	-	1,170	-	-
80270	York Durham Line and Durham Rd 5 (Pre construction)	580	58	-	-	522	-	-
80280	15th Sdrd - Keele to Bathurst Rehabilitation	1,395	1,395	-	-	-	-	-
80430	Regional Streetscaping	4,003	400	2,212	-	1,391	-	-

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Transportation Services

Roads

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
80610	Bathurst St - King Rd to Wellington St	500	-	50	-	450	-	-		
80620	Bathurst St - Wellington St to Mullock Dr	800	-	80	-	720	-	-		
80660	Ninth Line - N of Major Mackenzie Dr to Stouffville Main St	13,201	308	1,028	-	11,565	-	300		
80670	Bayview Ave - 19th Ave to Stouffville Rd (Pre-Construction)	245	17	9	-	219	-	-		
80680	Bayview Ave - Elgin Mills Rd to 19th Ave (Pre-Construction)	330	-	40	-	290	-	-		
80720	Markham Bypass - Major Mackenzie Dr to Hwy 48 (Pre-Construction)	5,532	-	557	-	4,975	-	-		
80790	14th Ave - Reesor Rd to York Durham Line (Class EA)	490	33	16	-	441	-	-		
81320A	Major Mackenzie Dr - Hwy 27 to Pine Valley Dr (Design/Property)	3,535	253	100	-	3,182	-	-		
81390	Bathurst St - North of Hwy 7 to Rutherford Rd (Pre-Construction)	2,714	61	234	-	2,304	-	115		
81510	Keele St and 15th Sideroad	200	-	20	-	180	-	-		
81810	Hwy 50 - Hwy 7 to Rutherford Rd	14,110	1,396	14	-	12,700	-	-		
81890	Central Patrol Yard	270	-	270	-	-	-	-		
82680	Hwy 404 Crossing north of Hwy 7 (Pre-Construction)	1,735	15	87	742	522	-	369		
82690	Vaughan Metropolitan Centre-Hwy 400/Hwy 7 Interchange (Pre-Construction)	230	-	39	-	91	-	100		
82860	Bathurst St - Rutherford Rd to Major Mackenzie Dr (Pre-Construction)	2,650	207	64	-	2,379	-	-		
83020	King Rd - Hwy 27 to Hwy 400 (Class EA)	661	50	19	-	592	-	-		
83400	Birchmount Rd at Hwy 407	250	-	25	-	225	-	-		

2012 Business Plan and Budget

Transportation Services

Roads

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
83450	Major Mackenzie Dr - Hwy 50 to CPR (Design/Property)	3,775	991	145	-	2,639	-	-		
83470	Mid York East-West Transportation Study (King Bypass)	40	-	4	-	36	-	-		
83480	Transportation Master Plan Update	830	49	4	-	777	-	-		
83490	Smart Commute Initiative	534	22	334	-	178	-	-		
83850	Highway 50 and Albion-Vaughan Road/Mayfield (Pre-Construction)	523	46	5	-	472	-	-		
83870	Ninth Line and Elgin Mills Rd	6,410	444	237	-	5,729	-	-		
83880	Ninth Line and Major Mackenzie Dr	12,942	390	1,008	-	11,544	-	-		
83890	Hwy 50 - Rutherford Rd to Major Mackenzie Dr (Class EA)	229	-	74	-	155	-	-		
83890A	Hwy 50 - Rutherford Rd to Major Mackenzie Dr (Design/Property)	200	-	60	-	140	-	-		
83900	Hwy 50 - Major Mackenzie Dr to Albion-Vaughan Rd (Pre-Construction)	2,648	455	346	-	1,847	-	-		
83910	Road Asset Management	1,267	-	1,267	-	-	-	-		
83940	Teston Rd - East of Pine Valley Dr (Pre-Construction)	3,720	1,229	2,491	-	-	-	-		
84150	Bathurst St - Major Mackenzie Dr to Elgin Mills (Design/Property)	3,110	311	-	-	2,799	-	-		
84180	Leslie St - Wellington St to St. John's (Design/Property)	1,356	127	8	-	1,221	-	-		
84190A	Leslie St - St John's Sdrtd to Mulock Dr (Design/Property)	1,071	92	15	-	964	-	-		
84200	Doane Road - Highway 404 to Yonge St (Class EA)	46	-	6	-	40	-	-		
84200A	Doane Road - Highway 404 to Yonge St (Design/Property)	11,425	1,106	36	-	10,283	-	-		

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Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
84860	Bathurst St and Hwy 9 (Pre-Construction)	785	53	36	-	696	-	-		
84930	AVL System - Winter Maintenance	350	-	350	-	-	-	-		
84940	Pedestrian and Cycling Program	500	-	50	-	450	-	-		
84950	Drainage System Program	250	250	-	-	-	-	-		
85120	Donald Cousens Parkway from Hwy 407 to Box Grove By-Pass	15,000	-	1,500	-	13,500	-	-		
85560	Rutherford Rd - Keele St to Dufferin St (Class EA)	328	-	34	-	294	-	-		
85570	Rutherford Rd - Jane St to Keele St (Class EA)	257	-	29	-	228	-	-		
85580	Rutherford Rd - Dufferin St to Bathurst St (Class EA)	253	-	31	-	222	-	-		
85590	Carrville Rd - Bathurst St to Yonge St (Class EA)	312	-	40	-	272	-	-		
85620	2nd Concession - Green Lane to Doane Rd (Pre-Construction)	8,320	701	136	-	7,483	-	-		
85640	King Rd - Hwy 27 to E of Greenside Dr	100	-	10	-	90	-	-		
85650	Major Mackenzie Dr - CPR to Hwy 27 (Design/Property)	16,175	2,835	127	-	13,213	-	-		
85660	Major Mackenzie Dr - Pine Valley Dr to Weston Rd (Design/Property)	3,993	341	59	-	3,593	-	-		
85680	Major Mackenzie Dr - Jane St to Keele St (Class EA)	246	-	27	-	219	-	-		
85690	Stouffville Rd - Warden Ave to Kennedy Rd	6,604	-	660	-	5,944	-	-		
85700	Stouffville Rd - Kennedy Rd to McCowan Rd	3,364	-	336	-	3,028	-	-		
85710	Yonge St - Davis Dr to Green Lane (Pre-Construction)	1,786	-	213	-	1,573	-	-		

2012 Business Plan and Budget

Transportation Services

Roads

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
85720	Jane St and Major Mackenzie Dr (Pre-Construction)	360	5	35	-	320	-	-		
85730	Jane St and Rutherford Rd (Pre-Construction)	55	-	7	-	48	-	-		
85780	Ninth Line & Stouffville Rd Jog Elimination (Pre-Construction)	1,369	-	137	-	1,232	-	-		
85781	Ninth Line & Stouffville Rd Jog Elimination (Construction)	180	32	-	-	148	-	-		
85790	Southeast Patrol Area Works Yard (Preconstruction)	33,650	-	4,619	6,822	22,209	-	-		
85800	Pedestrian and Cycling Master Plan	289	16	89	-	184	-	-		
85810	Arterial Corridor Transportation Studies	999	27	749	-	223	-	-		
85830	Retrofit Noise Mitigation	92	50	42	-	-	-	-		
86730	Highway 404 Interchange at Doane Road (Construction Phase 1)	4,589	224	237	-	4,128	-	-		
86770	Major Mackenzie Dr - Bathurst St to Keele St (Class EA)	337	-	38	-	299	-	-		
86800	Queensville Sdrd - Leslie St to Woodbine Ave (Class EA)	585	72	33	-	480	-	-		
86810	York Durham Line - 475m south of 14th Ave to Hwy 7 (Construction)	3,687	329	47	-	3,311	-	-		
86820	York Durham Line - Hwy 7 to Main St Stouffville (Class EA)	1,125	169	280	-	676	-	-		
86860	16th Avenue and Reesor Road Jog Elimination (Pre-Construction)	4,000	-	400	-	3,600	-	-		
86861	16th Avenue and Reesor Road Jog Elimination (Construction)	4,350	435	-	-	3,915	-	-		
86880	Pedestrian/Cycling Municipal Partnership Program	1,189	500	689	-	-	-	-		
86900	Keele St at 17th Sdrd (Pre-Construction)	1,625	115	54	-	1,456	-	-		

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Transportation Services

Roads

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
86910	Dufferin St and King/Vaughan Road (Pre-Construction)	1,620	132	30	-	1,458	-	-		
86920	Keele St and King/Vaughan Road (Pre-Construction)	1,064	82	25	-	957	-	-		
86930	Jane St and King/Vaughan Road (Pre-Construction)	2,401	222	18	-	2,161	-	-		
86940	Keele St and McNaughton Rd (Construction)	1,450	30	115	-	1,305	-	-		
91100	York/Durham Line - Steeles Ave to 475m south of 14th Ave	1,200	-	144	-	1,056	-	-		
91120	Metro Rd - Morton Ave to Old Homestead Rd (Class EA)	300	-	158	-	142	-	-		
94200	Ninth Line - Hwy 407 to the Markham Bypass	1,819	-	595	-	1,224	-	-		
96020	Bathurst St - Green Lane West to Yonge St (Pre-Construction)	2,100	450	180	-	1,470	-	-		
96700	Woodbine Ave - Ravenshoe Rd to Morton Ave	1,225	122	-	-	1,103	-	-		
96770	Keele St - Steeles Ave to Hwy 7 (Pre-Construction)	3,720	327	56	-	3,337	-	-		
97010	Bloomington Rd - Yonge St to Bayview Ave (Construction)	12,468	1,103	64	-	10,506	-	795		
97080	Bloomington Rd - Bayview Ave to Hwy 404	14,077	395	1,108	-	12,574	-	-		
97100	St John's Sdrd - Bayview Ave to Leslie St (Pre-Construction)	5,648	2,022	801	-	2,825	-	-		
97120	Stouffville Rd - Hwy 404 to Warden Ave	11,822	193	989	-	10,640	-	-		
97150A	Leslie St - Bethesda Sdrd to Bloomington Rd (Design/Property)	6,100	5,310	20	-	770	-	-		
97230	Pavement Management Study - System Maintenance	150	150	-	-	-	-	-		
98170	Hwy 7 - Rouge River to Verclaire Gate	13,268	948	401	-	11,919	-	-		

2012 Business Plan and Budget

Transportation Services

Roads

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
98180	Hwy 7 - Verclaire Gate to Sciberras Rd (Pre-Construction)	612	32	70	-	510	-	-		
98181	Hwy 7 - Verclaire Gate to Sciberras Rd (Construction)	491	49	-	-	442	-	-		
98210	14th Ave - 9th Line to Reesor Rd incl. Connect to Markham Scarb. Link (Class EA)	720	-	126	-	594	-	-		
98330	Gamble Sdrd - Yonge St to Bathurst St	873	-	14	-	19	840	-		
98340	19th Ave - Yonge St to Bayview Ave	8,803	591	94	1,563	6,165	-	390		
98670	Warden Ave - 16th Ave to Major Mackenzie Dr	24,647	1,385	1,039	-	20,773	-	1,450		
98700	Donald Cousens Parkway Extension to Morningside Ave (Pre-Construction)	3,050	304	-	-	2,746	-	-		
99210	Bayview Ave - Bloomington Rd to Wellington St (Class EA)	1,205	30	174	-	1,001	-	-		
99530	Bloomington Rd - Yonge St to Bathurst St	10,429	707	451	-	9,271	-	-		
99540	Langstaff Rd - Dufferin St to Keele St (Class EA)	839	42	75	-	722	-	-		
99550	McCowan Rd - Steeles Ave to 14th Ave(Class EA)	650	56	9	-	585	-	-		
99780	McCowan Rd - 14th Ave to Bullock Dr (Class EA)	895	65	25	-	805	-	-		
99870	Various Railway Crossing Improvements	1,459	500	959	-	-	-	-		
99900	Fleet New Additions	280	128	-	-	152	-	-		
99910	Fleet Replacement	1,255	-	1,255	-	-	-	-		
Total Tax Supported		389,934	52,401	38,202	9,127	285,845	840	3,519		

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost			
				2012	2013	2014	2015	2016	2017	2018			2019	2020	2021
GROSS EXPENDITURES															
Tangible Capital Assets															
Rehabilitation/Replacement															
39930	Bridge & Culvert Rehabilitation	4,850	874	3,845	1,900	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	-	23,469
39960	Various Road Resurfacing	70,896	12,515	18,657	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	-	210,068
39961	Various Road Resurfacing (ISF)	22,902	-	-	-	-	-	-	-	-	-	-	-	-	22,902
39980	Various Road Improvements	23,460	3,600	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	-	52,810
80101A	King Road - Yonge Street to Bond Crescent (Design/Property)	-	15	200	442	-	-	-	-	-	-	-	-	-	657
80101B	King Road - Yonge Street to Bond Crescent (Construction)	-	-	-	-	-	3,625	-	-	-	-	-	-	-	3,625
80200	Udora Bridge Reconstruction	-	-	-	1,983	-	-	-	-	-	-	-	-	-	1,983
80210	Umphrey Bridge Reconstruction	-	-	-	1,748	-	-	-	-	-	-	-	-	-	1,748
80280	15th Sdrd - Keele to Bathurst Rehabilitation	-	-	1,395	-	-	-	-	-	-	-	-	-	-	1,395
81890	Central Patrol Yard	1,189	-	270	-	-	-	-	-	-	-	-	-	-	1,459
83910	Road Asset Management	302	530	1,267	-	-	-	-	-	-	-	-	-	-	2,099
83930	Winter maintenance - Liquid De-Icing Facilities	335	216	-	-	-	-	-	-	-	-	-	-	-	551
83940	Teston Rd - East of Pine Valley Dr (Pre-Construction)	229	100	670	1,821	1,229	-	-	-	-	-	-	-	-	4,049
83941	Teston Rd - East of Pine Valley Dr (Construction)	-	-	-	-	-	-	2,630	3,810	-	-	-	-	-	6,440

2012 Business Plan and Budget														
Transportation Services														
Roads														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
84930	AVL System - Winter Maintenance	-	120	350	-	-	-	-	-	-	-	-	-	470
84950	Drainage System Program	220	105	250	250	250	250	250	250	250	250	250	250	2,825
99910	Fleet Replacement	5,115	2,923	1,255	925	1,105	1,575	1,575	1,575	1,575	1,575	1,575	1,575	22,348
Sub Total Rehabilitation/Replacement				30,734	23,644	18,659	17,900	21,525	17,900	17,900	21,710	17,900	17,900	358,896
Growth/Expansion														
39920	Property Acquisition for Future Capital Projects	3,022	100	500	500	500	500	500	500	500	500	500	500	8,122
39970	Misc. Developer Credit	12,317	625	1,119	750	600	600	600	600	600	600	600	600	19,611
80102	15th Sideroad from Keele St to Bathurst St	-	-	-	-	-	-	-	-	-	-	-	-	10,910
80102A	15th Sideroad from Keele St to Bathurst St (Class EA)	-	-	205	315	-	-	-	-	-	-	-	-	520
80103	18th Sideroad from Dufferin St to Bathurst St	-	-	-	-	-	-	-	-	-	-	-	-	4,840
80103A	18th Sideroad from Dufferin St to Bathurst St (Class EA)	-	-	110	165	-	-	-	-	-	-	-	-	275
80104	Keele Street and Loydtown/Aurora Rd (Class EA)	-	65	265	-	-	-	-	-	-	-	-	-	330
80104A	Keele Street and Loydtown/Aurora Rd (Design/Property)	-	-	-	715	460	-	-	-	-	-	-	-	1,175
80104B	Keele Street and Loydtown/Aurora Road (Construction)	-	-	-	150	3,180	-	-	-	-	-	-	-	3,480
80107	Nobleton Area Ancillary Facility (Pre Construction)	-	15	285	-	-	-	-	-	-	-	-	-	300
80107A	Nobleton Area Ancillary Facility (Construction)	-	-	-	-	-	-	-	-	-	-	800	-	800

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)									Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018	2019	2020		2021	Balance to Complete
80120	2nd Concession - Doane Rd. to Queensville Sdrd (Phase 1 Construction)	-	-	600	1,235	-	-	-	-	-	-	-	-	1,845	3,680
80180	King Road - Urbanization from Dufferin St to 1 km west	-	-	1,600	-	-	-	-	-	-	-	-	-	-	1,600
80190	Block 18 - Intersection Improvements	-	-	1,300	-	-	-	-	-	-	-	-	-	-	1,300
80230	Portable Snow Melting Facilities	-	-	750	750	-	-	-	-	-	-	-	-	-	1,500
80240	Snow Dumping Facility	-	-	-	-	30,000	10,000	-	-	-	-	-	-	-	40,000
80270	York Durham Line and Durham Rd 5 (Pre construction)	-	-	580	775	665	-	-	-	-	-	-	-	-	2,020
80271	York Durham Line and Durham Rd 5 (Construction)	-	-	-	491	637	-	-	-	-	-	-	-	-	1,128
80590	Leslie St - Wellington St to 500m northerly	2,436	-	-	-	-	-	-	-	-	-	-	-	-	2,436
80610	Bathurst St - King Rd to Wellington St	13,788	300	500	-	-	-	-	-	-	-	-	20	-	14,608
80620	Bathurst St - Wellington St to Mulock Dr	11,233	505	800	-	-	-	-	-	-	-	-	-	-	12,538
80630	Bathurst St - Mulock Dr to Hwy 9	6,246	-	-	-	-	-	-	-	-	-	-	-	-	6,246
80660	Ninth Line - N of Major Mackenzie Dr to Stouffville Main St	1,858	1,634	8,308	3,135	245	-	-	-	-	-	-	5,750	-	22,443
80670	Bayview Ave - 19th Ave to Stouffville Rd (Pre-Construction)	159	110	245	-	-	-	-	-	-	-	-	-	-	514
80671	Bayview Ave - 19th Ave to Stouffville Rd (Construction)	-	-	-	250	3,260	3,260	-	-	-	-	-	-	-	6,770
80680	Bayview Ave - Elgin Mills Rd to 19th Ave (Pre-Construction)	1,909	110	330	789	-	-	-	-	-	-	-	-	-	3,138

2012 Business Plan and Budget														
Transportation Services														
Roads														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
80681	Bayview Ave - Elgin Mills Rd to 19th Ave (Construction)	-	-	-	250	4,260	4,260	-	-	-	-	-	-	8,770
80710	Markham Bypass - Phase 3 - Hwy 7 to 16th Ave	20,174	-	-	-	-	-	-	-	-	-	-	-	20,174
80720	Markham Bypass - Major Mackenzie Dr to Hwy 48 (Pre-Construction)	3,660	208	-	-	-	-	-	-	-	-	-	-	9,400
80721	Markham Bypass - Major Mackenzie Dr to Hwy 48 (Construction)	-	-	-	-	5,510	2,120	-	-	-	-	-	-	7,630
80750	Teston Rd - Dufferin St to Bathurst St	7,662	-	-	-	-	-	-	-	-	-	-	-	7,662
80790	14th Ave - Reesor Rd to York Durham Line (Class EA)	-	-	-	-	220	270	-	-	-	-	-	-	490
80790A	14th Ave - Reesor Rd to York Durham Line (Design/Property)	-	-	-	-	-	-	1,420	5,220	-	-	-	-	6,640
80791	14th Ave - Reesor Rd to York Durham Line (Construction)	-	-	-	-	-	-	-	600	4,785	1,610	-	-	6,995
80850	Mount Albert Rd and Warden Ave	3,274	5	-	-	-	-	-	-	-	-	-	-	3,279
81320	Major Mackenzie Dr - Hwy 27 to Pine Valley Dr (Class EA)	4,481	900	-	-	-	-	-	-	-	-	-	-	5,381
81320A	Major Mackenzie Dr - Hwy 27 to Pine Valley Dr (Design/Property)	-	15	615	1,260	1,660	-	-	-	-	-	-	-	3,550
81321	Major Mackenzie Dr - Hwy 27 to Islington Ave (Construction)	-	-	-	3,800	3,300	3,250	-	-	-	-	-	-	10,350
81322	Major Mackenzie Dr - Islington Ave to Pine Valley Dr (Construction)	-	-	-	8,800	8,800	-	-	-	-	-	-	-	26,500
81330	Pine Valley - Rutherford Rd to Major Mackenzie Dr	51	-	-	-	-	-	-	-	-	-	-	5,791	5,842
81350	Jane St - Steeles Ave to Hwy 7	16	-	-	-	-	-	-	-	-	-	-	16,878	16,894

2012 Business Plan and Budget														
Transportation Services														
Roads														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
81390	Bathurst St - North of Hwy 7 to Rutherford Rd (Pre-Construction)	123	150	515	2,199	-	-	-	-	-	-	-	-	2,987
81391	Bathurst St - North of Hwy 7 to Rutherford Rd (Construction)	-	-	-	-	4,845	4,845	-	-	-	-	-	-	9,690
81400	Major Mackenzie Dr - Leslie St to Woodbine Ave	17	-	-	-	-	-	-	-	-	-	-	12,940	12,957
81410	Leslie St - Hwy 7 to Hwy 407	-	-	-	-	-	-	-	-	-	-	-	3,195	3,195
81420	Bayview Ave - Hwy 7 to John St	249	-	-	-	-	-	-	-	2,898	8,496	8,495	-	20,138
81480	Weston Rd - Steeles Ave to Hwy 7	-	-	-	-	-	-	-	-	-	-	-	8,160	8,160
81510	Keele St and 15th Sideroad	1,627	1,966	200	-	-	-	-	-	-	-	-	-	3,793
81800	Davis Dr - Prospect St to west of Main St	447	-	-	-	-	-	-	-	-	-	-	-	447
81810	Hwy 50 - Hwy 7 to Rutherford Rd	6,010	4,728	3,565	3,090	3,810	3,645	-	-	-	-	-	-	24,848
81820	Weston Rd - Major Mackenzie Dr to Teston Rd	6,924	-	-	-	-	-	-	-	-	-	-	-	6,924
81830	Stouffville Rd - McCowan Rd to Hwy 48	7,619	815	-	-	-	-	-	-	-	-	-	-	8,434
82660	Yonge St - Mulock Dr to Davis Dr	414	-	-	-	-	-	-	-	-	-	-	-	414
82700	16th Ave - Woodbine Ave to Warden Ave	98	-	-	-	222	-	-	-	110	453	2,455	8,298	16,131
82730	Dufferin St - Major Mackenzie Dr to Teston Rd (Class EA)	-	-	-	230	240	-	-	-	-	-	-	-	470
82730A	Dufferin St - Major Mackenzie Dr to Teston Rd (Design/Property)	-	-	-	-	-	-	-	-	438	395	-	-	833
82731	Dufferin St - Major Mackenzie Dr to Teston Rd (Construction)	-	-	-	-	-	-	-	-	-	567	6,366	1,772	8,705

2012 Business Plan and Budget														
Transportation Services														
Roads														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
82740	Bayview Ave - 16th Ave to Major Mackenzie Dr (Class EA)	101	-	-	-	-	-	-	-	-	-	-	-	101
82740A	Bayview Ave - 16th Ave to Major Mackenzie Dr (Design/Property)	-	-	-	-	809	-	-	-	-	-	-	-	809
82741	Bayview Ave - 16th Ave to Major Mackenzie Dr (Construction)	-	-	-	-	-	527	5,759	-	-	-	-	-	6,286
82860	Bathurst St - Rutherford Rd to Major Mackenzie Dr (Pre-Construction)	610	120	1,650	-	-	-	-	-	-	-	-	-	3,380
82861	Bathurst St - Rutherford Rd to Major Mackenzie Dr (Construction)	-	-	5,250	5,250	-	-	-	-	-	-	-	-	10,500
83020	King Rd - Hwy 27 to Hwy 400 (Class EA)	9	370	421	240	-	-	-	-	-	-	-	-	1,040
83020A	King Rd - Hwy 27 to Hwy 400 (Design/Property)	-	-	3,277	6,141	-	-	-	-	-	-	-	-	9,418
83021	King Rd - Hwy 27 to Hwy 400 (Construction)	-	-	-	955	4,021	6,132	6,132	8,073	-	-	-	-	25,313
83340	Bathurst St - Centre St to Hwy 407	3	-	-	-	-	-	-	-	-	-	-	4,515	4,518
83360	Leslie St - Hwy 7 to 16th Ave	-	-	180	-	390	380	500	1,940	4,527	4,800	-	-	12,717
83370	Leslie St - 16th Ave to Major Mackenzie Dr	-	-	180	-	390	390	500	3,150	9,050	-	-	-	13,660
83380	Markham Rd - Steeles Ave to Hwy 407 incl Grade Sep.	-	-	-	-	-	-	-	-	-	-	-	11,175	11,175
83390	16th Ave - Warden Ave to Kennedy Rd	539	-	-	141	-	-	450	2,207	12,913	2,299	-	-	18,549
83440	16th Ave at Hwy 48/Markham Rd	412	-	-	-	-	-	-	-	-	-	-	-	412
83450	Major Mackenzie Dr - Hwy 50 to CPR (Design/Property)	-	-	470	280	3,025	-	-	-	-	-	-	-	3,775

2012 Business Plan and Budget														
Transportation Services														
Roads														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
83451	Major Mackenzie Dr - Hwy 50 to CPR (Construction)	-	-	-	-	9,670	10,870	-	-	-	-	-	-	20,540
83620	Kennedy Rd and Birchview Ln	1,038	-	-	-	-	-	-	-	-	-	-	-	1,038
83810	Kennedy Rd and Elgin Mills Rd	2,464	-	-	-	-	-	-	-	-	-	-	-	2,464
83850	Highway 50 and Albion-Vaughan Road/Mayfield (Pre-Construction)	91	-	180	325	18	-	-	-	-	-	-	-	614
83851	Highway 50 and Albion-Vaughan Road/Mayfield (Construction)	-	-	-	200	76	-	-	1,519	1,476	-	-	-	3,271
83860	14th Ave and Birchmount Ave	6	344	-	-	-	-	-	-	-	-	-	-	350
83870	Ninth Line and Elgin Mills Rd	963	320	15	2,055	4,340	-	-	-	-	-	-	-	7,693
83880	Ninth Line and Major Mackenzie Dr	1,506	225	-	9,042	3,900	-	-	-	-	-	-	-	14,673
83890	Hwy 50 - Rutherford Rd to Major Mackenzie Dr (Class EA)	190	36	-	-	-	229	-	-	-	-	-	-	455
83890A	Hwy 50 - Rutherford Rd to Major Mackenzie Dr (Design/Property)	-	-	200	300	-	415	-	-	-	-	-	-	915
83891	Hwy 50 - Rutherford Rd to Major Mackenzie Dr (Construction)	-	-	-	-	200	1,581	1,478	-	-	-	-	-	3,259
83900	Hwy 50 - Major Mackenzie Dr to Albion-Vaughan Rd (Pre-Construction)	-	230	-	1,967	676	5	-	-	-	-	-	-	2,878
83901	Hwy 50 - Major Mackenzie Dr to Albion-Vaughan Rd (Construction)	-	-	-	-	383	-	1,050	2,118	969	-	-	-	4,520
84120	Keele St - Hwy 7 to Langstaff Rd (Class EA)	311	95	-	-	-	-	-	-	-	-	-	-	406
84120A	Keele St - Hwy 7 to Langstaff Rd (Design/Property)	-	-	-	-	-	1,825	865	-	-	-	-	-	2,690

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
84121	Keele St - Hwy 7 to Langstaff Rd (Construction)	1	-	-	-	-	-	-	580	3,679	3,165	35	-	-	7,460
84150	Bathurst St - Major Mackenzie Dr to Elgin Mills (Design/Property)	-	-	580	2,530	-	-	-	-	-	-	-	-	-	3,110
84151	Bathurst St - Major Mackenzie Dr to Elgin Mills (Construction)	-	-	-	1,200	-	-	7,355	7,355	-	-	-	-	-	15,910
84170	16th Ave - Kennedy Rd to McCowan Rd	49	-	-	250	-	-	-	-	-	-	-	-	16,449	16,748
84180	Leslie St - Wellington St to St. John's (Design/Property)	621	65	304	242	810	-	-	-	-	-	-	-	-	2,042
84181	Leslie St - Wellington St to St. John's (Construction)	3	-	-	-	713	4,508	4,415	-	-	-	-	-	-	9,639
84190	Leslie St - St John's Sdrd to Mullock Dr (Class EA)	220	60	-	-	-	-	-	-	-	-	-	-	-	280
84190A	Leslie St - St John's Sdrd to Mullock Dr (Design/Property)	-	-	319	242	510	-	-	-	-	-	-	-	124	1,195
84191	Leslie St - St John's Sdrd to Mullock Dr (Construction)	-	-	-	-	-	780	4,407	4,450	-	-	-	-	-	9,637
84200	Doane Road - Highway 404 to Yonge St (Class EA)	642	338	46	-	-	-	-	-	-	-	-	-	-	1,026
84200A	Doane Road - Highway 404 to Yonge St (Design/Property)	-	185	-	-	5,850	5,575	-	-	-	-	-	-	-	11,610
84201	Doane Road - Highway 404 to Yonge St (Construction)	-	-	-	-	-	1,000	9,600	9,600	10,600	-	-	-	-	30,800
84860	Bathurst St and Hwy 9 (Pre-Construction)	2	213	50	735	-	-	-	-	-	-	-	-	-	1,000
84861	Bathurst St and Hwy 9 (Construction)	-	-	-	339	4,034	-	-	-	-	-	-	-	-	4,373
84890	Kennedy Rd - 14 th Ave to Hwy 407 (Class EA)	119	10	-	-	-	-	-	-	-	-	-	-	-	129
84890A	Kennedy Rd - 14 th Ave to Hwy 407 (Design/Property)	-	-	-	-	-	-	-	-	-	-	-	-	1,862	1,862

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
84891	Kennedy Rd - 14 th Ave to Hwy 407 (Construction)	-	-	-	-	-	-	-	-	-	-	-	-	4,120	4,120
85110	Teston Rd from Dufferin St to Keele St (Class EA)	-	-	200	200	200	-	-	-	-	-	-	-	-	400
85110A	Teston Rd from Dufferin St to Keele St (Design/Property)	-	-	-	-	-	-	-	-	500	2,400	-	-	-	2,900
85111	Teston Rd from Dufferin St to Keele St (Construction)	-	-	-	-	-	-	-	-	-	-	10,520	-	-	10,520
85560	Rutherford Rd - Keele St to Dufferin St (Class EA)	175	75	145	183	-	-	-	-	-	-	-	-	-	578
85560A	Rutherford Rd - Keele St to Dufferin St (Design/Property)	-	-	-	1,070	853	-	-	-	-	-	-	-	-	1,923
85561	Rutherford Rd - Keele St to Dufferin St (Construction)	-	-	-	-	750	1,250	2,670	10,580	8,834	-	-	-	-	24,084
85570	Rutherford Rd - Jane St to Keele St (Class EA)	137	65	130	127	-	-	-	-	-	-	-	-	-	459
85570A	Rutherford Rd - Jane St to Keele St (Design/Property)	-	-	-	800	644	-	-	-	-	-	-	-	-	1,444
85571	Rutherford Rd - Jane St to Keele St (Construction)	-	-	-	-	1,500	1,690	10,805	4,178	-	-	-	-	-	18,173
85580	Rutherford Rd - Dufferin St to Bathurst St (Class EA)	172	75	145	-	-	108	-	-	-	-	-	-	-	500
85580A	Rutherford Rd - Dufferin St to Bathurst St (Design/Property)	-	-	-	-	-	575	559	-	-	-	-	-	-	1,134
85581	Rutherford Rd - Dufferin St to Bathurst St (Construction)	-	-	-	-	-	-	-	850	4,390	5,596	-	-	-	10,836
85590	Carrville Rd - Bathurst St to Yonge St (Class EA)	147	80	160	-	-	152	-	-	-	-	-	-	-	539
85590A	Carrville Rd - Bathurst St to Yonge St (Design/Property)	-	-	-	-	-	360	353	-	-	-	-	-	-	713
85591	Carrville Rd - Bathurst St to Yonge St (Construction)	-	-	-	-	-	-	-	650	3,475	4,431	-	-	-	8,556
85600	16th Ave - Yonge St to Bayview Ave	-	-	-	-	300	-	2,505	6,950	10,440	-	-	-	-	20,195

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)										Balance to Complete	Estimated Total Project Cost
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		
85610	16th Ave - Leslie St to Hwy 404	-	-	-	-	563	986	1,060	5,573	-	-	-	-	-	8,182
85620	2nd Concession - Green Lane to Doane Rd (Pre-Construction)	658	508	-	-	-	-	-	-	-	-	-	-	-	9,486
85621	2nd Concession - Green Lane to Doane Rd (Construction)	-	-	500	10,400	12,400	13,600	-	-	-	-	-	-	-	36,900
85630	Keele St - Langstaff Rd to Rutherford Rd	-	-	-	-	2,294	1,445	500	3,201	3,138	-	-	-	-	10,578
85640	King Rd - Hwy 27 to E of Greenside Dr	-	1,870	-	-	-	-	-	-	-	-	-	-	-	1,970
85650	Major Mackenzie Dr - CPR to Hwy 27 (Design/Property)	-	-	990	1,125	14,060	-	-	-	-	-	-	-	-	16,175
85651	Major Mackenzie Dr - CPR to Hwy 27 (Construction)	-	-	-	1,898	8,880	10,650	5,325	-	-	-	-	-	-	26,753
85660	Major Mackenzie Dr - Pine Valley Dr to Weston Rd (Design/Property)	1	30	514	1,929	1,550	-	-	-	-	-	-	-	-	4,024
85661	Major Mackenzie Dr - Pine Valley Dr to Weston Rd (Construction)	-	-	-	100	5,525	5,885	-	-	-	-	-	-	-	11,510
85670	Major Mackenzie Dr - Hwy 400 to Jane St	10	-	-	85	-	-	-	-	-	-	-	-	6,410	6,505
85680	Major Mackenzie Dr - Jane St to Keele St (Class EA)	14	-	-	246	-	-	-	-	-	-	-	-	-	260
85680A	Major Mackenzie Dr - Jane St to Keele St (Design/Property)	-	-	-	-	-	-	-	-	-	-	-	-	575	575
85681	Major Mackenzie Dr - Jane St to Keele St (Construction)	-	-	-	-	-	-	-	-	-	-	-	-	10,850	10,850
85690	Stouffville Rd - Warden Ave to Kennedy Rd	488	1,355	6,604	-	-	-	-	-	-	-	-	-	-	8,447
85700	Stouffville Rd - Kennedy Rd to McCowan Rd	758	5,192	3,044	320	-	-	-	-	-	-	-	-	-	9,314
85710	Yonge St - Davis Dr to Green Lane (Pre-Construction)	43	-	-	-	1,786	-	-	-	-	-	-	-	560	2,389

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost			
				2012	2013	2014	2015	2016	2017	2018			2019	2020	2021
85711	Yonge St - Davis Dr to Green Lane (Construction)	-	-	-	-	-	-	-	-	-	-	-	18,470	18,470	18,470
85720	Jane St and Major Mackenzie Dr (Pre-Construction)	-	-	55	305	-	-	-	-	-	-	-	515	155	515
85721	Jane St and Major Mackenzie Dr (Construction)	-	-	-	-	-	-	-	-	-	-	-	2,400	2,400	2,400
85730	Jane St and Rutherford Rd (Pre-Construction)	53	30	55	372	110	-	-	-	-	-	-	662	42	662
85731	Jane St and Rutherford Rd (Construction)	-	-	-	-	170	240	1,125	435	-	-	-	1,970	-	1,970
85740	Hwy 7 and Keele St (Class EA)	4	153	-	-	-	-	-	-	-	-	-	157	-	157
85740A	Hwy 7 and Keele St (Design/Property)	-	-	-	-	-	-	-	-	-	-	-	652	652	652
85741	Hwy 7 and Keele St (Construction)	-	-	-	-	-	-	-	-	-	-	-	3,592	3,592	3,592
85750	Leslie St and Hwy 7	-	-	-	100	-	-	-	-	-	-	-	4,580	4,480	4,580
85760	Leslie St and 16th Ave	17	-	-	98	1,036	3,756	-	-	-	-	-	4,907	-	4,907
85770	Major Mackenzie Dr and Leslie St	7	-	-	93	-	-	-	-	-	-	-	4,193	4,093	4,193
85780	Ninth Line & Stouffville Rd Jog Elimination (Pre-Construction)	6,341	3,205	1,369	-	-	-	-	-	-	-	-	10,915	-	10,915
85781	Ninth Line & Stouffville Rd Jog Elimination (Construction)	-	-	180	4,425	-	-	-	-	-	-	-	4,605	-	4,605
85790	Southeast Patrol Area Works Yard (Pre-Construction)	14	60	200	32,900	550	-	-	-	-	-	-	33,724	-	33,724
85791	Southeast Patrol Area Works Yard (Construction)	-	-	-	-	1,000	12,700	5,700	-	-	-	-	19,400	-	19,400
86770	Major Mackenzie Dr - Bathurst St to Keele St (Class EA)	-	-	-	337	-	-	-	-	-	-	-	337	-	337

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost			
				2012	2013	2014	2015	2016	2017	2018			2019	2020	2021
86770A	Major Mackenzie Dr - Bathurst St to Keele St (Design/Property)	-	-	-	-	-	-	-	-	-	-	-	1,150	1,150	1,150
86771	Major Mackenzie Dr - Bathurst St to Keele St (Construction)	-	-	-	-	-	-	-	-	-	-	-	21,125	21,125	21,125
86790	Queensville Sdrd from Bathurst St to Leslie St	-	-	-	-	-	-	-	-	-	-	-	28,121	28,121	28,121
86800	Queensville Sdrd - Leslie St to Woodbine Ave (Class EA)	25	30	-	-	-	-	-	-	-	-	-	640	640	640
86800A	Queensville Sdrd - Leslie St to Woodbine Ave (Design/Property)	-	-	-	-	2,050	-	-	-	-	-	-	2,050	2,050	2,050
86801	Queensville Sdrd - Leslie St to Woodbine Ave (Construction)	-	-	-	-	-	-	350	4,025	-	-	-	4,375	4,375	4,375
86810	York Durham Line - 475m south of 14th Ave to Hwy 7 (Construction)	501	125	1,804	1,382	-	-	-	-	-	-	-	3,812	3,812	3,812
86811	York Durham Line - 475m south of 14th Ave to Hwy 7 (Construction)	-	-	1,387	8,009	8,317	-	-	-	-	-	-	17,713	17,713	17,713
86820	York Durham Line - Hwy 7 to Main St Stouffville (Class EA)	-	-	-	560	565	-	-	-	-	-	-	1,125	1,125	1,125
86820A	York Durham Line - Hwy 7 to Main St Stouffville (Design/Property)	-	-	-	-	-	-	-	1,060	2,560	6,000	-	9,620	9,620	9,620
86821	York Durham Line - Hwy 7 to Main St Stouffville (Construction)	-	-	-	-	-	-	-	-	-	-	-	28,380	28,380	28,380
86830	York Durham Line - Bloomington to Main St Stouffville (Class EA)	-	-	-	-	-	-	-	-	-	-	-	910	910	910
86830A	York Durham Line - Bloomington to Main St Stouffville (Design/Property)	-	-	-	-	-	-	-	-	-	-	-	1,320	1,320	1,320

2012 Business Plan and Budget																
Transportation Services																
Roads																
10 year Capital Plan 2012 - 2021																
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)										Balance to Complete	Estimated Total Project Cost	
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021			
86831	York Durham Line - Bloomington to Main St Stouffville (Construction)	-	-	-	-	-	-	-	-	-	-	-	-	-	13,390	13,390
86860	16th Avenue and Reesor Road Jog Elimination (Pre- Construction)	652	561	-	-	-	-	-	-	-	-	-	-	-	-	5,213
86861	16th Avenue and Reesor Road Jog Elimination (Construction)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,350
86890	South East Office	37	56	-	-	-	-	-	-	-	-	-	-	-	-	93
86900	Keele St at 17th Sdrd (Pre- Construction)	7	65	845	545	-	-	-	-	-	-	-	-	-	-	1,697
86901	Keele St at 17th Sdrd (Construction)	-	-	75	75	1,625	-	-	-	-	-	-	-	-	-	1,775
86910	Dufferin St and King/Vaughan Road (Pre-Construction)	270	33	300	610	710	-	-	-	-	-	-	-	-	-	1,923
86911	Dufferin St and King/Vaughan Road (Construction)	-	-	-	-	200	2,130	-	-	-	-	-	-	-	-	2,330
86920	Keele St and King/Vaughan Road (Pre-Construction)	190	110	-	820	-	-	-	-	-	-	-	-	-	-	1,364
86921	Keele St and King/Vaughan Road (Construction)	-	-	-	200	2,130	-	-	-	-	-	-	-	-	-	2,330
86930	Jane St and King/Vaughan Road (Pre-Construction)	215	173	1,010	1,210	-	-	-	-	-	-	-	-	-	-	2,789
86931	Jane St and King/Vaughan Road (Construction)	-	-	-	170	1,810	-	-	-	-	-	-	-	-	-	1,980
86940	Keele St and McNaughton Rd (Construction)	1,504	850	-	-	-	-	-	-	-	-	-	-	-	-	3,804
91100	York/Durham Line - Steeles Ave to 475m south of 14th Ave	1,676	5,900	-	-	-	-	-	-	-	-	-	-	-	-	8,776
91120	Metro Rd - Morton Ave to Old Homestead Rd (Class EA)	4	80	-	300	-	-	-	-	-	-	-	-	-	-	384

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
91120A	Metro Rd - Morton Ave to Old Homestead Rd (Design/Property)	-	-	-	-	-	-	269	577	-	-	-	-	-	846
91121	Metro Rd - Morton Ave to Old Homestead Rd (Construction)	-	-	-	-	-	-	-	-	701	8,146	-	-	-	8,847
93230	Jane St - Rutherford Rd to Major Mackenzie Dr	4,359	-	-	-	-	-	-	-	-	-	-	-	6,675	11,034
94200	Ninth Line - Hwy 407 to the Markham Bypass	14,926	2,135	678	1,141	-	-	-	-	-	-	-	-	-	18,880
96020	Bathurst St - Green Lane West to Yonge St (Pre-Construction)	1,162	1,625	1,100	1,000	-	-	-	-	-	-	-	-	-	4,887
96021	Bathurst St - Green Lane West to Yonge St (Construction)	-	-	-	533	6,260	10,500	5,728	-	-	-	-	-	-	23,021
96540	Ravenshoe Rd - Prout Rd to Weir's Sdrd	15,216	-	-	-	-	-	-	-	-	-	-	-	-	15,216
96550	St. John's Sdrd - Yonge St to Bayview Ave	15,603	-	-	-	-	-	-	-	-	-	-	-	-	15,603
96660	Bayview Ave - Wellington St to Mulock Dr	10,834	-	-	-	-	-	-	-	-	-	-	-	-	10,834
96700	Woodbine Ave - Ravenshoe Rd to Morton Ave	11,260	12,191	1,225	-	-	-	-	-	-	-	-	-	-	24,676
96770	Keele St - Steeles Ave to Hwy 7 (Pre-Construction)	497	160	1,050	1,537	1,133	-	-	-	-	-	-	-	-	4,377
96771	Keele St - Steeles Ave to Hwy 7 (Construction)	-	-	-	800	5,472	1,925	-	-	-	-	-	-	-	8,197
96780	Warden Ave - McPherson to Hwy 407	5,970	-	-	-	-	-	-	-	-	-	-	-	-	5,970
96790	Dufferin St - Rutherford Rd to Major Mackenzie Dr	4,561	-	-	-	-	-	-	-	-	-	-	-	-	4,561
97000	Bayview Ave - Hwy 407 to 16th Ave (Class EA)	263	-	-	-	-	-	-	-	-	-	-	-	-	263
97000A	Bayview Ave - Hwy 407 to 16th Ave (Design/Property)	-	-	-	-	-	85	469	-	-	-	-	-	-	554

2012 Business Plan and Budget													
Transportation Services													
Roads													
10 year Capital Plan 2012 - 2021													
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost	
				2012	2013	2014	2015	2016	2017	2018			2019
97001	Bayview Ave - Hwy 407 to 16th Ave (Construction)	-	-	-	-	450	4,851	-	-	-	-	-	5,301
97010	Bloomington Rd - Yonge St to Bayview Ave (Construction)	3,357	782	3,768	-	-	-	-	-	-	-	-	16,607
97060	Dufferin St - Steeles to Glen Shields North	10,682	-	-	-	-	-	-	-	-	-	-	10,682
97080	Bloomington Rd - Bayview Ave to Hwy 404	2,046	312	3,946	-	-	-	-	-	-	-	-	16,435
97100	St John's Sdrd - Bayview Ave to Leslie St (Pre-Construction)	717	170	2,080	2,825	-	-	-	-	-	-	-	6,535
97101	St John's Sdrd - Bayview Ave to Leslie St (Construction)	-	-	-	800	6,482	5,515	-	-	-	-	-	12,797
97102	St John's Sdrd - Leslie Street to Woodbine Avenue (Construction)	-	-	-	-	100	180	1,560	2,758	-	-	-	4,598
97120	Stouffville Rd - Hwy 404 to Warden Ave	6,670	70	8,270	-	-	-	-	-	-	-	-	18,562
97150	Leslie St - Bethesda Sdrd to Bloomington Rd (Class EA)	661	267	-	-	-	-	-	-	-	-	-	928
97150A	Leslie St - Bethesda Sdrd to Bloomington Rd (Design/Property)	-	-	600	5,500	-	-	-	-	-	-	-	6,100
97151	Leslie St - Bethesda Sdrd to Bloomington Rd (Construction)	-	-	-	-	-	200	5,320	1,580	-	-	-	7,100
97260	Langstaff Rd - Islington Ave to Weston Rd	5,278	-	-	-	-	-	-	-	-	-	-	5,278
98170	Hwy 7 - Rouge River to Verclaire Gate	973	-	13,268	-	-	-	-	-	-	-	-	14,241
98180	Hwy 7 - Verclaire Gate to Sciberras Rd (Pre-Construction)	61	250	-	-	-	-	-	-	-	-	-	923
98181	Hwy 7 - Verclaire Gate to Sciberras Rd (Construction)	-	-	491	1,789	5,564	-	-	-	-	-	-	7,844

2012 Business Plan and Budget														
Transportation Services														
Roads														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
98210	14th Ave - 9th Line to Reesor Rd incl. Connect to Markham Scarb. Link (Class EA)	-	-	720	-	-	-	-	-	-	-	-	135	855
98210A	14th Ave - 9th Line to Reesor Rd incl. Connect to Markham Scarb. Link (Design/Property)	-	-	-	-	-	-	-	-	-	-	-	5,390	5,390
98211	14th Ave - 9th Line to Reesor Rd incl. Connect to Markham Scarb. Link (Construction)	-	-	-	-	-	-	-	-	-	-	-	6,910	6,910
98320	Leslie St - Green Lane to Mount Albert Rd	221	-	-	-	465	250	470	1,122	-	-	-	7,238	9,766
98330	Gamble Sdrd - Yonge St to Bathurst St	12,767	500	873	-	-	-	-	-	-	-	-	-	14,140
98340	19th Ave - Yonge St to Bayview Ave	4,953	1,100	2,363	2,730	3,260	-	-	-	-	-	-	-	14,856
98570	Langstaff Rd - Hwy 50 to Hwy 27	5,322	9,000	-	-	-	-	-	-	-	-	-	-	14,322
98600	Major Mackenzie Dr - Woodbine Ave to Kennedy Rd	15,944	-	-	-	-	-	-	-	-	-	-	-	15,944
98610	Teston Rd - Weston Rd to 550m west of Jane St. Incl. Hwy 400 I/C	44,151	-	-	-	-	-	-	-	-	-	-	-	44,151
98640	Major Mackenzie Dr - Kennedy Rd to McCowan Rd	9,192	-	-	-	-	-	-	-	-	-	-	-	9,192
98650	Major Mackenzie Dr - Donald Cousen's Parkway to 9th Line	60	-	-	1,100	2,990	-	-	-	-	-	-	-	4,150
98670	Warden Ave - 16th Ave to Major Mackenzie Dr	1,245	603	14,441	10,006	-	-	-	-	-	-	-	-	26,495
98680	Woodbine Ave - Major Mackenzie Dr to 19th Ave	19,045	7,800	-	-	-	-	-	-	-	-	-	-	26,845

2012 Business Plan and Budget														
Transportation Services														
Roads														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
98690	Bayview Ave - Stouffville Rd to Bloomington Rd (Pre-Construction)	-	-	275	365	790	320	-	-	-	-	-	-	1,750
98691	Bayview Ave - Stouffville Rd to Bloomington Rd (Construction)	-	-	-	-	-	-	150	3,230	1,090	-	-	-	4,470
98700	Donald Cousens Parkway Extension to Morningside Ave (Pre-Construction)	3,846	100	-	-	-	1,525	1,525	-	-	-	-	-	6,996
98701	Donald Cousens Parkway Extension to Morningside Ave (Construction)	-	-	-	-	-	-	172	4,862	7,602	-	-	-	12,636
98960	Kennedy Rd - Hwy 407 to Hwy 7 (Class EA)	88	-	-	-	-	-	-	-	-	-	-	-	88
98960A	Kennedy Rd - Hwy 407 to Hwy 7 (Design/Property)	-	-	-	-	-	-	-	-	-	-	-	1,250	1,250
98961	Kennedy Rd - Hwy 407 to Hwy 7	-	-	-	-	-	-	-	-	-	-	-	7,630	7,630
99180	16th Ave - Bayview Ave to Leslie St	-	-	-	-	593	1,646	1,065	7,845	2,167	-	-	-	13,316
99210	Bayview Ave - Bloomington Rd to Wellington St (Class EA)	1	10	225	980	-	-	-	-	-	-	-	-	1,216
99210A	Bayview Ave - Bloomington Rd to Wellington St (Design/Property)	-	-	-	660	1,570	900	-	-	-	-	-	-	3,130
99211	Bayview Ave - Bloomington Rd to Wellington St (Construction)	-	-	-	-	-	-	900	4,955	4,750	-	-	-	10,605
99220	Leslie St/Don Mills Rd - Steeles Ave to Hwy 407	326	-	-	-	-	-	-	-	-	-	-	-	6,051
99240	Kennedy Rd - 14th Ave to Denison St	626	-	369	-	-	-	-	-	-	-	-	-	14,255
99510	16th Ave - Hwy 404 to Woodbine Ave	949	-	-	-	318	100	30	829	2,960	3,216	-	-	8,402
99530	Bloomington Rd - Yonge St to Bathurst St	703	1,017	8,451	1,978	-	-	-	-	-	-	-	1,290	13,439

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
99540	Langstaff Rd - Dufferin St to Keele St (Class EA)	1	-	-	839	-	-	-	-	-	-	-	-	-	840
99540A	Langstaff Rd - Dufferin St to Keele St (Design/Property)	-	-	140	-	700	-	-	-	-	-	-	-	-	840
99541	Langstaff Rd - Dufferin St to Keele St (Construction)	-	-	-	-	100	2,495	4,570	-	-	-	-	-	-	7,165
99550	McCowan Rd - Steeles Ave to 14th Ave(Class EA)	518	-	90	560	-	-	-	-	-	-	-	-	-	1,168
99550A	McCowan Rd - Steeles Ave to 14th Ave(Design/Property)	-	-	-	-	-	-	-	-	515	520	-	-	-	1,035
99551	McCowan Rd - Steeles Ave to 14th Ave (Construction)	-	-	-	-	-	-	-	-	-	-	4,870	4,870	-	9,740
99780	McCowan Rd - 14th Ave to Bullock Dr (Class EA)	15	-	-	895	-	-	-	-	-	-	-	-	-	910
99780A	McCowan Rd - 14th Ave to Bullock Dr (Design/Property)	-	-	-	-	-	-	-	-	495	495	-	-	-	990
99781	McCowan Rd - 14th Ave to Bullock Dr (Construction)	-	-	-	-	-	-	-	-	-	-	6,755	6,755	-	13,510
99880	Vivian Rd - Hwy 48 to York Durham Line	1,084	-	-	-	-	-	-	400	4,549	-	-	-	-	6,033
99900	Fleet New Additions	3,966	402	280	315	755	1,025	1,025	1,025	1,025	1,025	1,025	1,025	-	12,893
Sub Total Growth/Expansion		379,454	74,037	70,348	179,608	151,090	143,216	194,582	121,910	107,546	87,176	80,722	41,449	310,752	1,941,890
Enhancement/Improvement															
85830	Retrofit Noise Mitigation	29	80	92	50	50	50	50	50	50	50	50	50	-	651
Sub Total Enhancement/Improvement		29	80	92	50	50	50	50	50	50	50	50	50	-	651
Total Tangible Capital Assets		508,979	95,115	101,174	203,302	169,799	161,166	216,157	139,860	128,126	108,936	98,672	59,399	310,752	2,301,437
Non Tangible Capital Assets															
Rehabilitation/Replacement															

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost			
				2012	2013	2014	2015	2016	2017	2018			2019	2020	2021
97230	Pavement Management Study - System Maintenance	1,025	153	150	180	180	180	180	180	180	180	180	180	-	2,918
99870	Various Railway Crossing Improvements	1,501	1,100	1,459	500	500	500	500	500	500	500	500	500	-	8,560
Sub Total Rehabilitation/Replacement				1,609	650	680	680	680	680	680	680	680	680	680	11,478
Growth/Expansion															
39910	Misc. Design & Survey for Future Projects	11,028	500	750	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	23,078
80170	Corridor Design Guideline Study	-	-	300	-	-	-	-	-	-	-	-	-	-	300
80430	Regional Streetscaping	4,872	1,148	4,003	1,780	1,780	2,280	2,280	2,280	2,280	2,280	2,280	2,280	-	29,543
81360	Hwy 427 - Arterial Extension to Zenway Blvd	10,347	57	-	-	-	-	-	-	-	-	-	-	-	10,404
81430	Cedar Ave Ext. - Langstaff Rd to High Tech Rd	-	-	-	-	-	-	-	-	-	215	1,911	-	-	2,126
82670	Vaughan Metropolitan Centre-Hwy 400/Applewood Crossing	3,704	1,992	-	-	-	-	-	-	-	-	-	-	-	5,696
82680	Hwy 404 Crossing north of Hwy 7 (Pre-Construction)	158	200	1,100	635	-	-	-	-	-	-	-	-	-	2,093
82681	Hwy 404 Crossing north of Hwy 7 (Construction)	-	-	-	4,675	4,675	-	-	-	-	-	-	-	-	9,350
82690	Vaughan Metropolitan Centre-Hwy 400/Hwy 7 Interchange (Pre-Construction)	549	60	230	-	-	-	-	-	-	-	-	-	-	839
82691	Vaughan Metropolitan Centre-Hwy 400/Hwy 7 Interchange (Construction)	3	-	-	-	-	2,200	1,130	-	-	-	-	-	-	3,333
83400	Birchmount Rd at Hwy 407	6	1,450	250	-	-	-	-	-	-	-	-	-	-	1,706
83470	Mid York East-West Transportation Study (King Bypass)	-	170	40	-	-	-	-	-	-	-	-	-	-	210

2012 Business Plan and Budget															
Transportation Services															
Roads															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)									Balance to Complete	Estimated Total Project Cost	
				2012	2013	2014	2015	2016	2017	2018	2019	2020			2021
83480	Transportation Master Plan Update	544	20	330	200	300	-	-	-	-	-	-	-	-	1,394
83481	Transportation Master Plan Update	-	-	-	-	-	350	350	-	-	-	-	-	-	700
83490	Smart Commute Initiative	1,076	170	534	200	200	200	200	200	200	200	200	200	-	3,580
84160	Hwy 404 Mid Block Cross. N of Major Mackenzie Dr	-	-	-	-	-	-	-	-	-	-	-	-	4,490	4,490
84940	Pedestrian and Cycling Program	-	-	500	500	500	500	500	500	500	500	500	500	-	5,000
85120	Donald Cousens Parkway from Hwy 407 to Box Grove By-Pass	-	-	15,000	-	-	-	-	-	-	-	-	-	-	15,000
85800	Pedestrian and Cycling Master Plan	560	100	289	50	-	-	100	100	50	-	-	-	-	1,249
85810	Arterial Corridor Transportation Studies	101	150	999	250	250	250	250	250	250	250	250	250	-	3,500
86720	Yonge Sewer Replacement	944	-	-	-	-	-	-	-	-	-	-	-	-	944
86730	Highway 404 Interchange at Doane Road (Construction Phase 1)	6,453	2,392	4,589	-	-	-	-	-	-	-	-	-	2,770	16,204
86731A	Highway 404 Interchange at Doane Road (Construction Phase 2)	-	-	-	-	-	-	-	-	5,560	-	-	-	-	5,560
86880	Pedestrian/Cycling Municipal Partnership Program	611	200	1,189	500	500	500	500	500	500	500	500	500	-	6,500
Sub Total Growth/Expansion		40,956	8,609	30,103	9,990	9,405	4,930	7,580	6,510	10,540	5,145	6,841	4,930	7,260	152,799
Total Non Tangible Capital Assets		43,483	9,862	31,712	10,640	10,085	5,610	8,260	7,190	11,220	5,825	7,521	5,610	7,260	164,278
TOTAL GROSS EXPENDITURES		552,462	104,977	132,886	213,942	179,884	166,776	224,417	147,050	139,346	114,761	106,193	65,009	318,012	2,465,715

2012 Business Plan and Budget														
Transportation Services														
Roads														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
FINANCING SOURCES														
Regional														
Developer Up-Front Financing	11,973	150	115	-	-	-	-	-	-	-	-	-	-	12,238
Development Charges	133,795	24,634	28,950	93,234	134,950	115,763	138,842	96,200	93,231	72,762	73,012	38,334	247,623	1,291,329
Development Charges Committed	35,317	37,399	52,481	56,438	1,361	4,045	144	-	-	167	-	-	-	187,352
Other Revenues	237	-	-	-	-	-	-	-	-	-	-	-	-	237
Reserve: Current Tax Levy	159,663	6,991	27,157	37,968	39,177	37,276	45,890	37,483	42,559	39,314	30,734	25,100	58,573	587,886
Reserve: General Capital	9,736	528	-	14	-	-	-	-	-	-	-	-	-	10,278
Reserve: Prior Year Tax Levy	42,298	23,655	21,636	14,646	618	949	16	-	-	38	-	-	-	103,856
Reserve: Vehicle Replacement	4,885	3,061	1,255	925	1,105	1,575	1,575	1,575	1,575	1,575	1,575	1,575	-	22,256
Reserve: Debt Reduction Fund	400	-	-	-	-	-	-	-	-	-	-	-	-	400
Sub Total Regional	398,305	96,418	131,594	203,225	177,211	159,608	186,467	135,258	137,365	113,856	105,321	65,009	306,196	2,215,833
External														
Federal Funding	8,348	-	-	420	-	-	-	-	-	-	-	-	-	8,768
Provincial Funding	18,298	5	-	420	-	-	-	-	-	-	-	-	-	18,723
Municipal/Local	11,014	3,359	-	2,129	2,146	2,850	6,012	1,792	1,981	905	872	-	11,816	44,876
Other Recoveries	3,166	3,500	100	-	-	-	-	-	-	-	-	-	-	6,766
Sub Total External	40,826	6,864	100	2,969	2,146	2,850	6,012	1,792	1,981	905	872	-	11,816	79,133

2012 Business Plan and Budget														
Transportation Services														
Roads														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Estimated Total Project Cost	
			(In \$000's)										Balance to Complete	
TOTAL AVAILABLE FINANCING	439,131	103,282	131,694	206,194	179,357	162,458	192,479	137,050	139,346	114,761	106,193	65,009	318,012	2,294,966
TOTAL DEBENTURE REQUIREMENTS	113,331	1,695	1,192	7,748	527	4,318	31,938	10,000	-	-	-	-	-	170,749
TOTAL FINANCING SOURCES	552,462	104,977	132,886	213,942	179,884	166,776	224,417	147,050	139,346	114,761	106,193	65,009	318,012	2,465,715
DEBENTURE REPAYMENT SOURCES														
Prior Years	107,180	595	-	-	-	-	-	-	-	-	-	-	-	107,775
Development Charges	5,536	990	1,073	1,002	-	-	9,000	3,000	-	-	-	-	-	20,601
Tax Levy	615	110	119	6,746	527	4,318	22,938	7,000	-	-	-	-	-	42,373
TOTAL DEBENTURE REQUIREMENTS	113,331	1,695	1,192	7,748	527	4,318	31,938	10,000	-	-	-	-	-	170,749

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10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
39910	Misc. Design & Survey for Future Projects	11,550	1,155	-	-	10,395	-	-
39920	Property Acquisition for Future Capital Projects	5,000	1,500	-	-	3,500	-	-
39930	Bridge & Culvert Rehabilitation	17,745	15,980	1,765	-	-	-	-
39960	Various Road Resurfacing	126,657	121,967	4,690	-	-	-	-
39970	Misc. Developer Credit	6,669	6,500	169	-	-	-	-
39980	Various Road Improvements	25,750	25,750	-	-	-	-	-
80101A	King Road - Yonge Street to Bond Crescent (Design/Property)	642	152	490	-	-	-	-
80101B	King Road - Yonge Street to Bond Crescent (Construction)	3,625	3,625	-	-	-	-	-
80102A	15th Sideroad from Keele St to Bathurst St (Class EA)	520	520	-	-	-	-	-
80103A	18th Sideroad from Dufferin St to Bathurst St (Class EA)	275	275	-	-	-	-	-
80104	Keele Street and Lloydtown/Aurora Rd (Class EA)	265	16	10	-	239	-	-
80104A	Keele Street and Lloydtown/Aurora Rd (Design/Property)	1,175	117	-	-	1,058	-	-
80104B	Keele Street and Lloydtown/Aurora Road (Construction)	3,480	348	-	-	3,132	-	-
80107	Nobleton Area Ancillary Facility (Pre Construction)	285	67	85	-	133	-	-
80107A	Nobleton Area Ancillary Facility (Construction)	800	267	-	-	533	-	-
80120	2nd Concession - Doane Rd. to Queensville Sdrrd (Phase 1 Construction)	1,835	183	-	-	1,652	-	-
80170	Corridor Design Guideline Study	300	300	-	-	-	-	-

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10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
80180	King Road - Urbanization from Dufferin St to 1 km west	1,600	160	-	-	1,440	-	-
80190	Block 18 - Intersection Improvements	1,300	130	-	-	1,170	-	-
80200	Udora Bridge Reconstruction	1,983	1,983	-	-	-	-	-
80210	Umpfrey Bridge Reconstruction	1,748	1,748	-	-	-	-	-
80230	Portable Snow Melting Facilities	1,500	501	-	-	999	-	-
80240	Snow Dumping Facility	40,000	-	-	40,000	-	-	-
80270	York Durham Line and Durham Rd 5 (Pre construction)	2,020	201	-	-	1,819	-	-
80271	York Durham Line and Durham Rd 5 (Construction)	1,128	113	-	-	1,015	-	-
80280	15th Sdrd - Keele to Bathurst Rehabilitation	1,395	1,395	-	-	-	-	-
80430	Regional Streetscaping	23,523	8,208	2,212	-	13,103	-	-
80610	Bathurst St - King Rd to Wellington St	500	-	50	-	450	-	-
80620	Bathurst St - Wellington St to Mullock Dr	800	-	80	-	720	-	-
80660	Ninth Line - N of Major Mackenzie Dr to Stouffville Main St	13,201	308	1,028	-	11,565	-	300
80670	Bayview Ave - 19th Ave to Stouffville Rd (Pre-Construction)	245	17	9	-	219	-	-
80671	Bayview Ave - 19th Ave to Stouffville Rd (Construction)	6,770	677	-	-	6,093	-	-
80680	Bayview Ave - Elgin Mills Rd to 19th Ave (Pre-Construction)	1,119	-	151	-	968	-	-
80681	Bayview Ave - Elgin Mills Rd to 19th Ave (Construction)	8,770	797	-	-	7,173	-	800

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Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
80720	Markham Bypass - Major Mackenzie Dr to Hwy 48 (Pre-Construction)	5,532	-	557	-	4,975	-	-
80721	Markham Bypass - Major Mackenzie Dr to Hwy 48 (Construction)	7,630	763	-	-	6,867	-	-
80790	14th Ave - Reesor Rd to York Durham Line (Class EA)	490	33	16	-	441	-	-
80790A	14th Ave - Reesor Rd to York Durham Line (Design/Property)	6,640	664	-	-	5,976	-	-
80791	14th Ave - Reesor Rd to York Durham Line (Construction)	6,995	699	-	-	6,296	-	-
81320A	Major Mackenzie Dr - Hwy 27 to Pine Valley Dr (Design/Property)	3,535	253	100	-	3,182	-	-
81321	Major Mackenzie Dr - Hwy 27 to Islington Ave (Construction)	10,350	1,035	-	-	9,315	-	-
81322	Major Mackenzie Dr - Islington Ave to Pine Valley Dr (Construction)	26,500	2,650	-	-	23,850	-	-
81390	Bathurst St - North of Hwy 7 to Rutherford Rd (Pre-Construction)	2,714	61	234	-	2,304	-	115
81391	Bathurst St - North of Hwy 7 to Rutherford Rd (Construction)	9,690	884	-	-	7,966	-	840
81420	Bayview Ave - Hwy 7 to John St	19,889	1,901	-	-	17,116	-	872
81430	Cedar Ave Ext. - Langstaff Rd to High Tech Rd	2,126	192	38	-	1,896	-	-
81510	Keele St and 15th Sideroad	200	-	20	-	180	-	-
81810	Hwy 50 - Hwy 7 to Rutherford Rd	14,110	1,396	14	-	12,700	-	-
81890	Central Patrol Yard	270	-	270	-	-	-	-
82680	Hwy 404 Crossing north of Hwy 7 (Pre-Construction)	1,735	15	87	742	522	-	369
82681	Hwy 404 Crossing north of Hwy 7 (Construction)	9,350	934	-	-	8,416	-	-

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Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
82690	Vaughan Metropolitan Centre-Hwy 400/Hwy 7 Interchange (Pre-Construction)	230	-	39	-	91	-	100
82691	Vaughan Metropolitan Centre-Hwy 400/Hwy 7 Interchange (Construction)	3,330	333	-	-	2,997	-	-
82700	16th Ave - Woodbine Ave to Warden Ave	16,033	1,580	52	-	14,401	-	-
82730	Dufferin St - Major Mackenzie Dr to Teston Rd (Class EA)	470	23	24	-	423	-	-
82730A	Dufferin St - Major Mackenzie Dr to Teston Rd (Design/Property)	833	83	-	-	750	-	-
82731	Dufferin St - Major Mackenzie Dr to Teston Rd (Construction)	8,705	871	-	-	7,834	-	-
82740A	Bayview Ave - 16th Ave to Major Mackenzie Dr (Design/Property)	809	81	-	-	728	-	-
82741	Bayview Ave - 16th Ave to Major Mackenzie Dr (Construction)	6,286	538	-	-	4,843	-	905
82860	Bathurst St - Rutherford Rd to Major Mackenzie Dr (Pre-Construction)	2,650	207	64	-	2,379	-	-
82861	Bathurst St - Rutherford Rd to Major Mackenzie Dr (Construction)	10,500	949	-	-	8,541	-	1,010
83020	King Rd - Hwy 27 to Hwy 400 (Class EA)	661	50	19	-	592	-	-
83020A	King Rd - Hwy 27 to Hwy 400 (Design/Property)	9,418	942	-	-	8,476	-	-
83021	King Rd - Hwy 27 to Hwy 400 (Construction)	25,313	2,530	-	-	22,783	-	-
83360	Leslie St - Hwy 7 to 16th Ave	12,717	1,272	-	-	11,445	-	-
83370	Leslie St - 16th Ave to Major Mackenzie Dr	13,660	1,366	-	-	12,294	-	-
83390	16th Ave - Warden Ave to Kennedy Rd	18,010	1,787	51	-	16,172	-	-
83400	Birchmount Rd at Hwy 407	250	-	25	-	225	-	-

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Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
83450	Major Mackenzie Dr - Hwy 50 to CPR (Design/Property)	3,775	991	145	-	2,639	-	-
83451	Major Mackenzie Dr - Hwy 50 to CPR (Construction)	20,540	6,162	-	-	14,378	-	-
83470	Mid York East-West Transportation Study (King Bypass)	40	-	4	-	36	-	-
83480	Transportation Master Plan Update	830	49	4	-	777	-	-
83481	Transportation Master Plan Update	700	76	-	-	624	-	-
83490	Smart Commute Initiative	2,334	220	334	-	1,780	-	-
83850	Highway 50 and Albion-Vaughan Road/Mayfield (Pre-Construction)	523	46	5	-	472	-	-
83851	Highway 50 and Albion-Vaughan Road/Mayfield (Construction)	3,271	328	-	-	2,943	-	-
83870	Ninth Line and Elgin Mills Rd	6,410	444	237	-	5,729	-	-
83880	Ninth Line and Major Mackenzie Dr	12,942	390	1,008	-	11,544	-	-
83890	Hwy 50 - Rutherford Rd to Major Mackenzie Dr (Class EA)	229	-	74	-	155	-	-
83890A	Hwy 50 - Rutherford Rd to Major Mackenzie Dr (Design/Property)	915	-	275	-	640	-	-
83891	Hwy 50 - Rutherford Rd to Major Mackenzie Dr (Construction)	3,259	977	-	-	2,282	-	-
83900	Hwy 50 - Major Mackenzie Dr to Albion-Vaughan Rd (Pre-Construction)	2,648	455	346	-	1,847	-	-
83901	Hwy 50 - Major Mackenzie Dr to Albion-Vaughan Rd (Construction)	4,520	1,356	-	-	3,164	-	-
83910	Road Asset Management	1,267	-	1,267	-	-	-	-
83940	Teston Rd - East of Pine Valley Dr (Pre-Construction)	3,720	1,229	2,491	-	-	-	-

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10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
83941	Teston Rd - East of Pine Valley Dr (Construction)	6,440	6,440	-	-	-	-	-
84120A	Keele St - Hwy 7 to Langstaff Rd (Design/Property)	2,690	268	-	-	2,422	-	-
84121	Keele St - Hwy 7 to Langstaff Rd (Construction)	7,459	640	-	-	5,770	-	1,049
84150	Bathurst St - Major Mackenzie Dr to Elgin Mills (Design/Property)	3,110	311	-	-	2,799	-	-
84151	Bathurst St - Major Mackenzie Dr to Elgin Mills (Construction)	15,910	1,490	-	-	13,420	-	1,000
84170	16th Ave - Kennedy Rd to McCowan Rd	250	-	63	-	187	-	-
84180	Leslie St - Wellington St to St. John's (Design/Property)	1,356	127	8	-	1,221	-	-
84181	Leslie St - Wellington St to St. John's (Construction)	9,636	863	-	-	7,773	-	1,000
84190A	Leslie St - St John's Sdrd to Mulock Dr (Design/Property)	1,071	92	15	-	964	-	-
84191	Leslie St - St John's Sdrd to Mulock Dr (Construction)	9,637	864	-	-	7,773	-	1,000
84200	Doane Road - Highway 404 to Yonge St (Class EA)	46	-	6	-	40	-	-
84200A	Doane Road - Highway 404 to Yonge St (Design/Property)	11,425	1,106	36	-	10,283	-	-
84201	Doane Road - Highway 404 to Yonge St (Construction)	30,800	2,848	-	-	25,630	-	2,322
84860	Bathurst St and Hwy 9 (Pre-Construction)	785	53	36	-	696	-	-
84861	Bathurst St and Hwy 9 (Construction)	4,373	437	-	-	3,936	-	-
84930	AVL System - Winter Maintenance	350	-	350	-	-	-	-
84940	Pedestrian and Cycling Program	5,000	440	110	-	4,450	-	-

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10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
84950	Drainage System Program	2,500	2,500	-	-	-	-	-		
85110	Teston Rd from Dufferin St to Keele St (Class EA)	400	120	-	-	280	-	-		
85110A	Teston Rd from Dufferin St to Keele St (Design/Property)	2,900	870	-	-	2,030	-	-		
85111	Teston Rd from Dufferin St to Keele St (Construction)	10,520	3,156	-	-	7,364	-	-		
85120	Donald Cousens Parkway from Hwy 407 to Box Grove By-Pass	15,000	-	1,500	-	13,500	-	-		
85560	Rutherford Rd - Keele St to Dufferin St (Class EA)	328	-	34	-	294	-	-		
85560A	Rutherford Rd - Keele St to Dufferin St (Design/Property)	1,923	192	-	-	1,731	-	-		
85561	Rutherford Rd - Keele St to Dufferin St (Construction)	24,084	2,408	-	-	21,676	-	-		
85570	Rutherford Rd - Jane St to Keele St (Class EA)	257	-	29	-	228	-	-		
85570A	Rutherford Rd - Jane St to Keele St (Design/Property)	1,444	144	-	-	1,300	-	-		
85571	Rutherford Rd - Jane St to Keele St (Construction)	18,173	1,817	-	-	16,356	-	-		
85580	Rutherford Rd - Dufferin St to Bathurst St (Class EA)	253	-	31	-	222	-	-		
85580A	Rutherford Rd - Dufferin St to Bathurst St (Design/Property)	1,134	204	-	-	930	-	-		
85581	Rutherford Rd - Dufferin St to Bathurst St (Construction)	10,836	1,950	-	-	8,886	-	-		
85590	Carrville Rd - Bathurst St to Yonge St (Class EA)	312	-	40	-	272	-	-		
85590A	Carrville Rd - Bathurst St to Yonge St (Design/Property)	713	129	-	-	584	-	-		
85591	Carrville Rd - Bathurst St to Yonge St (Construction)	8,556	1,540	-	-	7,016	-	-		

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Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
85600	16th Ave - Yonge St to Bayview Ave	20,195	3,581	36	-	16,578	-	-
85610	16th Ave - Leslie St to Hwy 404	8,182	762	68	-	7,352	-	-
85620	2nd Concession - Green Lane to Doane Rd (Pre-Construction)	8,320	701	136	-	7,483	-	-
85621	2nd Concession - Green Lane to Doane Rd (Construction)	36,900	3,690	-	-	33,210	-	-
85630	Keele St - Langstaff Rd to Rutherford Rd	10,578	964	-	-	8,682	-	932
85640	King Rd - Hwy 27 to E of GreenSide Dr	100	-	10	-	90	-	-
85650	Major Mackenzie Dr - CPR to Hwy 27 (Design/Property)	16,175	2,835	127	-	13,213	-	-
85651	Major Mackenzie Dr - CPR to Hwy 27 (Construction)	26,753	4,815	-	-	21,938	-	-
85660	Major Mackenzie Dr - Pine Valley Dr to Weston Rd (Design/Property)	3,993	341	59	-	3,593	-	-
85661	Major Mackenzie Dr - Pine Valley Dr to Weston Rd (Construction)	11,510	1,150	-	-	10,360	-	-
85670	Major Mackenzie Dr - Hwy 400 to Jane St	85	-	10	-	75	-	-
85680	Major Mackenzie Dr - Jane St to Keele St (Class EA)	246	-	27	-	219	-	-
85690	Stouffville Rd - Warden Ave to Kennedy Rd	6,604	-	660	-	5,944	-	-
85700	Stouffville Rd - Kennedy Rd to McCowan Rd	3,364	-	336	-	3,028	-	-
85710	Yonge St - Davis Dr to Green Lane (Pre-Construction)	1,786	-	213	-	1,573	-	-
85720	Jane St and Major Mackenzie Dr (Pre-Construction)	360	5	35	-	320	-	-
85730	Jane St and Rutherford Rd (Pre-Construction)	537	22	39	-	476	-	-

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Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
85731	Jane St and Rutherford Rd (Construction)	1,970	196	-	-	1,774	-	-
85750	Leslie St and Hwy 7	100	-	12	-	88	-	-
85760	Leslie St and 16th Ave	4,890	480	12	-	4,398	-	-
85770	Major Mackenzie Dr and Leslie St	93	-	11	-	82	-	-
85780	Ninth Line & Stouffville Rd Jog Elimination (Pre-Construction)	1,369	-	137	-	1,232	-	-
85781	Ninth Line & Stouffville Rd Jog Elimination (Construction)	4,605	828	-	-	3,777	-	-
85790	Southeast Patrol Area Works Yard (Preconstruction)	33,650	-	4,619	6,822	22,209	-	-
85791	Southeast Patrol Area Works Yard (Construction)	19,400	-	-	6,596	12,804	-	-
85800	Pedestrian and Cycling Master Plan	589	48	89	-	452	-	-
85810	Arterial Corridor Transportation Studies	3,249	270	749	-	2,230	-	-
85830	Retrofit Noise Mitigation	542	500	42	-	-	-	-
86730	Highway 404 Interchange at Doane Road (Construction Phase 1)	4,589	224	237	-	4,128	-	-
86731A	Highway 404 Interchange at Doane Road (Construction Phase 2)	5,560	556	-	-	5,004	-	-
86770	Major Mackenzie Dr - Bathurst St to Keele St (Class EA)	337	-	38	-	299	-	-
86800	Queensville Sdrld - Leslie St to Woodbine Ave (Class EA)	585	72	33	-	480	-	-
86800A	Queensville Sdrld - Leslie St to Woodbine Ave (Design/Property)	2,050	369	-	-	1,681	-	-
86801	Queensville Sdrld - Leslie St to Woodbine Ave (Construction)	4,375	787	-	-	3,588	-	-

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Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
86810	York Durham Line - 475m south of 14th Ave to Hwy 7 (Construction)	3,687	329	47	-	3,311	-	-
86811	York Durham Line - 475m south of 14th Ave to Hwy 7 (Construction)	17,713	1,772	-	-	15,941	-	-
86820	York Durham Line - Hwy 7 to Main St Stouffville (Class EA)	1,125	169	280	-	676	-	-
86820A	York Durham Line - Hwy 7 to Main St Stouffville (Design/Property)	9,620	2,886	-	-	6,734	-	-
86860	16th Avenue and Reesor Road Jog Elimination (Pre-Construction)	4,000	-	400	-	3,600	-	-
86861	16th Avenue and Reesor Road Jog Elimination (Construction)	4,350	435	-	-	3,915	-	-
86880	Pedestrian/Cycling Municipal Partnership Program	5,689	5,000	689	-	-	-	-
86900	Keele St at 17th Sdrd (Pre-Construction)	1,625	115	54	-	1,456	-	-
86901	Keele St at 17th Sdrd (Construction)	1,775	176	-	-	1,599	-	-
86910	Dufferin St and King/Vaughan Road (Pre-Construction)	1,620	132	30	-	1,458	-	-
86911	Dufferin St and King/Vaughan Road (Construction)	2,330	233	-	-	2,097	-	-
86920	Keele St and King/Vaughan Road (Pre-Construction)	1,064	82	25	-	957	-	-
86921	Keele St and King/Vaughan Road (Construction)	2,330	233	-	-	2,097	-	-
86930	Jane St and King/Vaughan Road (Pre-Construction)	2,401	222	18	-	2,161	-	-
86931	Jane St and King/Vaughan Road (Construction)	1,980	198	-	-	1,782	-	-
86940	Keele St and McNaughton Rd (Construction)	1,450	30	115	-	1,305	-	-
91100	York/Durham Line - Steeles Ave to 475m south of 14th Ave	1,200	-	144	-	1,056	-	-

2012 Business Plan and Budget

Transportation Services

Roads

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
91120	Metro Rd - Morton Ave to Old Homestead Rd (Class EA)	300	-	158	-	142	-	-
91120A	Metro Rd - Morton Ave to Old Homestead Rd (Design/Property)	846	422	-	-	424	-	-
91121	Metro Rd - Morton Ave to Old Homestead Rd (Construction)	8,847	4,423	-	-	4,424	-	-
94200	Ninth Line - Hwy 407 to the Markham Bypass	1,819	-	595	-	1,224	-	-
96020	Bathurst St - Green Lane West to Yonge St (Pre-Construction)	2,100	450	180	-	1,470	-	-
96021	Bathurst St - Green Lane West to Yonge St (Construction)	23,021	6,906	-	-	16,115	-	-
96700	Woodbine Ave - Ravenshoe Rd to Morton Ave	1,225	122	-	-	1,103	-	-
96770	Keele St - Steeles Ave to Hwy 7 (Pre-Construction)	3,720	327	56	-	3,337	-	-
96771	Keele St - Steeles Ave to Hwy 7 (Construction)	8,197	797	-	-	7,179	-	221
97000A	Bayview Ave - Hwy 407 to 16th Ave (Design/Property)	554	55	-	-	499	-	-
97001	Bayview Ave - Hwy 407 to 16th Ave (Construction)	5,301	451	-	-	4,058	-	792
97010	Bloomington Rd - Yonge St to Bayview Ave (Construction)	12,468	1,103	64	-	10,506	-	795
97080	Bloomington Rd - Bayview Ave to Hwy 404	14,077	395	1,108	-	12,574	-	-
97100	St John's Sdrd - Bayview Ave to Leslie St (Pre-Construction)	5,648	2,022	801	-	2,825	-	-
97101	St John's Sdrd - Bayview Ave to Leslie St (Construction)	12,797	5,453	-	-	5,454	-	1,890
97102	St John's Sdrd - Leslie Street to Woodbine Avenue (Construction)	4,598	2,299	-	-	2,299	-	-
97120	Stouffville Rd - Hwy 404 to Warden Ave	11,822	193	989	-	10,640	-	-

2012 Business Plan and Budget

Transportation Services

Roads

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
97150A	Leslie St - Bethesda Sdrd to Bloomington Rd (Design/Property)	6,100	5,310	20	-	770	-	-
97151	Leslie St - Bethesda Sdrd to Bloomington Rd (Construction)	7,100	6,390	-	-	710	-	-
97230	Pavement Management Study - System Maintenance	1,740	1,740	-	-	-	-	-
98170	Hwy 7 - Rouge River to Verclaire Gate	13,268	948	401	-	11,919	-	-
98180	Hwy 7 - Verclaire Gate to Sciberras Rd (Pre-Construction)	612	32	70	-	510	-	-
98181	Hwy 7 - Verclaire Gate to Sciberras Rd (Construction)	7,844	709	-	-	6,385	-	750
98210	14th Ave - 9th Line to Reesor Rd incl. Connect to Markham Scarb. Link (Class EA)	720	-	126	-	594	-	-
98320	Leslie St - Green Lane to Mount Albert Rd	2,307	230	-	-	2,077	-	-
98330	Gamble Sdrd - Yonge St to Bathurst St	873	-	14	-	19	840	-
98340	19th Ave - Yonge St to Bayview Ave	8,803	591	94	1,563	6,165	-	390
98650	Major Mackenzie Dr - Donald Cousen's Parkway to 9th Line	4,090	382	41	-	3,667	-	-
98670	Warden Ave - 16th Ave to Major Mackenzie Dr	24,647	1,385	1,039	-	20,773	-	1,450
98690	Bayview Ave - Stouffville Rd to Bloomington Rd (Pre-Construction)	1,750	174	-	-	1,576	-	-
98691	Bayview Ave - Stouffville Rd to Bloomington Rd (Construction)	4,470	447	-	-	4,023	-	-
98700	Donald Cousens Parkway Extension to Morningside Ave (Pre-Construction)	3,050	304	-	-	2,746	-	-
98701	Donald Cousens Parkway Extension to Morningside Ave (Construction)	12,636	1,263	-	-	11,373	-	-
99180	16th Ave - Bayview Ave to Leslie St	13,316	1,272	71	-	11,973	-	-

2012 Business Plan and Budget

Transportation Services

Roads

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
99210	Bayview Ave - Bloomington Rd to Wellington St (Class EA)	1,205	30	174	-	1,001	-	-
99210A	Bayview Ave - Bloomington Rd to Wellington St (Design/Property)	3,130	313	-	-	2,817	-	-
99211	Bayview Ave - Bloomington Rd to Wellington St (Construction)	10,605	1,060	-	-	9,545	-	-
99240	Kennedy Rd - 14th Ave to Denison St	369	25	14	-	330	-	-
99510	16th Ave - Hwy 404 to Woodbine Ave	7,453	714	49	-	6,690	-	-
99530	Bloomington Rd - Yonge St to Bathurst St	10,429	707	451	-	9,271	-	-
99540	Langstaff Rd - Dufferin St to Keele St (Class EA)	839	42	75	-	722	-	-
99540A	Langstaff Rd - Dufferin St to Keele St (Design/Property)	840	84	-	-	756	-	-
99541	Langstaff Rd - Dufferin St to Keele St (Construction)	7,165	716	-	-	6,449	-	-
99550	McCowan Rd - Steeles Ave to 14th Ave(Class EA)	650	56	9	-	585	-	-
99550A	McCowan Rd - Steeles Ave to 14th Ave(Design/Property)	1,035	103	-	-	932	-	-
99551	McCowan Rd - Steeles Ave to 14th Ave (Construction)	9,740	974	-	-	8,766	-	-
99780	McCowan Rd - 14th Ave to Bullock Dr (Class EA)	895	65	25	-	805	-	-
99780A	McCowan Rd - 14th Ave to Bullock Dr (Design/Property)	990	98	-	-	892	-	-
99781	McCowan Rd - 14th Ave to Bullock Dr (Construction)	13,510	1,350	-	-	12,160	-	-
99870	Various Railway Crossing Improvements	5,959	5,000	959	-	-	-	-
99880	Vivian Rd - Hwy 48 to York Durham Line	4,949	2,474	-	-	2,475	-	-

2012 Business Plan and Budget

Transportation Services

Roads

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)									
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	Other Recoveries	
99900	Fleet New Additions	8,525	4,261	-	-	4,264	-	-	
99910	Fleet Replacement	14,310	-	14,310	-	-	-	-	
Total Tax Supported		1,490,264	362,659	52,227	55,723	999,913	840	18,902	

Capital Strategy (10 Year Plan)

The Traffic Management & Intelligent Transportation Systems (TM & ITS) capital program focuses on improving the safety and efficiency of the Region's transportation system. The areas that benefit from this capital program include traffic control signals, street lighting, signs, pavement markings and both transit and traffic management systems

These activities are consistent with the priorities identified in the Region's Transportation Master Plan by addressing alternative transportation modes (cyclists and pedestrians), promoting public transit and optimizing the existing road network.

The use of technology to maximize efficiency and improve customer service is an important component of the Region Transportation system.

Key Initiatives (10 Year Plan)

The 10 year capital plan is prepared with a focus on the following:

- Growth (Traffic Control and Transit Technologies Expanded)
- Asset Management (State of Good Repair)
- Optimizing Network Performance



Growth (Traffic Control and Transit Technologies Expanded)

Continued population and employment growth is driving the need to promote alternative modes of transportation and address traffic congestion.

In response to these travel demands, the following initiatives are being implemented:

- Integration of existing signalized intersections to a new Traffic Control System
- Collection and dissemination of real-time traffic and transit information
- Selective use of Transit Signal Priority feature installed on all Viva routes to facilitate the movement of Viva buses through busy signalized intersections

The continuing growth in the Region and the advancement of personal technology devices are increasing demand for a higher level of customer service. Many efforts to improve both customer service and productivity are focused on the use of technology to achieve service goals. Transit Management Systems (TMS) is spearheading the implementation of technologies on Viva, conventional and Mobility Plus vehicles. These include:

- Enhanced passenger information systems such as Interactive Voice Response, on board automated stop announcements, web based trip planning, and next bus email
- Variable Message Signs at terminals advising customers of next bus information

- Traveler information systems to provide motorists with real-time traffic information and locations of planned capital works that impact efficient travel.

Asset Management (State of Good Repair)

To maintain a state of good repair and maximize the useful life of TM & ITS systems and infrastructure, TM & ITS provides regular maintenance and inspection of assets.

In 2003 and 2004 the traffic signal displays were converted to light emitting diode (LED) technology. In 2012 the LED technology will reach the end of its expected life cycle and therefore a program for replacement is required. This will ensure traffic signal displays are maintained to acceptable luminance levels.

In 2012 improvements to pavement marking programs are recommended to increase safety for motorists, cyclists and pedestrians, by providing clearly defined markings at signalized intersections.

Optimizing Network Performance

TM & ITS is working to maintain a safe and efficient road network. These improvements are accomplished through:

- Intersection designs that comply with the Accessibility for Ontarians with Disabilities Act (AODA)
- Intersection designs to deploy new technology on signals
- Identifying intersections for major construction (e.g. additional turning lanes required) to Roads Capital Delivery.
- Intersection designs to alleviate congestion on a road section with quicker, less expensive solutions to defer the need to fund more comprehensive reconstruction.
- Implementation of Business Intelligence systems to measure the performance of the existing transportation system.

Major 2012 capital initiatives include:

- Improved accessibility at intersections to ensure compliance with Accessibility for Ontarians with Disabilities Act (AODA)
- Continued design and implementation of enhanced pavement markings (zebra stripes and cycling facilities)
- Minor intersection improvements for network optimization and safety improvements
- LED traffic signal replacement program
- Intelligent Transportation Systems Strategic Plan
 - Centralized Traffic Control System replacement
 - Traveler Information Systems
 - Real-time traffic data collection systems

New Projects Added to the 2012 Budget Process

The following are new projects introduced as part of this budget cycle.

New Projects	Estimated Start Date
Traffic Signal LED display replacement	2012
Automated fare collection system replacement	2013
Presto next phase/upgrades	2013
Computer aided despatch/automatic vehicle location system replacement	2016

Traffic Signal LED replacement is in an on-going program to replace the lights on traffic signals to maintain acceptable luminance levels in accordance with Institute of Transportation Engineers (ITE) Specifications.

The Presto Next Phase/Upgrade project is to upgrade the existing Presto system in partnership with other participating transit agencies and the Presto office.

Computer Aided Dispatch and Automatic Vehicle Location System and Automated Fare Collection System replacement projects replace the existing Transit technology related equipments by the end of their expected service lives.

Long Term Outlook (10 Year Plan)

To respond to continued growth through:

- Continuing the Presto (smart card) next phase and upgrades. Enabling use of credit/debit cards at Viva stations and terminals.
- Developing intersection pavement marking programs.

To maintain a state of good repair by:

- Re-design of transit ticket vending machines.
- Replacement of the Automated Fare Collection System.
- Replacement of the Computer Aided Dispatch and Automatic Vehicle Location system.

To optimize network performance by:

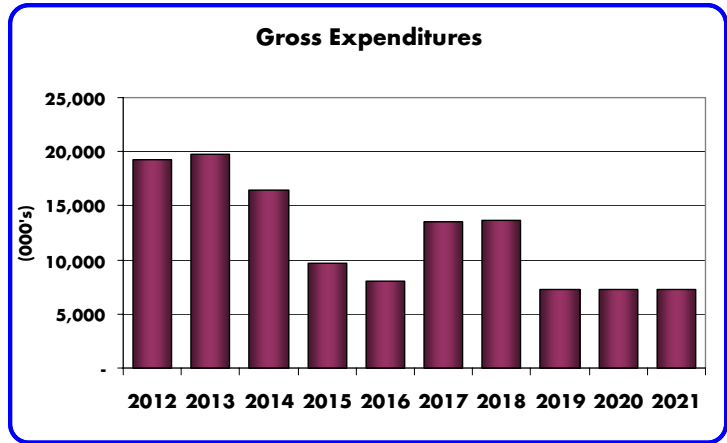
- Consideration and implementation of a joint transportation control centre facility.
- Ensuring design of new intersections that comply with AODA guidelines

Expenditures

The TM & ITS 10 year capital plan expenditures total \$119.8 million. The highest levels of spending are in years 2013/2014.

In 2013/2014 the projects contributing to this pressure include the pavement marking program, traffic signal LED replacement and the next phase of Presto.

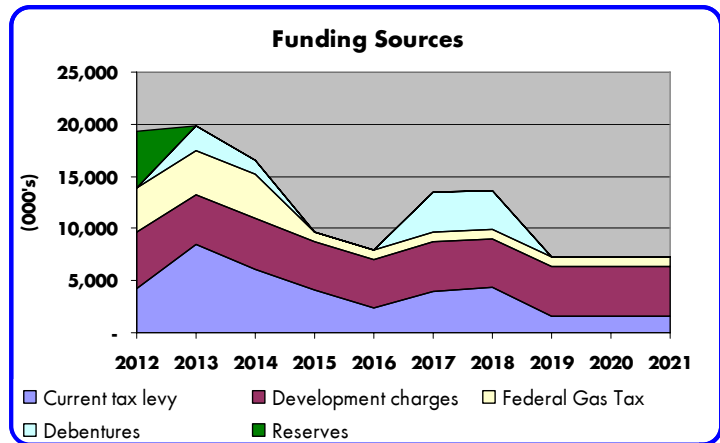
In 2017/2018 the expenditures increase from the replacement of the Transit CAD/AVL system.



Funding

The TM & ITS projects are funded from multiple sources depending on the service area which they support (Roads or Transit).

Debenture funding is only required during the years of increased project expenditures for the Transit supported projects (e.g. Transit CAD/AVL replacement and Automated fare collection system replacement). The balance of the years no debentures are required.



Pressures of Net Operating Impact of Capital Projects

The table on the following page summarizes the operating impacts of the 10 year capital program. An estimated 30 additional traffic signals will be required annually which will increase contract and maintenance costs.

2012 Business Plan and Budget										
Transportation Services										
Traffic Management & Intelligent Transportation Systems										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Replacement Reserve Contribution	-	921	878	177	178	179	179	180	181	181
Contract/Program Costs	302	302	302	302	802	802	802	802	802	302
Other Costs	-	250	200	-	-	-	-	-	-	-
Total Gross Costs	302	1,473	1,380	479	980	981	981	982	983	483
Total Net Impact on Tax Levy	302	1,473	1,380	479	980	981	981	982	983	483

2012 Business Plan and Budget											
Transportation Services											
Traffic Management & Intelligent Transportation Systems											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
GROSS EXPENDITURES											
Tangible Capital Assets											
Rehabilitation/Replacement											
New11	LED Replacement (Phase 1)	-	-	2,000	2,000	-	-	-	-	4,000	4,000
Sub Total Rehabilitation/Replacement		-	-	2,000	2,000	-	-	-	-	4,000	4,000
Growth/Expansion											
39950	Intersection Improvements Program	17,633	3,082	2,474	-	-	-	-	-	2,474	23,189
39990	Traffic Control Signal & Electrical Improvements	9,018	750	1,083	-	-	-	-	-	1,083	10,851
82170	Presto Card	4,681	5,700	3,074	-	-	-	-	-	3,074	13,455
99890	Intelligent Transportation Systems (ITS)	2,463	500	2,291	-	-	-	-	-	2,291	5,254
Sub Total Growth/Expansion		33,795	10,032	8,922	-	-	-	-	-	8,922	52,749
Enhancement/Improvement											
83980	Security Equipment	2,734	209	890	-	-	-	-	-	890	3,833
86107	Intelligent Transportation Systems (ITS) Software Systems	-	-	1,735	-	-	-	-	-	1,735	1,735
86180	Computer Aided Dispatch/Automatic Vehicle Location System	8,189	250	1,050	-	-	-	-	-	1,050	9,489
Sub Total Enhancement/Improvement		10,923	459	3,675	-	-	-	-	-	3,675	15,057
Total Tangible Capital Assets		44,718	10,491	14,597	2,000	-	-	-	-	16,597	71,806

2012 Business Plan and Budget											
Transportation Services											
Traffic Management & Intelligent Transportation Systems											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
Non Tangible Capital Assets											
Rehabilitation/Replacement											
80105	Pavement Marking Program	-	2,500	-	-	-	-	-	-	-	2,500
80108	Sign Inventory Management Program	-	200	300	-	-	-	-	-	300	500
83920	Traffic Safety Program Improvements	349	152	100	-	-	-	-	-	100	601
Sub Total Rehabilitation/Replacement		349	2,852	400	-	-	-	-	-	400	3,601
Growth/Expansion											
83830	Ontarians with Disabilities Act (ODA) Compliance	676	250	250	-	-	-	-	-	250	1,176
Sub Total Growth/Expansion		676	250	250	-	-	-	-	-	250	1,176
Total Non Tangible Capital Assets		1,025	3,102	650	-	-	-	-	-	650	4,777
TOTAL GROSS EXPENDITURES		45,743	13,593	15,247	2,000	-	-	-	-	17,247	76,583

2012 Business Plan and Budget										
Transportation Services										
Traffic Management & Intelligent Transportation Systems										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
FINANCING SOURCES										
Regional										
Developer Up-Front Financing	140	-	-	-	-	-	-	-	-	140
Development Charges	16,114	3,269	2,902	-	-	-	-	-	2,902	22,285
Development Charges Committed	3,664	915	2,516	-	-	-	-	-	2,516	7,095
Reserve: Current Tax Levy	11,526	1,139	2,672	2,000	-	-	-	-	4,672	17,337
Reserve: General Capital	5,977	-	-	-	-	-	-	-	-	5,977
Reserve: Prior Year Tax Levy	2,115	2,855	2,502	-	-	-	-	-	2,502	7,472
Sub Total Regional	39,536	8,178	10,592	2,000	-	-	-	-	12,592	60,306
External										
Federal Funding	629	-	-	-	-	-	-	-	-	629
Provincial Funding	1,150	1,324	380	-	-	-	-	-	380	2,854
Municipal/Local	299	-	-	-	-	-	-	-	-	299
Other Recoveries	1,004	-	-	-	-	-	-	-	-	1,004
Reserve: Federal Gas Tax	3,046	4,091	4,275	-	-	-	-	-	4,275	11,412
Sub Total External	6,127	5,415	4,655	-	-	-	-	-	4,655	16,197
TOTAL AVAILABLE FINANCING	45,663	13,593	15,247	2,000	-	-	-	-	17,247	76,503
TOTAL DEBENTURE REQUIREMENTS	80	-	-	-	-	-	-	-	-	80

2012 Business Plan and Budget										
Transportation Services										
Traffic Management & Intelligent Transportation Systems										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
TOTAL FINANCING SOURCES	45,743	13,593	15,247	2,000	-	-	-	-	17,247	76,583
DEBENTURE REPAYMENT SOURCES										
Prior Years		-	-	-	-	-	-	-	-	-
Tax levy	79	-	-	-	-	-	-	-	-	79
TOTAL DEBENTURE REQUIREMENTS	80	-	-	-	-	-	-	-	-	80

2012 Business Plan and Budget

Transportation Services

Traffic Management & Intelligent Transportation Systems

Total Project Budget Authority Financing Sources by Project 2012-2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
39950	Intersection Improvements Program	2,474	247	-	-	2,227	-	-		
39990	Traffic Control Signal & Electrical Improvements	1,083	75	33	-	975	-	-		
80108	Sign Inventory Management Program	300	-	300	-	-	-	-		
82170	Presto Card	3,074	-	-	-	154	2,920	-		
83830	Ontarians with Disabilities Act (ODA) Compliance	250	250	-	-	-	-	-		
83920	Traffic Safety Program Improvements	100	100	-	-	-	-	-		
83980	Security Equipment	890	-	890	-	-	-	-		
86107	Intelligent Transportation Systems (ITS) Software Systems	1,735	-	-	-	-	1,735	-		
86180	Computer Aided Dispatch/Automatic Vehicle Location System	1,050	-	1,050	-	-	-	-		
99890	Intelligent Transportation Systems (ITS)	2,291	-	229	-	2,062	-	-		
New11	LED Replacement (Phase 1)	4,000	4,000	-	-	-	-	-		
Total Tax Supported		17,247	4,672	2,502	-	5,418	4,655	-		

2012 Business Plan and Budget															
Transportation Services															
Traffic Management & Intelligent Transportation Systems															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
GROSS EXPENDITURES															
Tangible Capital Assets															
Rehabilitation/Replacement															
New02	CAD/AVL System Replacement	-	-	-	-	-	800	5,400	5,600	200	200	200	200	-	12,400
New03	Automated Fare Collection System Replacement	-	-	3,400	3,400	-	-	-	-	-	-	-	-	-	6,800
New11	LED Replacement (Phase 1)	-	-	2,000	2,000	-	-	-	-	-	-	-	-	-	4,000
New12	LED Replacement (Phase 2)	-	-	-	-	125	125	1,000	1,000	-	-	-	-	-	2,375
Sub Total Rehabilitation/Replacement		-	-	2,000	5,400	3,525	125	925	6,400	6,600	200	200	200	-	25,575
Growth/Expansion															
39950	Intersection Improvements Program	17,633	3,082	2,474	2,474	2,474	2,474	2,474	2,474	2,474	2,474	2,474	2,474	-	45,455
39990	Traffic Control Signal & Electrical Improvements	9,018	750	1,083	750	750	750	750	750	750	750	750	750	-	17,601
82170	Presto Card	4,681	5,700	3,074	-	-	-	-	-	-	-	-	-	-	13,455
99890	Intelligent Transportation Systems (ITS)	2,463	500	2,291	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-	23,254
New01	Presto Next Phase / Upgrades	-	-	-	3,200	3,200	300	300	300	300	300	300	300	-	8,500
Sub Total Growth/Expansion		33,795	10,032	8,922	8,424	8,424	5,524	5,524	5,524	5,524	5,524	5,524	5,524	-	108,265

2012 Business Plan and Budget															
Transportation Services															
Traffic Management & Intelligent Transportation Systems															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
Enhancement/Improvement															
86107	Intelligent Transportation Systems (ITS) Software Systems	-	-	1,735	1,095	1,140	645	650	655	660	665	670	675	-	8,590
86180	Computer Aided Dispatch/Automatic Vehicle Location System	8,189	250	1,050	600	400	400	400	400	400	400	400	400	-	13,289
83980	Security Equipment	2,734	209	890	450	150	150	150	150	150	150	150	150	-	5,483
Sub Total Enhancement/Improvement		10,923	459	3,675	2,145	1,690	1,195	1,200	1,205	1,210	1,215	1,220	1,225	-	27,362
Total Tangible Capital Assets		44,718	10,491	14,597	15,969	13,639	6,844	7,649	13,129	13,334	6,939	6,944	6,949	-	161,202
Non Tangible Capital Assets															
Rehabilitation/Replacement															
80105	Pavement Marking Program	-	2,500	-	2,500	2,500	2,500	2,500	-	-	-	-	-	-	12,500
80108	Sign Inventory Management Program	-	200	300	-	-	-	-	-	-	-	-	-	-	500
83920	Traffic Safety Program Improvements	349	152	100	100	100	100	100	100	100	100	100	100	-	1,501
Sub Total Rehabilitation/Replacement		349	2,852	400	2,600	2,600	2,600	2,600	100	100	100	100	100	-	14,501
Growth/Expansion															
83830	Ontarians with Disabilities Act (ODA) Compliance	676	250	250	250	250	250	250	250	250	250	250	250	-	3,426
Sub Total Growth/Expansion		676	250	250	250	250	250	250	250	250	250	250	250	-	3,426
Total Non Tangible Capital Assets		1,025	3,102	650	2,850	2,850	2,850	2,850	350	350	350	350	350	-	17,927
TOTAL GROSS EXPENDITURES		45,743	13,593	15,247	18,819	16,489	9,694	10,499	13,479	13,684	7,289	7,294	7,299	-	179,129

2012 Business Plan and Budget														
Transportation Services														
Traffic Management & Intelligent Transportation Systems														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Developer Up-Front Financing	140	-	-	-	-	-	-	-	-	-	-	-	-	140
Development Charges	16,114	3,269	2,902	4,862	4,862	4,717	4,717	4,717	4,717	4,717	4,717	4,717	-	65,028
Development Charges Committed	3,664	915	2,516	-	-	-	-	-	-	-	-	-	-	7,095
Reserve: Current Tax Levy	11,526	1,139	2,672	7,421	6,137	4,047	4,847	3,957	4,317	1,622	1,622	1,622	-	50,929
Reserve: General Capital	5,977	-	-	-	-	-	-	-	-	-	-	-	-	5,977
Reserve: Prior Year Tax Levy	2,115	2,855	2,502	-	-	-	-	-	-	-	-	-	-	7,472
Sub Total Regional	39,536	8,178	10,592	12,283	10,999	8,764	9,564	8,674	9,034	6,339	6,339	6,339	-	136,641
External														
Federal Funding	629	-	-	-	-	-	-	-	-	-	-	-	-	629
Provincial Funding	1,150	1,324	380	-	-	-	-	-	-	-	-	-	-	2,854
Municipal/Local	299	-	-	-	-	-	-	-	-	-	-	-	-	299
Other Recoveries	1,004	-	-	-	-	-	-	-	-	-	-	-	-	1,004
Reserve: Federal Gas Tax	3,046	4,091	4,275	4,135	4,180	930	935	940	945	950	955	960	-	26,342
Sub Total External	6,127	5,415	4,655	4,135	4,180	930	935	940	945	950	955	960	-	31,127
TOTAL AVAILABLE FINANCING	45,663	13,593	15,247	16,418	15,179	9,694	10,499	9,614	9,979	7,289	7,294	7,299	-	167,768
TOTAL DEBENTURE REQUIREMENTS	80	-	-	2,401	1,310	-	-	3,865	3,705	-	-	-	-	11,361

2012 Business Plan and Budget														
Transportation Services														
Traffic Management & Intelligent Transportation Systems														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
			(In \$000's)											
TOTAL FINANCING SOURCES	45,743	13,593	15,247	18,819	16,489	9,694	10,499	13,479	13,684	7,289	7,294	7,299	-	179,129
DEBENTURE REPAYMENT SOURCES														
Prior Years		-	-	-	-	-	-	-	-	-	-	-	-	-
Tax levy	79	-	-	2,401	1,310	-	-	3,865	3,705	-	-	-	-	11,360
TOTAL DEBENTURE REQUIREMENTS	80	-	-	2,401	1,310	-	-	3,865	3,705	-	-	-	-	11,361

2012 Business Plan and Budget

Transportation Services

Traffic Management & Intelligent Transportation Systems

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
39950	Intersection Improvements Program	24,740	2,470	-	-	22,270	-	-
39990	Traffic Control Signal & Electrical Improvements	7,833	750	33	-	7,050	-	-
80105	Pavement Marking Program	10,000	10,000	-	-	-	-	-
80108	Sign Inventory Management Program	300	-	300	-	-	-	-
82170	Presto Card	3,074	-	-	-	154	2,920	-
83830	Ontarians with Disabilities Act (ODA) Compliance	2,500	2,500	-	-	-	-	-
83920	Traffic Safety Program Improvements	1,000	1,000	-	-	-	-	-
83980	Security Equipment	2,540	1,650	890	-	-	-	-
86107	Intelligent Transportation Systems (ITS) Software Systems	8,590	-	-	-	-	8,590	-
86180	Computer Aided Dispatch/Automatic Vehicle Location System	4,850	3,800	1,050	-	-	-	-
99890	Intelligent Transportation Systems (ITS)	20,291	1,800	229	-	18,262	-	-
New01	Presto Next Phase / Upgrades	8,500	-	-	-	425	8,075	-
New02	CAD/AVL System Replacement	12,400	4,830	-	7,570	-	-	-
New03	Automated Fare Collection System Replacement	6,800	3,089	-	3,711	-	-	-
New11	LED Replacement (Phase 1)	4,000	4,000	-	-	-	-	-
New12	LED Replacement (Phase 2)	2,375	2,375	-	-	-	-	-
Total Tax Supported		119,793	38,264	2,502	11,281	48,161	19,585	-

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Capital Strategy (10 Year Plan)

Natural Heritage & Forestry is responsible for the sustainable management of the Region's 'Green Infrastructure'. Proper management ensures that our natural environment is protected and enhanced for the enjoyment of present and future generations.

The York Region Sustainability Strategy was adopted by Regional Council in November 2007. The Sustainability Strategy provides a new approach to decision-making integrating the environment, economy and community, as well as, emphasizing engagement, monitoring and continuous improvement across all Regional business areas.

There are four Regional Programs that are integral to the sustainable management of the Region's Green Infrastructure;

- Greening Strategy (e.g. Land Securement)
- York Regional Forest
- Urban Forest (Street Tree Program)
- Invasive Species Management

Key Initiatives (10 Year Plan)

The 10 year capital plan is prepared with a focus on the following:

- Growth (Green Infrastructure Expansion)
- Asset Management (State of Good Repair)
- Optimizing Network Performance



Growth (Green Infrastructure Expansion)

The Regional Official Plan forest cover target is 25%. The Greening Strategy works with partners to plant trees to increase forest cover to 25%. Forestry participates in land securement opportunities with its partners, Nature Conservancy of Canada, Toronto and Region Conservation Authority (TRCA), Lake Simcoe Region Conservation Authority (LSRCA), etc., to acquire land and protect and enhance the Region's green infrastructure.

In 2001, the Streetscaping Policy was adopted resulting in the planting of over 2,000 street trees each year along our roads. As the urbanization of York Region continues, the number of street trees and their maintenance needs will grow.

Asset Management (State of Good Repair)

Replacement of the York Regional Forest Stewardship and Education Centre will facilitate the existing environmental education programs, offsite meeting needs and forest operation requirements. The existing building is currently past its expected life span.

The EAB is the primary invasive species which will kill all ash trees in York Region. The implementation of the EAB management plan will mitigate the impact of the pest on our tree and forest assets, the natural environment and our residents. The plan involves the removal and replacement of existing ash trees.

Urban Forest Studies is a GTA wide partnership project with TRCA and local municipalities. The project will inventory and model functions, services and values (\$) of trees, shrubs and other green infrastructure. Continued implementation of the Urban Forest Studies in partnership with local municipalities to quantify the benefits provided by urban forests

Optimizing Network Performance

The Region is committed to improving access to the Regional Forest properties (21) through the construction of accessible trails to meet the needs of all residents. The capital plan includes the development of list of coordinate retrofit trails and the retrofitting of one accessible trail per year that complies with the Accessibility for Ontarians with Disabilities Act (AODA).

The Peggy's Woodland Nature Reserve land includes lands which were donated to York Region, and lands owned by the Town of Newmarket and the Town of East Gwillimbury. York Region has been working with the local municipalities to develop a management plan.

In 2012, Forestry with its partners will proceed with the implementation of capital works including trails, fencing, gates and signage.

Major 2012 capital initiatives include:

- Securing conservation lands through the Regional Greening Strategy.
- Support Roads capital delivery projects with the planting of over 2000 street trees annually along Regional corridors.
- Implementation of the Invasive Species Management Program.

New Projects Added to the 2012 Budget Process

The following are new projects introduced as part of this budget cycle.

New Projects	Estimated Start Date
Urban Forest Studies	2012
Computer Maintenance Management System (CMMS Forestry module)	2012
Emerald Ash Borer (EAB) Management Street Tree Replacement	2012

The urban forest studies are a quantitative assessment of green infrastructure which results in better management and understanding of financial values.

The CMMS forestry module will be a registry for forestry assets. It will provide information on street trees including their location and attributes. The system will enable Forestry to more efficiently manage the inventory of over 32,500 street trees.

Invasive Species is an emerging issue within Forestry (some will permanently alter the eco-system). The current invasive species threatening York Region are:

- Emerald Ash Borer (EAB) – primary concern
- Asian Longhorned Beetle
- Giant Hogweed
- Dog Strangling Vine

Forestry’s primary concern is the EAB. Eradication of EAB is not possible. The Canadian Food Inspection Agency expects EAB to destroy all Ash trees over the next 5-15 years.

Long Term Outlook (10 Year Plan)

To respond to growth and the urbanization through:

- Continuing to plant street trees to keep pace with capital road improvements and transportation initiatives.
- Continuing to work with partners to expand forest coverage in York Region to 25% through tree planting partnership projects and land securement.

To maintain a state of good repair by:

- Mitigating effects of the EAB invasive species through the implementation of the EAB Management Plan.
- Providing street tree establishment practices to mitigate the cost of tree replacement.

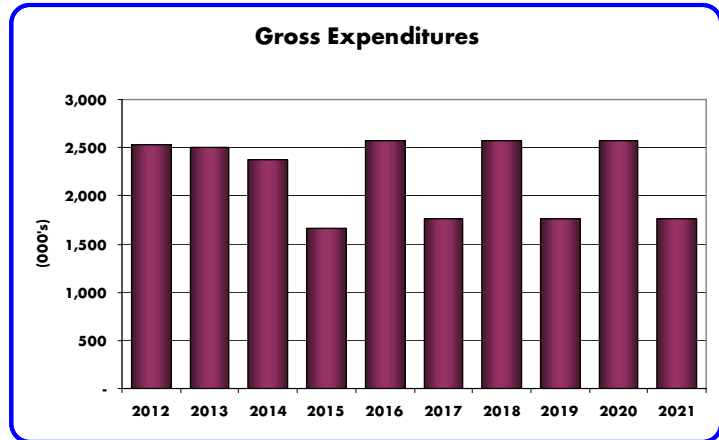
To optimize network performance by:

- Providing more accessible trails within the York Region Forest that comply with AODA.

Expenditures

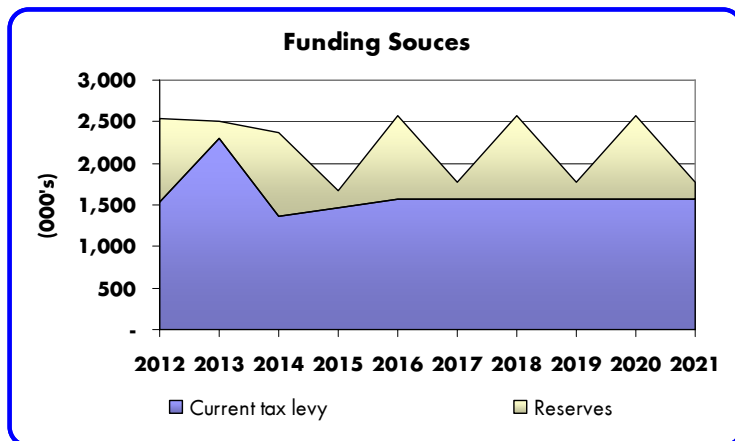
The Forestry 10 year capital plan expenditures total \$22.1 million and are funded through tax levy.

The expenditures are \$1 million higher in alternating years from the projected spending on the land securement program. This variability is not seen in the first three years as they are masked by the replacement of the York Regional Forestry Stewardship and Educational Centre.



Funding

The projects are funded from current year's taxation revenue and reserves.



Pressures of Net Operating Impact of Capital Projects

The table on the following page summarizes the operating impacts of the 10 year capital program. The major pressure is the contractors' payments from the growth in the planting of street trees and providing for the replacement of two additional vehicles. This growth will also require the conservation of 2.0 FTE's in 2014 to ensure the health of street trees.

2012 Business Plan and Budget										
Transportation Services										
Natural Heritage & Forestry										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Contract/Program Costs	18	3	31	14	7	7	8	9	9	11
Total Gross Costs	18	3	31	14	7	7	8	9	9	11
Total Net Impact on Tax Levy	18	3	31	14	7	7	8	9	9	11

2012 Business Plan and Budget											
Transportation Services											
Natural Heritage & Forestry											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
GROSS EXPENDITURES											
Tangible Capital Assets											
Rehabilitation/Replacement											
80109	York Regional Forest Stewardship and Education Centre (Pre Construction)	-	-	100	-	-	-	-	-	100	100
New 04	EAB Street Tree Replacement	-	-	100	-	-	-	-	-	100	100
Sub Total Rehabilitation/Replacement		-	-	200	-	-	-	-	-	200	200
Growth/Expansion											
80880	York Greening Initiative-Land Securement	11,467	184	1,000	-	-	-	-	-	1,000	12,651
New 03	Computer Maintenance Management System	-	-	80	-	-	-	-	-	80	80
Sub Total Growth/Expansion		11,467	184	1,080	-	-	-	-	-	1,080	12,731
Enhancement/Improvement											
82610	Regional Forest Property Upgrade	388	120	220	-	-	-	-	-	220	728
Sub Total Enhancement/Improvement		388	120	220	-	-	-	-	-	220	728
Total Tangible Capital Assets		11,854	304	1,500	-	-	-	-	-	1,500	13,658

2012 Business Plan and Budget											
Transportation Services											
Natural Heritage & Forestry											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
Non Tangible Capital Assets											
Rehabilitation/Replacement											
80570	Tree Planting on Region Rights of Way	2,419	856	850	-	-	-	-	-	850	4,125
Sub Total Rehabilitation/Replacement		2,419	856	850	-	-	-	-	-	850	4,125
Growth/Expansion											
80106	Peggy's Wood Nature Reserve	-	-	125	125	-	-	-	-	250	250
New 02	Urban Forest Studies	-	-	60	60	-	-	-	-	120	120
Sub Total Growth/Expansion		-	-	185	185	-	-	-	-	370	370
Total Non Tangible Capital Assets		2,419	856	1,035	185	-	-	-	-	1,220	4,495
TOTAL GROSS EXPENDITURES		14,274	1,160	2,535	185	-	-	-	-	2,720	18,154

2012 Business Plan and Budget										
Transportation Services										
Natural Heritage & Forestry										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
FINANCING SOURCES										
Regional										
Development Charges	64	-	-	-	-	-	-	-	-	64
Development Charges Committed	5	-	-	-	-	-	-	-	-	5
Reserve: Current Tax Levy	4,263	-	1,535	185	-	-	-	-	1,720	5,983
Reserve: Land Securement	9,529	184	1,000	-	-	-	-	-	1,000	10,713
Reserve: Prior Year Tax Levy	165	976	-	-	-	-	-	-	-	1,141
Sub Total Regional	14,026	1,160	2,535	185	-	-	-	-	2,720	17,906
External										
Municipal/Local	54	-	-	-	-	-	-	-	-	54
Other Recoveries	193	-	-	-	-	-	-	-	-	193
Sub Total External	247	-	-	-	-	-	-	-	-	247
TOTAL FINANCING SOURCES	14,273	1,160	2,535	185	-	-	-	-	2,720	18,153

2012 Business Plan and Budget

Transportation Services

Natural Heritage & Forestry

Total Project Budget Authority Financing Sources by Project 2012-2021

Tax Supported (in \$000's)									
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries	
80106	Peggy's Wood Nature Reserve	250	250	-	-	-	-	-	-
80109	York Regional Forest Stewardship and Education Centre (Pre Construction)	100	100	-	-	-	-	-	-
80570	Tree Planting on Region Rights of Way	850	850	-	-	-	-	-	-
80880	York Greening Initiative-Land Securement	1,000	-	1,000	-	-	-	-	-
82610	Regional Forest Property Upgrade	220	220	-	-	-	-	-	-
New 02	Urban Forest Studies	120	120	-	-	-	-	-	-
New 03	Computer Maintenance Management System	80	80	-	-	-	-	-	-
New 04	EAB Street Tree Replacement	100	100	-	-	-	-	-	-
Total Tax Supported		2,720	1,720	1,000	-	-	-	-	-

2012 Business Plan and Budget															
Transportation Services															
Natural Heritage & Forestry															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
GROSS EXPENDITURES															
Tangible Capital Assets															
Rehabilitation/Replacement															
80109	York Regional Forest Stewardship and Education Centre (Pre Construction)	-	-	100	-	-	-	-	-	-	-	-	-	-	100
80109A	York Regional Forest Stewardship and Education Centre (Construction)	-	-	-	850	-	-	-	-	-	-	-	-	-	850
New 04	EAB Street Tree Replacement	-	-	100	200	300	400	500	500	500	500	500	500	-	4,000
Sub Total	Rehabilitation/Replacement	-	-	200	1,050	300	400	500	500	500	500	500	500	-	4,950
Growth/Expansion															
80880	York Greening Initiative-Land Securement	11,467	184	1,000	200	1,000	200	1,000	200	1,000	200	1,000	200	-	17,651
New 03	Computer Maintenance Management System	-	-	80	-	-	-	-	-	-	-	-	-	-	80
Sub Total	Growth/Expansion	11,467	184	1,080	200	1,000	200	1,000	200	1,000	200	1,000	200	-	17,731
Enhancement/Improvement															
82610	Regional Forest Property Upgrade	388	120	220	220	220	220	220	220	220	220	220	220	-	2,708
Sub Total	Enhancement/Improvement	388	120	220	220	220	220	220	220	220	220	220	220	-	2,708
Total	Tangible Capital Assets	11,854	304	1,500	1,470	1,520	820	1,720	920	1,720	920	1,720	920	-	25,388

2012 Business Plan and Budget															
Transportation Services															
Natural Heritage & Forestry															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
Non Tangible Capital Assets															
Rehabilitation/Replacement															
80570	Tree Planting on Region Rights of Way	2,419	856	850	850	850	850	850	850	850	850	850	850	-	11,775
Sub Total Rehabilitation/Replacement		2,419	856	850	850	850	850	850	850	850	850	850	850	-	11,775
Growth/Expansion															
80106	Peggy's Wood Nature Reserve	-	-	125	125	-	-	-	-	-	-	-	-	-	250
New 02	Urban Forest Studies	-	-	60	60	-	-	-	-	-	-	-	-	-	120
Sub Total Growth/Expansion		-	-	185	185	-	-	-	-	-	-	-	-	-	370
Total Non Tangible Capital Assets		2,419	856	1,035	1,035	850	850	850	850	850	850	850	850	-	12,145
TOTAL GROSS EXPENDITURES		14,274	1,160	2,535	2,505	2,370	1,670	2,570	1,770	2,570	1,770	2,570	1,770	-	37,534

2012 Business Plan and Budget														
Transportation Services														
Natural Heritage & Forestry														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Development Charges	64	-	-	-	-	-	-	-	-	-	-	-	-	64
Development Charges Committed	5	-	-	-	-	-	-	-	-	-	-	-	-	5
Reserve: Current Tax Levy	4,263	-	1,535	2,305	1,370	1,470	1,570	1,570	1,570	1,570	1,570	1,570	-	20,363
Reserve: Land Securement	9,529	184	1,000	200	1,000	200	1,000	200	1,000	200	1,000	200	-	15,713
Reserve: Prior Year Tax Levy	165	976	-	-	-	-	-	-	-	-	-	-	-	1,141
Sub Total Regional	14,026	1,160	2,535	2,505	2,370	1,670	2,570	1,770	2,570	1,770	2,570	1,770	-	37,286
External														
Municipal/Local	54	-	-	-	-	-	-	-	-	-	-	-	-	54
Other Recoveries	193	-	-	-	-	-	-	-	-	-	-	-	-	193
Sub Total External	247	-	-	-	-	-	-	-	-	-	-	-	-	247
TOTAL FINANCING SOURCES	14,273	1,160	2,535	2,505	2,370	1,670	2,570	1,770	2,570	1,770	2,570	1,770	-	37,533

2012 Business Plan and Budget

Transportation Services

Natural Heritage & Forestry

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
80106	Peggy's Wood Nature Reserve	250	250	-	-	-	-	-
80109	York Regional Forest Stewardship and Education Centre (Pre Construction)	100	100	-	-	-	-	-
80109A	York Regional Forest Stewardship and Education Centre (Construction)	850	850	-	-	-	-	-
80570	Tree Planting on Region Rights of Way	8,500	8,500	-	-	-	-	-
80880	York Greening Initiative-Land Securement	6,000	-	6,000	-	-	-	-
82610	Regional Forest Property Upgrade	2,200	2,200	-	-	-	-	-
New 02	Urban Forest Studies	120	120	-	-	-	-	-
New 03	Computer Maintenance Management System	80	80	-	-	-	-	-
New 04	EAB Street Tree Replacement	4,000	4,000	-	-	-	-	-
Total Tax Supported		22,100	16,100	6,000	-	-	-	-

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Capital Strategy (10 Year Plan)

In accordance with the York Region Sustainability Strategy, which promotes a balanced approach to better integrate economy, environment and community, a sound Capital Strategy is required to provide safe, cost effective and sustainable water services to existing residents and to accommodate planned growth in York Region. The Water and Wastewater Master Plan Update, which was completed in 2009, identified major water infrastructure expansion to address long term servicing needs while ensuring compliance with environmental regulation and York Region sustainability principles. Since completion of the Master Plan update, other events have occurred that shaped the development of this 2012 Water Capital Strategy including:

- Securing approval of additional intra-basin transfer which supports servicing of Aurora, Newmarket and East Gwillimbury with water from Lake Ontario
- Securing Individual Environmental Assessment approval of the Southeast Collector Sewer with conditions requiring the Region to develop and implement a water conservation and efficiency strategy
- Completion of a Joint Optimization Study with the City of Toronto that updated cost-shared works required to service growth to 2031, in light of the reduction in projected water demands of City of Toronto and York Region
- Development of 2011 to 2015 Corporate Strategic Plan that has identified 'Continue to Deliver and Sustain Critical Infrastructure' as one of the Strategic Priority areas. The Capital Strategy has prioritized capital infrastructure projects to support managed growth, optimize community benefit and leverage capacity available in existing infrastructure to complete the build-out of developing communities.

The above work confirms the previous capital strategies to increase water supply from Peel and Toronto and to expand the transmission system to deliver water north to Aurora, Newmarket and East Gwillimbury. Along with infrastructure expansion, water conservation has become a key element in providing cost effective and sustainable environmental services over the long term.

Highlights of the ten year Water Capital Plan are:

- The ten year capital plan is \$1.37 billion, of which 67% or \$0.93 billion is required in the first five years to implement Peel and Toronto cost shared projects as well as to increase transmission and storage capacities in the York Water System.
- The last five-year period of the 10-year capital plan requires funding of \$0.45 billion or 33% of the ten year program primarily to continue implementation of Peel and Toronto cost shared projects and rehabilitation/replacement of aging infrastructure.
- Major water infrastructure to be constructed in the ten year capital program includes 80km of watermain, 12 storage facilities, 3 pumping stations, 2 groundwater wells and cost shared works in Toronto and Peel.
- Water conservation and groundwater protection continue to be key initiatives of the Region's long term water servicing strategy.

Key elements of the water capital strategy adopted in the ten year capital program are presented below.

Water conservation and efficiency plays major role in strategy

- With rising costs in building new infrastructure and regulatory requirements on environmental protection, water conservation and efficiency will continue to play an increasingly important role in addressing long term water servicing needs
- Major regulatory requirements impacting the water strategy include :
 - MOE conditions of approval on the Southeast Collector Individual Environmental Assessment, stipulating York Region to prepare a Water Conservation and Efficiency Strategy including targets and timelines for conservation and efficiency
 - MOE conditions of approval of the Region's proposal to increase intra-basin transfer of water, pertaining to the 1985 Great Lakes Charter and 2005 Great Lakes - St Lawrence River Basin Sustainability Water Resources Agreement, stipulating York Region to implement water conservation measures to minimize the transfer of water
- To address the MOE requirements, a Long Term Water Conservation Strategy providing the framework to guide implementation of water conservation to 2051 was completed in March 2011. The Strategy builds on the success of the 2007 Water Efficiency Master Plan and the Region's award winning Water for Tomorrow Program, and sets water conservation targets to reduce per capita consumption ultimately to 150 litres per day and, in turn, reduces the reliance on investing in new water infrastructure

Staged increase in water supply from Peel and Toronto to meet future growth needs

- Staged increase in Lake Ontario based water supply through long term service agreements with City of Toronto and Peel Region will continue to be the strategy to meet York Region's long term needs
- Under the Peel agreement, water supply is scheduled to increase gradually from 149 ML/day in 2012 to 272 ML/day in 2021 and ultimately to 388 ML/day in 2031. Under the Toronto agreement, the present supply of 501 ML/day in 2011 will ultimately increase to 509 ML/day in 2031

Expansion of York Water System transmission to service growth

- The five strategic areas of system improvement identified in the last ten year capital programs will continue with the following work to take place over the next 10 years:
 - Expand Regional transmission system in conjunction with staged increase in lake-based water supply from Peel and Toronto

- Remove system bottlenecks through upgrades to the existing Pugsley Pumping Station in Pressure District 7 and construction of a new pumping station in Richmond Hill to service both Pressure Districts 7 and 8
- Augment transmission system to convey lake-based water to Aurora and Newmarket
- Augment water storage capacities in Vaughan, Queensville, Aurora and Stouffville
- Augment transmission system capacities in Holland Landing, Queensville and Sharon to service approved growth in these communities

Communities serviced by sources outside the York Water System will have system expansion completed to meet growth needs

- Most communities outside the York Water System had completed major water system upgrades within the last five years. With upgrades in Kleinburg, Nobleton and Ballantrae expected to be completed in 2012, stand alone systems in communities outside the York Water System have sufficient capacity to meet long term growth needs
- Continued phased expansion of the membrane technology water treatment plant in Georgina, as well as expansion of transmission and storage systems in Keswick and Sutton, will ensure that Georgina has an adequate water supply to meet its future needs

Key Asset Management programs help manage the longevity of existing infrastructure

- As per reporting requirements in section 3150 of the Public Sector Accounting Board (PSAB) Handbook, municipalities are required to report tangible capital assets as assets (versus expenses) on financial statements. This is intended to ensure that municipalities have a better understanding of their asset base and the condition of their infrastructure. In addition, the Ontario government passed Bill 175, the *Sustainable Water & Sewage Systems Act (2002)*, which requires municipalities to assess the full cost of providing water and sewage services and to recover costs needed to operate, maintain, and replace them. Once implemented, Bill 175 will require municipalities to report on asset inventories, infrastructure management plans, assessment of the cost of providing water and wastewater services as well as revenue sources for full cost recovery. This legislation also requires municipalities to establish and maintain dedicated reserve accounts to pay for the full cost of providing water and wastewater services and to fund the replacement cost of the infrastructure at the end of its lifecycle.
- More recently, the *Water Opportunities and Water Conservation Act (2010)* was passed in the Ontario Legislature. The Act makes reference to having Water/Wastewater utilities prepare, submit and seek approval for a "municipal water sustainability plan" including an asset management plan and a financial plan.

- Environmental Services' key strategic goals involve proactively managing and maintaining infrastructure to ensure short and long term reliability of water, wastewater and waste management services and to comply with all regulatory requirements. The goal of the Infrastructure Management Program is to manage the lifecycle of environmental services multi-billion dollar asset base and identify non-growth related capital projects for infrastructure upgrades / replacements.
- The Infrastructure Improvement Program is designed to support short and long term capital planning. The aim of the Program and its supporting database system is to define and organize infrastructure needs, provide a quantitative method for choosing priority projects, while managing descriptive information and rationale for planning over the long term. In essence, the Program provides an objective method for evaluating infrastructure needs and optimization opportunities to match available funding.

Key Initiatives (10 Year Plan)

A number of key initiatives and related projects have been identified as essential in carrying out the capital strategy. These include implementing the following water projects in the ten year program. (Numbers in brackets indicate project expenditures from 2012 to 2021 as a percentage of the total project cost)

1. Implementation of Toronto and Peel Water Supply Projects will continue

Provision of water supply through partnership with City of Toronto and Peel Region continues to be a key component of York's long term servicing strategy. Expenditures of the two programs over the ten year period total \$628M or 46% of the entire ten year capital plan.

The total ten year expenditure on Peel cost-shared capital works is \$381M (53% of \$718M). Major Peel projects include:

- Lakeview treatment plant Phase 2 expansion (70% of \$197M)
- Lorne Park treatment plant expansion (25% of \$40M)
- Lakeview to Hanlan watermain (94% of \$129M)
- Hanlan to Beckett Sproule watermain (60% of \$91M)
- Beckett Sproule pumping station phase 2 expansion (27% of \$37M)
- Hanlan pumping station phase 2 & 3 expansions (26% of \$31M)
- Airport Road pumping station and reservoir expansion (88% of \$33M)

The total ten year expenditure on Toronto cost-shared capital works is \$247M (54% of \$457M). Major Toronto projects include:

- Gerrard watermain (94% of \$69M)
- Mount Pleasant watermain (56% of \$82M)

- East Mall watermain (100% of \$28M)
- Horgan watermain to Ellesmere & Ellesmere pumping station upgrades (89% of \$27M)
- Victoria Park watermain (100% of \$17M)
- Horgan water treatment plant expansion (20% of \$67M)
- Bathurst watermain (100% of \$13M)

2. York Water System will be expanded

- Transmission system expansion to convey water from Toronto's system to Markham through construction of the Kennedy Road watermain is scheduled for completion in 2014 (82% of \$73M)
- Transmission system expansion to convey lake-based water north to Aurora and Newmarket including new trunk mains on Bloomington Road and Bayview Avenue is scheduled to commence construction in 2020 (66% of \$47M)
- Providing additional pumping capacity through construction of a new pumping station in west Richmond Hill for Pressure Districts 7 and 8 is slated in 2014 (99% of \$34M). The Pugsley pumping station upgrade for Pressure District 7 is scheduled for 2013 (94% of \$8M), and Orchard Heights pumping station upgrade for Aurora and Newmarket West Pressure Districts is planned in 2014 (88% of \$9M).
- Storage capacity increases to service Vaughan Pressure Districts 5 and 6 in 2016 (100% of \$50M), Vaughan Pressure District 7 in 2017 (100% of \$20M), Aurora East in 2014 (99% of \$10M), Aurora Central in 2018 (100% of \$11M), Newmarket West in 2020 (99% of \$14M), Newmarket Central in 2012 (96% of \$8M) and Queensville and Sharon (81% of \$10M)
- Expansion of East Gwillimbury water system through construction of Second Concession watermain is scheduled for completion in 2015 (100% of \$6M)

3. Water Supply Systems in Satellite Communities will be expanded

- Expansion of the Georgina water supply system includes a new elevated tank in north Keswick projected to be completed in 2012 (47% of \$9M) and Sutton watermain planned to be completed in 2015 (98% of \$18M)
- Expansion of water supply systems will be implemented in Ballantrae (42% of \$6M), and Nobleton (32% of \$15M). These projects are scheduled for completion in 2013.

4. Long Term Water Conservation Strategy Completed in 2011

- On March 31, 2011 the Region completed a Long Term Water Conservation Strategy which builds on results and success of the previous water efficiency plans and Water for Tomorrow program to provide comprehensive guidance for Regional water conservation and efficiency programming (77% of \$53M)
- The Long Term Water Conservation Strategy recommends a suite of program components to provide York Region with the framework to reduce potable water demand per capita over the next 40 years. Key program components and cost over the ten year period include: Policies and Bylaws (\$0.1M), Financial Incentives (\$27M), Pilot and Demonstration Projects (\$2.7M), Regional Municipal System (\$6.5M) Marketing, Outreach and Education (\$6.5M) and others (\$0.3M).
- Along with developing detailed implementation plans for key components of the Long Term Water Conservation Strategy and further enhancements to current programs in 2012 and 2013, the following existing water conservation and efficiency programs will continue:
 - Water efficient fixture rebates for single and multi-family residences
 - Water audits for large water use industrial customers including a buy-back incentive of \$0.30 per litre of water saved towards the cost of improved water using processes
 - Reduction of outdoor water use through water efficient gardening practices and enhanced education
 - Education programs including York Children's Water Festival, attendance at community events, promotion material, and website

5. Infrastructure Upgrade, Replacement and Rehabilitation needs will increase over time

York Region owns an extensive portfolio of water assets including watermains, water treatment plants, wells, pumping stations, storage facilities and meter chambers. The current age of existing water infrastructure ranges from one to fifty-five years with an average age (weighted by the replacement cost) of about twenty years. However, as water infrastructure ages, proper support is becoming a necessity to meet service level standards. Management plans are completed and new projects are identified to ensure future infrastructure reliability. These projects will impact the latter years of the capital program as more needs are identified. (\$180.2M over 10 years)

Key projects identified and included in the capital program include:

- Pumping station upgrades including provision of stand-by power supply for key facilities such as Maple, Bayview, and Pugsley pumping stations (\$24.1M)
- Replacement of 3.2 km ductile iron watermain on Bathurst Street (\$11.3M)

- Storage reservoir and elevated tank upgrades to provide better circulation and mixing as well as address health and safety requirements. Facilities to be upgraded under this program include Milliken elevated tank, Deer Park elevated tank, Nobleton elevated tank and South Richmond Hill reservoir (\$22.5M)
- Yonge Street Aquifer well replacement (\$10.5M) and Newmarket well facility upgrade (\$2.4M)
- Keswick Water Treatment plant system upgrades (\$9M)
- Elevated tank coating renewal (\$4.5M)
- Asset management program development for overall water assets (\$13.1M)

6. Technical work to support Clean Water Act Requirements is underway

- Following the Walkerton tragedy, the Province created the *Clean Water Act* in 2006 to set out a framework to protect drinking water at the source. Administered by the Conservation Authorities, the Source Protection Committee, a group of appointed representatives from municipalities and key stakeholders are responsible for the delivery of a plan to protect drinking water sources through mandatory and voluntary actions.
- Since 2006, the Region has worked as active member on the Source Protection Committees and working groups for the Source Georgian Bay Lake Simcoe (SGBLS) and Credit Valley Toronto Region and Central Lake (CTC) protection areas. In 2010, draft Assessment Reports were submitted to the Province. These reports summarized a series of technical studies that analyzed the landscape for threats to drinking water quality and quantity within a watershed boundary. As a final deliverable, the Source Protection Plan will detail actions required to protect drinking water as determined by the Source Protection Committee. The source protection plans will specify actions that ensure drinking water threats cease to be or never become significant risks to drinking water. It is anticipated that draft Plans will be completed by 2011 to allow sufficient time for public consultation as specified under the *Clean Water Act*.
- As a provider of safe drinking water including water production, treatment and storage of water, York Region is solely responsible for the enforcement and monitoring of Source Protection Plans as mandated by the *Act*. New duties will be required by the Region to address the 1,100 significant threats identified in the assessment report and enforce the actions specified in the Plan.
- This new responsibility has impacted the Capital Program as additional technical studies are now required to manage the property specific threat information. As new Regional wells (e.g. Ballantrae Well 3) are added to the system, updated technical work needs to be undertaken and upgrades to existing monitoring programs to protect drinking water sources will be also necessary. Where possible, funds to purchase highly vulnerable property have been captured in the ten year capital plan. Additional funding is also

anticipated for professional services to assist in development of this new risk management program. Although the Province has yet to commit to fund municipal programs to manage risks, the Region continues to advocate for this financial need. (75% of \$24M)

New Projects Added to the 2012 Budget

One new growth-related water project was added to the 2012 ten year capital program (\$3.8M):

- **Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre water servicing (\$3.8M)**

In recognition of the planned intensification in the Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre, a new project is required to provide the necessary infrastructure to allow connection of the proposed developments to the existing regional water system.

One new infrastructure management project was added to the 2012 ten year capital program (\$13.1M):

- **Water Asset Management Program Development (\$13.1M)**

Development of an overall management program for water assets including identification of strategies, system optimization, asset inspection, condition assessment and data collection, risk assessment, asset performance evaluation, deterioration and lifecycle modelling. This information will assist in the long range capital planning of asset rehabilitation or replacement.

Long Term Outlook (10 Year Plan)

Expenditures

The \$1.37 billion ten year capital plan has higher expenditures (67%) in the first half of the program as most of the major projects are planned to be constructed in the first five years of the ten year program.

Major projects within the first five years include a new pumping station in Richmond Hill, a new storage facility and pumping station for Kleinburg, upgrade of Nobleton and Ballantrae water systems and various new storage facilities. Cost shared works with Peel Region and City of Toronto include the Lakeview and Lorne Park water treatment plant expansions in Peel, and the F. J. Horgan water treatment plant expansion in Toronto.

As most of these major projects are completed in the first half of the program, the second half (33%) has more moderate capital expenditures on completing remaining storage facilities, expanding transmission systems in East Gwillimbury and an expansion of the York Water System to convey lake-based water to northern parts of the Region.

In the longer term, capital expenditures on rehabilitation and replacement projects will take on a larger share of the program costs, as Regional assets age. Replacement costs of water assets over the next 10 years are listed below:

INFRASTRUCTURE	No. of Facilities	Estimated Rehabilitation /Replacement Cost (\$Million)
<u>DISCRETE</u>		
Surface Water Treatment	2 facilities	\$13.5
Ground Water Treatment	36 facilities	\$33.2
Water Pumping	18 facilities	\$23.8
Storage	40 facilities	\$27.4
Water Meter Chamber	31 facilities	\$0.5
Control Valve Chamber	9 facilities	\$0.1
SUBTOTAL DISCRETE	-	\$98.5
<u>LINEAR</u>		
Transmission Main	271 km	\$65.7
<u>ASSET MANAGEMENT</u>		
Water Asset Management Development / Other	System-wide	\$16.0
Total		\$180.2 Million

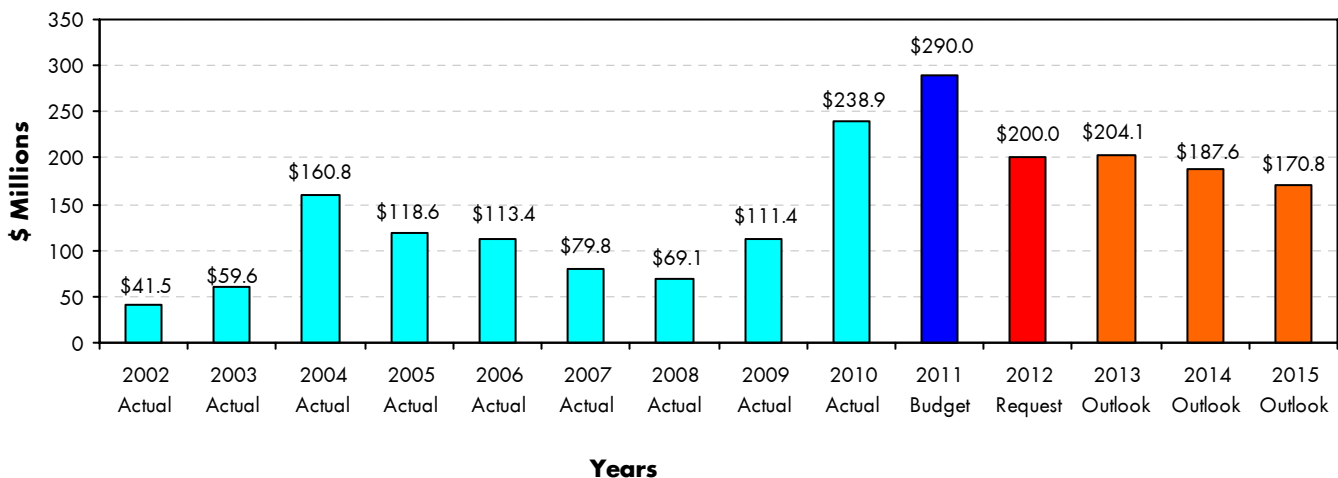
Capital Summary

\$000's	2011 Approved Budget	2012 Request	2013 Outlook	2014 Outlook	2015-2021 Outlook
GROSS EXPENDITURES					
Tangible Capital Assets					
Replacement/Rehabilitation					
Elevated Tanks	811	2,509	2,180	88	8,553
Other Non-Capital Projects	1,736	1,330	1,300	1,505	7,831
Reservoirs	1,829	725	820	750	11,390
Water Meter Chambers	158	0	0	11	532
Water Pumping Station	1,737	6,107	3,132	353	14,216
Water Treatment Plants	4,183	1,701	6,282	9,320	29,395
Wells	50	0	0	0	0
Watermain	2,000	159	1,849	15,369	48,334
Total Replacement/Rehabilitation	12,504	12,531	15,563	27,396	120,251
Growth / Expansion					
Elevated Tanks	18,407	14,106	10,991	5,526	39,291
Other Non-Capital Projects	250	250	450	0	0
Reservoirs	8,614	14,587	2,739	11,803	97,164
Water Meter Chambers	110	0	222	3,181	0
Third Party Capital	129,577	71,666	96,250	94,079	366,307
Water Pumping Station	4,010	11,611	19,184	18,325	23,224
Water Treatment Plants	4,745	614	0	0	0
Watermain	75,860	54,643	45,508	16,705	53,706
Wells	5,361	6,515	734	0	0
Total Growth / Expansion	246,934	173,992	176,078	149,619	579,692
Improvements / Enhancement					
Other Non-Capital Projects	566	0	0	0	0
Total Improvements / Enhancement	566	0	0	0	0
Total Tangible Capital Assets	260,004	186,523	191,641	177,015	699,943
Non - Tangible Capital Assets					
Replacement/Rehabilitation					
Other Non-Capital Projects	0	2,052	1,648	1,736	7,626
Total Replacement/Rehabilitation	0	2,052	1,648	1,736	7,626
Growth / Expansion					
Elevated Tanks	608	72	300	0	10,035
Ground Resource Protection	3,744	4,374	4,085	4,131	30,267
Other Non-Capital Projects	6,143	4,720	4,270	4,098	27,822
Planning/ Studies	485	410	525	620	3,790
Third Party Capital	17,464	0	0	0	0
Water Pumping Station	20	50	1,100	0	1,440
Total Growth / Expansion	28,464	9,626	10,280	8,849	73,354
Improvements / Enhancement					
Other Non-Capital Projects	490	550	0	0	700
Watermain	1,028	1,280	500	0	0
Total Improvements / Enhancement	1,518	1,830	500	0	700
Total Non - Tangible Capital Assets	29,982	13,508	12,428	10,585	81,680
Total Replacement/Rehabilitation	12,504	14,583	17,211	29,132	127,877
Total Growth / Expansion	275,398	183,618	186,358	158,468	653,046
Total Improvements / Enhancements	2,084	1,830	500	0	700
TOTAL GROSS EXPENDITURES	289,986	200,031	204,069	187,600	781,623

\$000's	2011 Approved Budget	2012 Request	2013 Outlook	2014 Outlook	2015-2021 Outlook
FINANCING					
W Committed Non-Growth User Rate	(6,016)	0	0	0	0
W Contribution from Operating	(3,637)	(10,260)	(8,422)	(5,721)	(43,259)
Developer Up - Front Financing	(537)	0	0	0	0
Development Charge	(33,971)	(82)	(300)	0	(359)
DC Previously Committed	(36,492)	0	0	0	0
Reserve: Capital Replacement	(9,780)	(10,777)	(13,833)	(27,542)	(115,585)
Other Recoveries (3rd party)	(488)	0	0	0	0
Provincial Funding	(1,041)	0	0	0	0
Debentures	(198,024)	(178,912)	(181,514)	(154,337)	(622,420)
TOTAL FINANCING	(289,986)	(200,031)	(204,069)	(187,600)	(781,623)
TAX LEVY - RESERVE	0	0	0	0	0

Capital Program Cost History

Water



In 2011, majority of work required to augment water systems in communities outside the York Water System is complete and the Long Term Water Conservation Strategy is in place.

Other achievements in 2011 include: (Numbers in bracket indicate estimated expenditure in 2011 and % of total project cost)

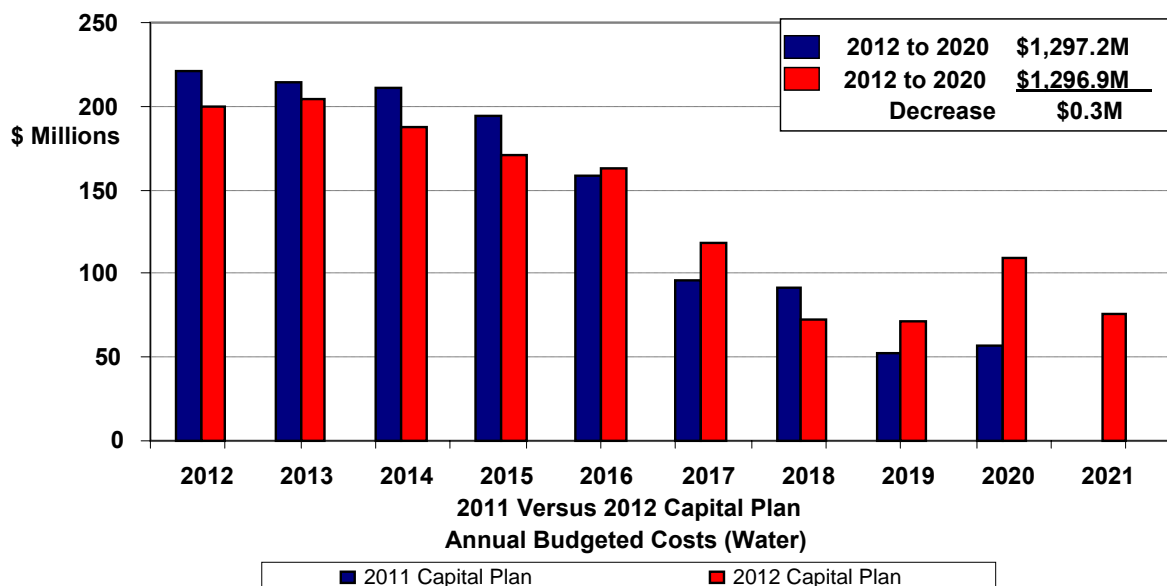
- Completed King City Water Supply project to service the build-out of the community plan (\$11M or 49% of total project cost)
- Completed construction of Leslie Street watermain in Aurora/Newmarket which will allow growth in Aurora East and part of Newmarket East Pressure Districts (\$11M or 58% of total project cost)

- Completed construction of Bathurst watermain from Elgin Mills Road to Jefferson reservoir to increase the supply to Jefferson reservoir (\$11M or 78% of total project cost)
- Completed Phase 1 expansion of the Georgina water treatment plant to allow growth in Keswick and Sutton to 2031 (\$5M or 40% of total project cost)
- Completed 90% of South Maple PD7 Pumping Station upgrade
- Commissioned Woodbine Avenue watermain project to increase transmission capacity to permit growth in Keswick (\$14M or 58% of total project cost)
- Started construction of watermain which will allow extension of York Water System to Kleinburg (\$9M or 39% of total project cost)
- Started construction of Markham Bypass / Major Mackenzie Drive watermain which will strengthen the PD6 transmission system in Markham (\$8M or 55% of total project cost)
- Completed EA for the Glenway Reservoir expansion required to service growth in Newmarket Central (\$0.3M or 4% of total project cost)
- Commenced EA for Sutton water supply system upgrade to facilitate growth in Sutton (\$0.4M or 2% of total project cost)
- Submitted Long Term Water Conservation Strategy to the Ministry of the Environment with updates expected to be provided annually (\$6M or 15% of total project cost)
- Completed Joint Optimization Study with City of Toronto which provides recommendations of future cost-shared projects needed to support growth in both municipalities
- Completed cost-shared works with City of Toronto totalling \$13M (2.8% of total project cost)
- Completed cost-shared works with Peel Region totalling \$60M (8.4% of total project cost)
- Started construction on the Kennedy Road watermain, Keswick elevated tank and Nobleton elevated tank
- Completed construction of Richmond Hill elevated tank #2 and Mount Albert well #3

2011 Plan vs. 2012 Plan

Gross Costs Comparison (2012 to 2020)

Projected expenditures for 2012 to 2020 have decreased by \$0.3M in the 2012 Ten Year Capital Plan over the 2011 Ten Year Capital Plan.



Out of the \$1,296.9M 2012 to 2020 program costs, \$645.4M is multi-year TPBA.

Explanation of Changes

Comparison of 2011 and 2012 plans above shows a decrease in forecast expenditures of \$0.3M in the nine year period between 2012 and 2020. The following table summarizes these differences.

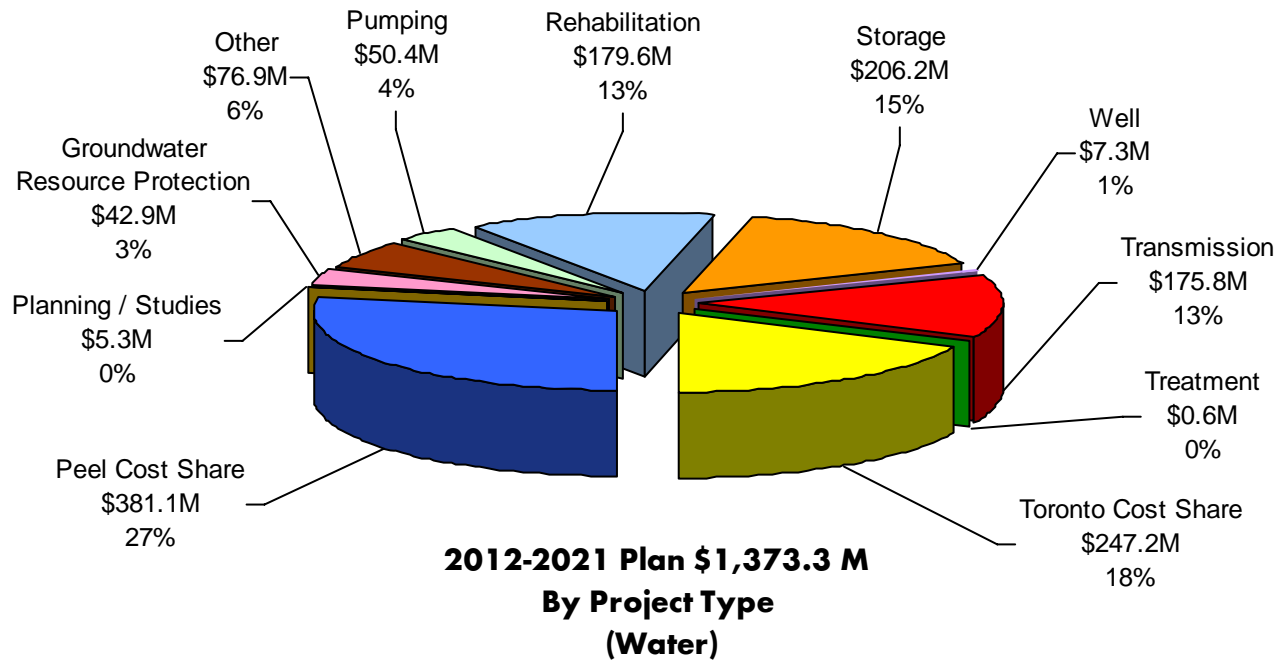
Project	2011 Plan Total Budgeted Cost 2012-2020	2012 Plan Total Budgeted Cost 2012-2020	Difference
Projects With Increases / New Projects			
Transmission Main (Infrastructure Renewal Program #78519)	\$17M	\$64M	\$47M Ten year costs now reflect updated construction costs for Bathurst watermain replacement from Highway 7 to Birch and anticipated future asset replacement costs.
Peel Water Supply - Cost Shared Work (#73790)	\$358M	\$381M	\$23M Primarily due to cost increase in Hanlan Feedermain project as a result of additional tunnelling.
Bloomington Road Bayview WM (#72560)	\$0M	\$15M	\$15M New Project; a portion of this funding was included in the 2011 capital budget in project 76300

Project	2011 Plan Total Budgeted Cost 2012-2020	2012 Plan Total Budgeted Cost 2012-2020	Difference
Water Asset Management Program Development (#78581)	\$0M	\$13M	\$13M New project added in 2012 capital plan for condition assessments of existing water infrastructure
Source Water Protection (#73890)	\$7M	\$16M	\$9M Increase to support Clean Water Act requirements including technical studies to manage property specific threats, purchase of highly vulnerable property, development of risk management plans, etc.
Toronto Supply Kennedy WM-Milliken PS (#74260)	\$51M	\$60M	\$9M Funding was approved in the 2011 capital plan but is now required in 2012 due to delay in tendering to secure permits and approvals
Storage Elevated Tank Infrastructure Renewal Program (#78514)	\$4M	\$11M	\$7M Increase to include costs for elevated tank repainting tender to be awarded in 2012
Various Projects with increases including: (#77480), (#78516), (#71180), (#76120), (#73160), (#72500), (#75480), (#75700), (#78511), (#72170), (#73610), (#72490), other projects	\$348M	\$405M	\$57M (Approximately \$35M approved in 2011 plan) Increases in projects including: Kleinburg-additional Water Supply (\$7.5M); Storage Reservoir (\$6.3M); Queensville Elevated Tank No. 1 (\$5.5M); Elgin Mills Enford to Bayview watermain (\$4.8M); Nobleton-Additional Water Supply and WM (\$4.1M); ISF Georgina Water Supply(WTP) (\$0.6M); Newmarket West Yonge Watermain and Elevated Tank (\$3.6M); Water Servicing-Richmond Hill Centre/Langstaff (\$3.8M); Ground Water Treatment Infrastructure Renewal Program (\$3.0M); Keswick North Elevated Tank (\$2.8M); Transmission Operations Optimizer (\$1.2M); East Gwillimbury Water Meter Chamber (\$2.0M); other project increases total (\$11.8M)
Projects With Decreases			
Toronto Cost Shared Work (#73580)	\$312M	\$229M	(\$83M) Reduction due to deferring a number of capital projects as a result of Joint Optimization Study recommendations

Water

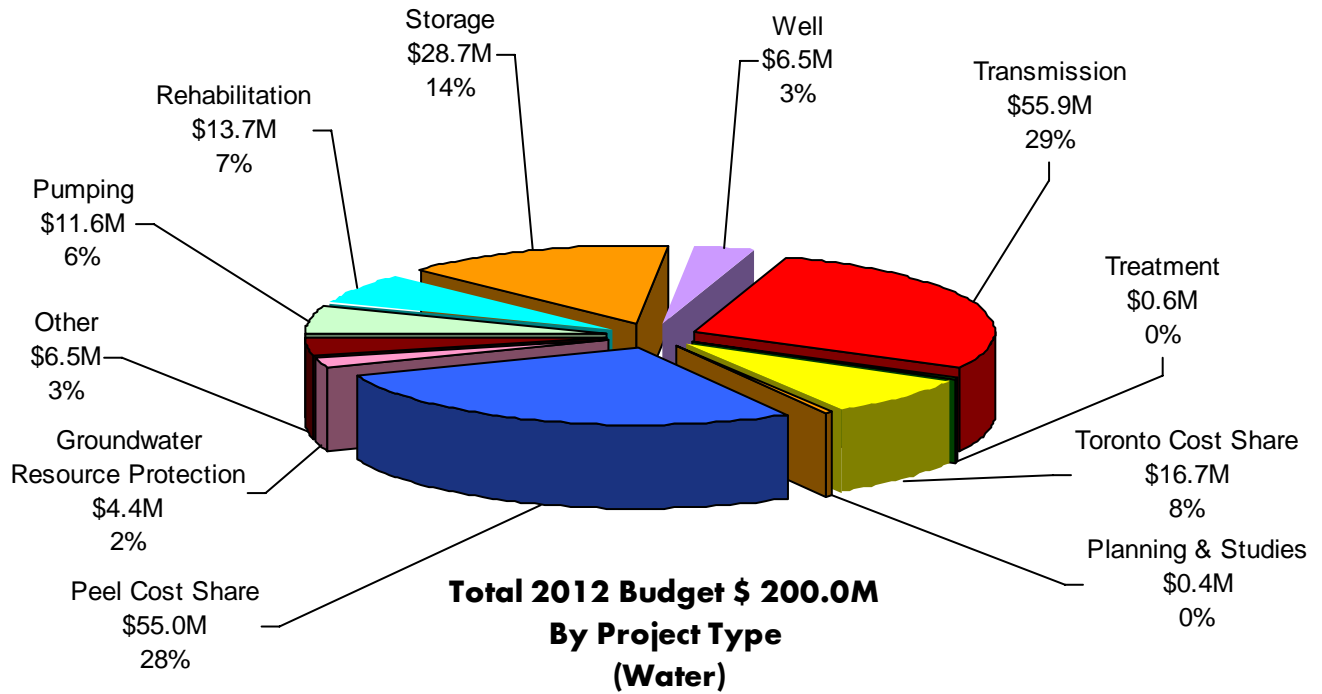
Project	2011 Plan Total Budgeted Cost 2012-2020	2012 Plan Total Budgeted Cost 2012-2020	Difference
North Richmond Hill ET. Program (#76300)	\$35M	\$6M	(\$29M) Reallocation of budget to Project #72560 and deferred to latter part of ten-year program
Water General - Infrastructure Renewal Program (#78500)	\$18M	\$0M	(\$18M) Reallocation of budget to more specific infrastructure renewal program accounts
Pumping Water- Infrastructure Renewal Program (#78512)	\$30M	\$20M	(\$10M) Reallocation of budget to more specific infrastructure renewal program accounts
Bathurst Watermain Orchard Heights to Kirby (#75430)	\$23M	\$10M	(\$13M) Projected spending deferred to 2021
Glenway Reservoir Expansion (#75450)	\$13M	\$8M	(\$5M) Reflects revised construction estimates
Yonge Street Aquifer Well Replacement (#75550)	\$5M	\$0M	(\$5M) Project 75550 removed. Work is now part of the Infrastructure Renewal Program #78511 - Ground Water Treatment
Various Projects with decreases including: (#72150), (#78564), (#72140), (#70050), (#78517), (#78510), other projects	\$77M	\$58M	(\$19M) Decreases in projects including: Water Conservation Authority (\$ 3.7M); Technology Development & Implementation (\$2.8M); Georgina Water supply WTP Phase 3 (\$2.4M); Leslie St. Watermain (\$2.4M); Meter Chamber Water Infrastructure Renewal Program (\$1.7M); Surface Water Treatment Infrastructure Renewal Program (\$1.4M); other projects (\$4.6M)

10 Year Capital Plan – Forecast Expenditures by Project Type



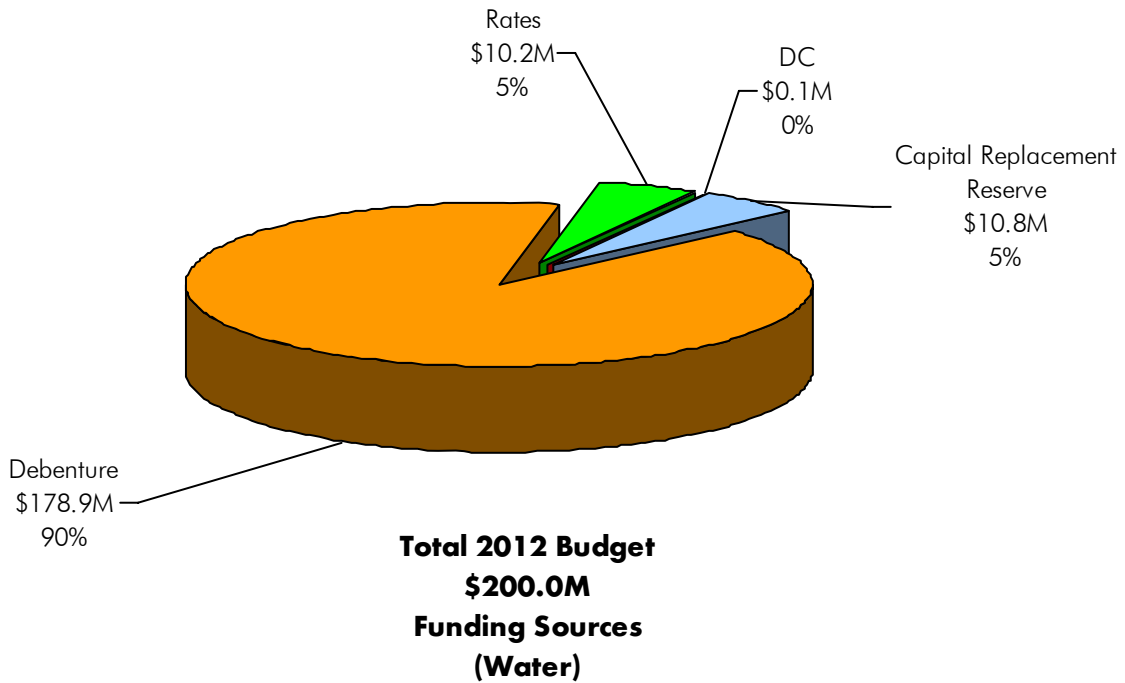
The ten year water plan totals \$1.37 billion, of which \$628 million or 45% is for Peel and Toronto cost shared projects. Another \$440 million or 33% of funding is required for infrastructure inside York Region including construction of Kennedy Road watermain, new Richmond Hill pumping station, new storage facilities to service growth in pressure districts 5, 6 and 7 as well as Aurora, Newmarket and East Gwillimbury. Capital expenditures to rehabilitate or replace aging water infrastructure accounts for \$180 million or 13% of the ten year expenditures.

Total 2012 Budget – Forecast Expenditures by Project Type



Water expenditures in 2012 total \$200 million of which 36% or \$72 million are for Peel and Toronto cost-shared projects. Infrastructure works inside York Region including construction of Kennedy Road watermain, Keswick elevated tank, Queensville elevated tank #1, Kleinburg water supply works, and Nobleton well #4 accounts for \$103 million or 52% of 2012 expenditures. 2012 capital expenditures to rehabilitate or replace aging water infrastructure accounts for \$14 million or 7% of the ten year expenditures.

Total 2012 Budget – Sources of Funding



The 2012 water capital expenditures of \$200 million (or 15% of the ten year plan) will be primarily funded from debenture (\$179 million or 90% of 2012 expenditures). Rehabilitation and upgrades of existing assets will be funded through the capital reserves (5% or \$11 million) and rates (5% or \$10 million).

Pressures of Net Operating Impact of Capital Projects

Additional staffing and funding resources will be required to operate and maintain the new facilities and kilometres of watermain that will be coming online in the next 10 years.

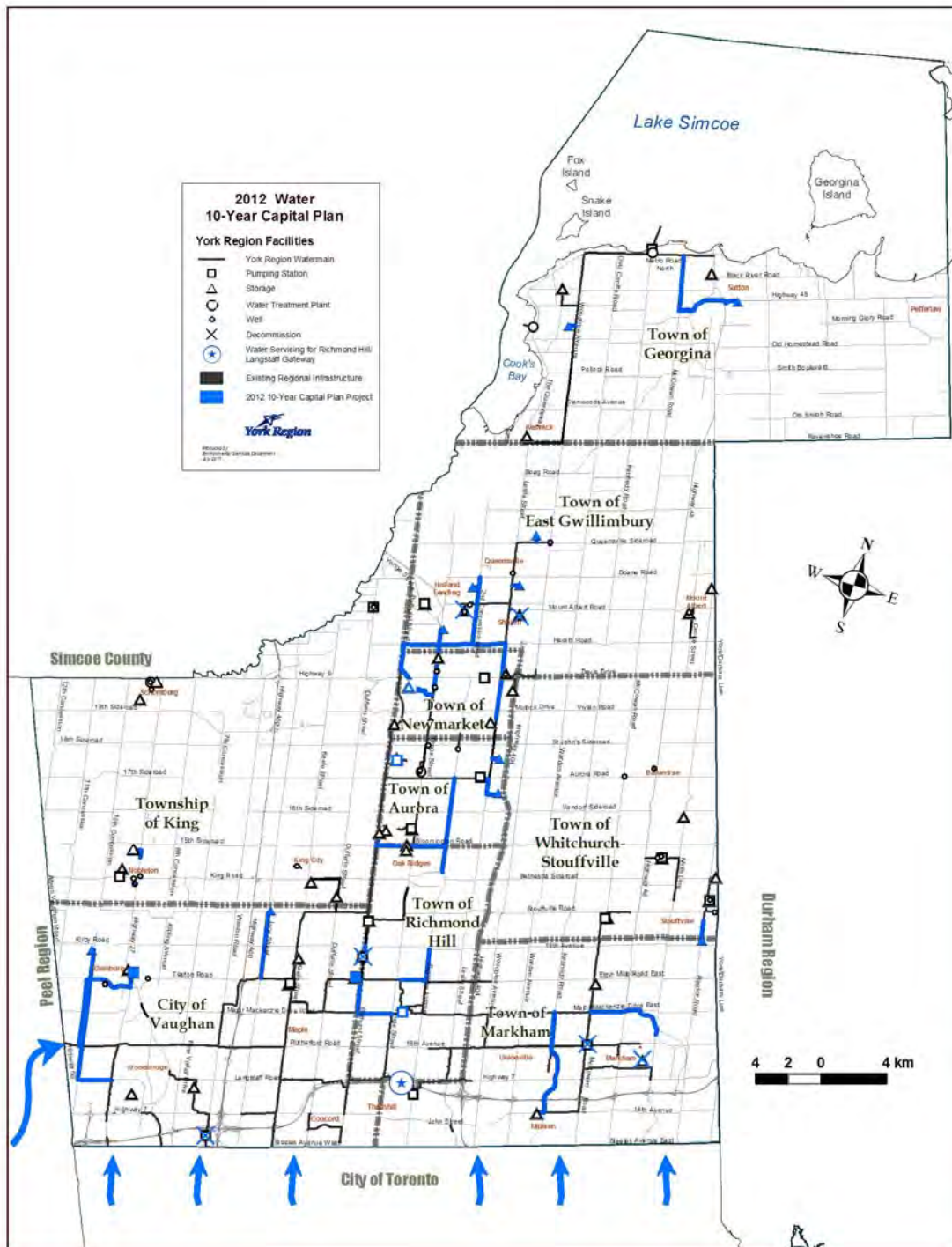
Major infrastructure to be constructed in this ten year capital program is summarized below:

Year	No. of new storage facilities	No. of new pumping stations	New wells	New watermains (km)
2012	3	1	2	6
2013	1	-	-	19
2014	-	1	-	4
2015	-	-	-	16
2016	3	1	-	3
2017	2	-	-	7
2018	1	-	-	-
2019	-	-	-	-
2020	2	-	-	19
2021	0	-	-	6
Total	12	3	2	80 (KM)

2012 Business Plan and Budget										
Environmental Services										
Water										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Salaries and Benefits	-	-	10	8	-	31	21	14	-	-
Replacement Reserve Contribution	-	262	101	279	237	766	888	123	-	238
Other Costs	-	26	25	56	50	126	50	50	-	-
Total Gross Costs	-	288	136	344	287	923	959	187	-	238
Total Net Impact on User Rates	-	288	136	344	287	923	959	187	-	238

Appendix

Capital Projects Map



2012 Business Plan and Budget											
Environmental Services											
Water Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
GROSS EXPENDITURES											
Tangible Capital Assets											
Rehabilitation/Replacement											
75550	Yonge St. Aquifer Well Replacements	5	17	-	-	-	-	-	-	-	22
78500	Water General	1,101	440	180	-	-	-	-	-	180	1,721
78510	Surface Water Treatment	158	-	-	-	-	-	-	-	-	158
78510C	Surface Water Treatment- Keswick Water treatment Plant Upgrades	-	927	167	4,258	4,528	-	-	-	8,953	9,880
78511	Ground Water Treatment	610	220	-	-	-	-	-	-	-	830
78511C	Ground Water Treatment- Newmarket Well Facility Upgrade	-	8	194	730	1,490	-	-	-	2,414	2,422
78511D	Ground Water Treatment Yonge Street Aquifer well replacement	-	17	1,340	1,199	2,437	5,490	-	-	10,466	10,483
78512	Pumping Water	369	630	59	-	-	-	-	-	59	1,058
78512C	Pumping Water-Maple PS Upgrades	-	300	6,048	3,132	-	-	-	-	9,180	9,480
78514	Storage Elevated Tank	36	115	203	-	-	-	-	-	203	354
78514C	Storage Elevated Tank- Repainting	-	-	2,306	-	-	-	-	-	2,306	2,306
78516	Storage Reservoir	191	129	-	-	-	-	-	-	-	320
78516C	Storage Reservoir- West Park Heights Upgrade	-	-	725	670	-	-	-	-	1,395	1,395

2012 Business Plan and Budget											
Environmental Services											
Water Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
				(In \$000's)							
78517	Meter Chamber Water	42	15	-	-	-	-	-	-	-	57
78519	Transmission Main	12,770	1,522	-	-	-	-	-	-	-	14,292
78519C	Transmission Main-Bathurst Watermain Hwy 7 to Birch	-	-	159	680	8,226	2,230	-	-	11,295	11,295
78540	Supervisory Control and Data Acquisition (SCADA) Communication Network Water	-	-	50	-	-	-	-	-	50	50
78563	Technology Integration Water	21	100	500	-	-	-	-	-	500	621
78564	Technology Development & Implementation Water	148	150	600	-	-	-	-	-	600	898
79540	Asset Upgrade & Rehabilitation (Water)	15,737	-	-	-	-	-	-	-	-	15,737
Sub Total Rehabilitation/Replacement		31,190	4,590	12,531	10,669	16,681	7,720	-	-	47,601	83,381
Growth/Expansion											
70050	Leslie St. Watermain (WM)	698	11,400	1,000	-	-	-	-	-	1,000	13,098
70100	Wellington W/M (Berczy to Orchard Heights P.S.)	11,089	96	-	-	-	-	-	-	-	11,185
70120	Orchard Heights Pumping Station (PS) and Kirby Pumping Station (PS) Upgrade	754	395	3,526	2,504	2,300	-	-	-	8,330	9,479
70130	Bathurst W/M (Orchard Heights to Newmarket W. Reservoir)	3,848	1	-	-	-	-	-	-	-	3,849
70320	Aurora/Newmarket PD 8 Break Pressure Tank	9,015	15	-	-	-	-	-	-	-	9,030
70360	Yonge St. W/M (Batson Dr. to Gladman Ave.) and Eagle St. W/M	11,843	46	-	-	-	-	-	-	-	11,889
71150	Mount Albert Watermain (from proposed Well 3 to Town)	1,310	58	-	-	-	-	-	-	-	1,368

2012 Business Plan and Budget											
Environmental Services											
Water Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost	
				2012	2013	2014	2015				2016
71180	Queensville Elevated Tank No. 1	658	1,000	7,530	616	-	-	-	8,146	9,804	
71190	Mount Albert ET	2,700	-	-	-	-	-	-	-	2,700	
71200	New Production Well-Mount Albert Well 3	3,126	575	-	-	-	-	-	-	3,701	
72140	Georgina Water Supply (GWS) - Georgina Water Treatment Plant (WTP) Phase 3	32,079	6	-	-	-	-	-	-	32,085	
72170	Georgina Water Supply (GWS)- Keswick North Elevated Tank (ET) and Connecting Watermain to Woodbine Av	549	4,252	4,242	-	-	-	-	4,242	9,043	
72180	Georgina Water Supply (GWS)- Woodbine and Ravenshoe Watermain (WM) (Church St- Keswick Tank)	9,948	14,092	297	-	-	-	-	297	24,337	
72200	Georgina Water Supply (GWS) - Sutton Water Servicing	53	402	582	2,035	-	-	-	2,617	3,072	
72450	Aurora Elevated Tank (related to project 70050)	35	95	1,295	6,798	1,670	-	-	9,763	9,893	
72460	East Gwillimbury / Newmarket Water Meter Chamber 1	614	-	-	-	-	-	-	-	614	
72470	East Gwillimbury/Newmarket Water Meter Chamber 2	475	-	-	-	-	-	-	-	475	
72480	East Gwillimbury / Newmarket Water Meter Chamber 3	383	-	-	-	-	-	-	-	383	
72490	East Gwillimbury Water Meter Chambers	17	-	-	-	-	-	-	-	17	
72500	ISF Georgina Water Supply (GWS) Georgina Water Treatment Plant (WTP) Phase 2	6,516	4,923	614	-	-	-	-	614	12,053	
72510	York Water System Security	-	10	250	-	-	-	-	250	260	

2012 Business Plan and Budget											
Environmental Services											
Water Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost	
				2012	2013	2014	2015				2016
72520	PD6 Nashville Road Watermain-Huntington to the Kleinburg Elevated Tank	-	10	3,500	2,500	930	-	-	6,930	6,940	
73140	Nobleton Elevated tank and watermain to Town	1,895	2,197	-	-	-	-	-	-	4,092	
73150	New Production Well - Schomberg Well 4 and W/M	10,376	58	-	-	-	-	-	-	10,434	
73160	Nobleton - Additional Water Supply and Watermain (W/M) to Town	3,350	800	4,100	734	-	-	-	4,834	8,984	
73170	King City - Additional Water Supply watermain	8,593	9,043	377	-	-	-	-	377	18,013	
73200	King City Water Servicing Study EA	397	-	-	-	-	-	-	-	397	
73210	King City Elevated Tank and Watermain (W/M) from Elevated Tank (ET) to town	2,574	2,364	-	-	-	-	-	-	4,938	
73310	Ansonveldt Water Supply System Upgrade	13	-	-	-	-	-	-	-	13	
73580	Toronto Cost Shared Work - 2005 Water Supply Agreement	135,220	12,800	16,666	26,750	22,579	16,029	11,286	94,810	242,830	
73790	Peel Water Supply - Cost-Shared Work	276,889	60,027	55,000	56,500	56,500	52,000	47,110	326,134	663,050	
74080	PD 6 Major Mac W/M (Kennedy to Markland St.)	8,448	19	-	-	-	-	-	-	8,467	
74180	PD 6 McCowan Rd. W/M (Major Mac Dr. to N. Markham Reservoir)	11,302	-	-	-	-	-	-	-	11,302	
74210	PD6 Markham Bypass	780	8,451	3,995	1,344	-	-	-	5,339	14,570	
74260	Toronto Supply - Kennedy Watermain (W/M) - Milliken (PS) to Major Mack	1,679	11,500	27,088	32,900	-	-	-	59,988	73,167	
75180	Bathurst W/M (Clearmeadow Blvd. To Woodspring Ave.)	2,579	-	-	-	-	-	-	-	2,579	

2012 Business Plan and Budget											
Environmental Services											
Water Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost	
				2012	2013	2014	2015				2016
75390	Kleinburg Storage and Pumping Station	24	50	710	2,520	10,980	20,589	15,225	50,024	50,098	
75400	PD8 West Richmond Hill (RH) Pumping Station (PS) and Watermain	119	373	1,250	-	-	-	-	1,250	1,742	
75420	PD7 Maple Pumping Station (PS) Upgrade and Flowmeter	189	455	200	100	-	-	-	300	944	
75430	Bathurst Watermain (WM)	1	14	10	-	-	-	-	10	25	
75440	Yonge to Woodspring Watermain (WM)	1	-	20	-	-	-	-	20	21	
75450	Glenway Reservoir Expansion	53	267	7,757	-	-	-	-	7,757	8,077	
75460	Yonge Street Watermain from Gladman to Green Lane	31	24	268	-	-	-	-	268	323	
75470	Yonge Street Watermain	1	-	-	-	-	-	-	-	1	
75480	Newmarket West Yonge Elevated Tank (ET) and Yonge Watermain (WM)	1	146	447	1,182	-	-	-	1,629	1,776	
75510	Second Concession Watermain	-	10	36	606	5,300	15	-	5,957	5,967	
75520	Stouffville Zone 2 Elevated Tank (ET) and Watermain	-	-	10	-	-	-	-	10	10	
75530	PD7 Vaughan Watermain and Reservoir	-	5	10	-	-	-	-	10	15	
75590	Wellington Reservoir and Watermain	-	5	10	-	-	-	-	10	15	
75620	Richmond Hill (Pugsley) Pumping Station (PS) Capacity Upgrade	-	423	6,625	555	-	-	-	7,180	7,603	
75700	Water Servicing – Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre	-	-	35	-	-	-	-	35	35	

2012 Business Plan and Budget											
Environmental Services											
Water Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
76100	N. R.H. ET No.1 Connecting W/M and Yonge St. W/M	10,591	4	-	-	-	-	-	-	-	10,595
76120	PD7 Elgin Mills (Enford to Bayview)	324	219	8,200	3,150	-	-	-	-	11,350	11,893
76240	PD 6 Major Mackenzie Drive (from Pugsley to Woodbine Ave.)	20,371	10	-	-	-	-	-	-	-	20,381
76290	Bathurst Watermain (WM) (Elgin Mills Rd. to N Richmond Hill Reservoir & Gamble Rd. to Jefferson Rese	2,467	11,862	227	-	-	-	-	-	227	14,556
76300	N. Richmond Hill Elevated Tank (ET) No. 2 and Yonge Vandorf Bloomington Bayview Watermain (WM)	5,831	4,200	6,100	-	-	-	-	-	6,100	16,131
77300	Peel Feedermain - Peel to Maple Reservoir	82,282	155	-	-	-	-	-	-	-	82,437
77350	PD 8 Teston Rd. to Aurora Central Wellington Street	40,365	5	-	-	-	-	-	-	-	40,370
77390	Maple PD8 PS and PD7 South Maple PS Upgrade	18,330	-	-	-	-	-	-	-	-	18,330
77460	Kleinburg Elevated Tank and watermain to Town	35	-	-	-	-	-	-	-	-	35
77480	Kleinburg - Additional Water Supply watermain	2,214	8,712	9,600	1,898	-	-	-	-	11,498	22,424
77520	PD 7 North Maple Reservoir Connection Upgrade	6,581	5	-	-	-	-	-	-	-	6,586
78120	Stouffville Zone 2 PS & Stouffville Sdrd W/M to Town	8,503	70	-	-	-	-	-	-	-	8,573
78160	10th Line Watermain & Zone 1/2 Booster PS	5,615	-	-	-	-	-	-	-	-	5,615
78180	Ballantrae - New Production Well and W/M to Town	1,132	925	2,415	-	-	-	-	-	2,415	4,472
Sub Total Growth/Expansion		764,865	172,574	173,992	142,692	100,259	88,633	73,621	60,524	639,721	1,577,160

2012 Business Plan and Budget											
Environmental Services											
Water Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
Enhancement/Improvement											
73520	BSmart	6	-	-	-	-	-	-	-	-	6
73530	ISMP - Integration Implementation	51	-	-	-	-	-	-	-	-	51
73540	ISMP - Projects Implementation	294	-	-	-	-	-	-	-	-	294
73930	Facilities Security Upgrades - Water	679	-	-	-	-	-	-	-	-	679
73980	B.P. SCADA Master Plan and Upgrades - Water	1,313	-	-	-	-	-	-	-	-	1,313
75610	ISF Water and Wastewater Instrumentation and Control Equipment	811	567	-	-	-	-	-	-	-	1,378
Sub Total Enhancement/Improvement		3,154	567	-	-	-	-	-	-	-	3,721
Total Tangible Capital Assets		799,209	177,731	186,523	153,361	116,940	96,353	73,621	60,524	687,322	1,664,262
Non Tangible Capital Assets											
Rehabilitation/Replacement											
73940	Regulatory Upgrades	17,468	-	-	-	-	-	-	-	-	17,468
72340	Watermain Inspection Program	2	-	-	-	-	-	-	-	-	2
78581	Water Asset Management	-	-	2,052	-	-	-	-	-	2,052	2,052
Sub Total Rehabilitation/Replacement		17,470	-	2,052	-	-	-	-	-	2,052	19,522

2012 Business Plan and Budget											
Environmental Services											
Water Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)					Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
				2012	2013	2014	2015	2016			
Growth/Expansion											
71260	Decommission Sharon Elevated Tank	232	35	3	300	-	-	-	-	303	570
72150	Water Conservation Authority (CA) Joint Ground Water Initiative	10,191	2,133	2,289	-	-	-	-	-	2,289	14,613
72370	Water for Tomorrow - Education Program	207	-	-	-	-	-	-	-	-	207
72380	Water for Tomorrow - Leak Detection Program	65	-	-	-	-	-	-	-	-	65
72390	Water for Tomorrow Program	6,464	5,500	4,710	-	-	-	-	-	4,710	16,674
72400	Water for Tomorrow - ICI Audits	11	-	-	-	-	-	-	-	-	11
72440	Aurora/Newmarket Water Supply System Study	-	-	210	-	-	-	-	-	210	210
73300	Water Master Plan Update	791	-	100	-	-	-	-	-	100	891
73500	L.TWS/Water Use Efficiency	1,816	-	-	-	-	-	-	-	-	1,816
73510	L.TWS/Flapper and Showerhead Maintenance Program	25	-	-	-	-	-	-	-	-	25
73780	Peel Water Supply - "Buy-in" Payments	34,928	17,464	-	-	-	-	-	-	-	52,392
73890	Source Water Protection	3,209	1,250	2,085	-	-	-	-	-	2,085	6,544
73960	B.P Facilities Energy Audit - Water	96	-	-	-	-	-	-	-	-	96
74170	Decommission of Wooten Way Elevated tank	213	231	69	-	-	-	-	-	69	513
74220	Decommission Markham Pumping Station (PS)	-	30	50	1,100	-	-	-	-	1,150	1,180
75560	Joint Optimization Study	26	27	10	-	-	-	-	-	10	63

2012 Business Plan and Budget										
Environmental Services										
Water Services										
2012 Total Project Budget Authority										
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
				2012	2013	2014	2015			
79670	Water System Capacity Assessment	10,026	130	100	-	-	-	-	100	10,256
Sub Total Growth/Expansion		68,300	26,800	9,626	1,400	-	-	-	11,026	106,126
Enhancement/Improvement										
72110	Created by Loading 2009 Actual 4600-72110	13,560	-	-	-	-	-	-	-	13,560
73080	Created by Loading 2009 Actual 4600-73080	438	-	-	-	-	-	-	-	438
73610	Transmission Operations Optimizer	1,764	845	1,280	500	-	-	-	1,780	4,389
73920	Capital Delivery Process Improvements - Water	1,272	86	240	-	-	-	-	240	1,598
74850	Created by Loading 2009 Actual 4600-74850	1	-	-	-	-	-	-	-	1
75540	Water Model Calibration	9	40	310	-	-	-	-	310	359
Sub Total Enhancement/Improvement		17,044	971	1,830	500	-	-	-	2,330	20,345
Total Non Tangible Capital Assets		102,815	27,771	13,508	1,900	-	-	-	15,408	145,994
TOTAL GROSS EXPENDITURES				200,031	155,261	116,940	96,353	73,621	702,730	1,810,256

2012 Business Plan and Budget										
Environmental Services										
Water Services										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Regional										
Developer Up-Front Financing	4,669	502	-	-	-	-	-	-	-	5,171
Development Charges	81,273	17,694	82	300	-	-	-	-	382	99,349
Development Charges Committed	68,230	40,891	-	-	-	-	-	-	-	109,121
Other Revenues	(1,986)	-	-	-	-	-	-	-	-	(1,986)
Committed Non Growth User Rate	19,583	3,951	-	-	-	-	-	-	-	23,534
Contribution from Operating	32,324	2,852	10,260	500	-	-	-	-	10,760	45,936
Reserve: Capital Replacement	42,572	4,584	10,777	10,669	16,681	7,720	-	-	45,847	93,003
Sub Total Regional	246,665	70,474	21,119	11,469	16,681	7,720	-	-	56,989	374,128
External										
Federal Funding	2,281	501	-	-	-	-	-	-	-	2,782
Provincial Funding	3,675	919	-	-	-	-	-	-	-	4,594
Municipal/Local	4,623	-	-	-	-	-	-	-	-	4,623
Grants & Subsidies	101	-	-	-	-	-	-	-	-	101
Other Recoveries	1,621	-	-	-	-	-	-	-	-	1,621
Sub Total External	12,303	1,420	-	-	-	-	-	-	-	13,723
TOTAL AVAILABLE FINANCING	258,968	71,894	21,119	11,469	16,681	7,720	-	-	56,989	387,851

2012 Business Plan and Budget										
Environmental Services										
Water Services										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
TOTAL DEBENTURE REQUIREMENTS	643,056	133,608	178,912	143,792	100,259	88,633	73,621	60,524	645,741	1,422,405
TOTAL FINANCING SOURCES	902,024	205,502	200,031	155,261	116,940	96,353	73,621	60,524	702,730	1,810,256
DEBENTURE REPAYMENT SOURCES										
Prior Years	643,056	155	-	-	-	-	-	-	-	643,211
Development Charges	-	131,631	178,912	143,792	100,259	88,633	73,621	60,524	645,741	777,372
User Rates	-	1,822	-	-	-	-	-	-	-	1,822
TOTAL DEBENTURE REQUIREMENTS	643,056	133,608	178,912	143,792	100,259	88,633	73,621	60,524	645,741	1,422,405

2012 Business Plan and Budget

Environmental Services

Water Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	User Rates	Other Recoveries
70050	Leslie St. Watermain (WM)	1,000	-	-	1,000	-	-	-
70120	Orchard Heights Pumping Station (PS) and Kirby Pumping Station (PS) Upgrade	8,330	-	-	8,330	-	-	-
71180	Queensville Elevated Tank No. 1	8,146	-	-	8,146	-	-	-
71260	Decommission Sharon Elevated Tank	303	-	-	-	303	-	-
72150	Water Conservation Authority (C-A) Joint Ground Water Initiative	2,289	-	-	-	-	2,289	-
72170	Georgina Water Supply (GWS)-Keswick North Elevated Tank (ET) and Connecting Watermain to Woodbine Av	4,242	-	-	4,242	-	-	-
72180	Georgina Water Supply (GWS) - Woodbine and Ravenshoe Watermain (WM) (Church St-Keswick Tank)	297	-	-	297	-	-	-
72200	Georgina Water Supply (GWS) - Sutton Water Servicing	2,617	-	-	2,617	-	-	-
72390	Water for Tomorrow Program	4,710	-	-	4,710	-	-	-
72440	Aurora/Newmarket Water Supply System Study	210	-	-	210	-	-	-
72450	Aurora Elevated Tank (related to project 70050)	9,763	-	-	9,763	-	-	-
72500	ISF Georgina Water Supply (GWS) Georgina Water Treatment Plant (WTP) Phase 2	614	-	-	614	-	-	-
72510	York Water System Security	250	-	-	-	-	250	-
72520	PD6 Nashville Road Watermain- Huntington to the Kleinburg Elevated Tank	6,930	-	-	6,930	-	-	-
73160	Nobleton - Additional Water Supply and Watermain (WM) to Town	4,834	-	-	4,834	-	-	-
73170	King City - Additional Water Supply watermain	377	-	-	377	-	-	-
73300	Water Master Plan Update	100	-	-	100	-	-	-

2012 Business Plan and Budget

Environmental Services

Water Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	User Rates	Other Recoveries
73580	Toronto Cost Shared Work - 2005 Water Supply Agreement	94,810	-	-	94,810	-	-	-
73610	Transmission Operations Optimizer	1,780	-	-	-	-	1,780	-
73790	Peel Water Supply - Cost-Shared Work	326,134	-	-	326,134	-	-	-
73890	Source Water Protection	2,085	-	2,085	-	-	-	-
73920	Capital Delivery Process Improvements - Water	240	-	-	-	-	240	-
74170	Decommission of Wooten Way Elevated tank	69	-	-	-	69	-	-
74210	PD6 Markham Bypass	5,339	-	-	5,339	-	-	-
74220	Decommission Markham Pumping Station (PS)	1,150	-	-	1,150	-	-	-
74260	Toronto Supply - Kennedy Watermain (WM) - Milliken (PS) to Major Mack	59,988	-	-	59,988	-	-	-
75390	Kleinburg Storage and Pumping Station	50,024	-	-	50,024	-	-	-
75400	PD8 West Richmond Hill (RH) Pumping Station (PS) and Watermain	1,250	-	-	1,250	-	-	-
75420	PD7 Maple Pumping Station (PS) Upgrade and Flowmeter	300	-	-	300	-	-	-
75430	Bathurst Watermain (WM)	10	-	-	10	-	-	-
75440	Yonge to Woodspring Watermain (WM)	20	-	-	20	-	-	-
75450	Glenway Reservoir Expansion	7,757	-	-	7,757	-	-	-
75460	Yonge Street Watermain from Gladman to Green Lane	268	-	-	268	-	-	-
75480	Newmarket West Yonge Elevated Tank (ET) and Yonge Watermain (WM)	1,629	-	-	1,629	-	-	-

2012 Business Plan and Budget

Environmental Services

Water Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	User Rates	Other Recoveries
75510	Second Concession Watermain	5,957	-	-	5,957	-	-	-
75520	Stouffville Zone 2 Elevated Tank (ET) and Watermain	10	-	-	10	-	-	-
75530	PD7 Vaughan Watermain and Reservoir	10	-	-	10	-	-	-
75540	Water Model Calibration	310	-	-	-	-	310	-
75560	Joint Optimization Study	10	-	-	-	10	-	-
75590	Wellington Reservoir and Watermain	10	-	-	10	-	-	-
75620	Richmond Hill (Pugsley) Pumping Station (PS) Capacity Upgrade	7,180	-	-	7,180	-	-	-
75700	Water Servicing – Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre	35	-	-	35	-	-	-
76120	PD7 Elgin Mills (Enford to Bayview)	11,350	-	-	11,350	-	-	-
76290	Bathurst Watermain (WM) (Elgin Mills Rd. to N Richmond Hill Reservoir & Gamble Rd. to Jefferson Rese	227	-	-	227	-	-	-
76300	N. Richmond Hill Elevated Tank (ET) No. 2 and Yonge Vandorf Bloomington Bayview Watermain (WM)	6,100	-	-	6,100	-	-	-
77480	Kleinburg - Additional Water Supply watermain	11,498	-	-	11,498	-	-	-
78180	Ballantrae - New Production Well and W/M to Town	2,415	-	-	2,415	-	-	-
78500	Water General	180	-	-	-	-	180	-
78510C	Surface Water Treatment-Keswick Water treatment Plant Upgrades	8,953	-	8,953	-	-	-	-
78511C	Ground Water Treatment-Newmarket Well Facility Upgrade	2,414	-	2,414	-	-	-	-
78511D	Ground Water Treatment Yonge Street Aquifer well replacement	10,466	-	10,466	-	-	-	-

2012 Business Plan and Budget

Environmental Services

Water Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Rate Supported (In \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	User Rates	Other Recoveries		
78512	Pumping Water	59	-	59	-	-	-	-		
78512C	Pumping Water-Maple PS Upgrades	9,180	-	9,180	-	-	-	-		
78514	Storage Elevated Tank	203	-	-	-	-	203	-		
78514C	Storage Elevated Tank-Repainting	2,306	-	-	-	-	2,306	-		
78516C	Storage Reservoir- West Park Heights Upgrade	1,395	-	1,395	-	-	-	-		
78519C	Transmission Main-Bathurst Watermain Hwy 7 to Birch	11,295	-	11,295	-	-	-	-		
78540	Supervisory Control and Data Acquisition (SCADA) Communication Network Water	50	-	-	-	-	50	-		
78563	Technology Integration Water	500	-	-	-	-	500	-		
78564	Technology Development & Implementation Water	600	-	-	-	-	600	-		
78581	Water Asset Management	2,052	-	-	-	-	2,052	-		
79670	Water System Capacity Assessment	100	-	-	100	-	-	-		
Total Rate Supported		702,730	-	45,847	645,741	382	10,760	-		

2012 Business Plan and Budget															
Environmental Services															
Water Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
GROSS EXPENDITURES															
Tangible Capital Assets															
Rehabilitation/Replacement															
75550	Yonge St. Aquifer Well Replacements	5	17	-	-	-	-	-	-	-	-	-	-	-	22
78500	Water General	1,101	440	180	-	-	-	-	-	-	-	-	-	-	1,721
78510	Surface Water Treatment	158	-	-	-	-	-	-	-	-	-	-	-	-	158
78510B	Surface Water Treatment	-	-	-	300	1,550	1,550	700	400	-	-	-	-	-	4,500
78510C	Surface Water Treatment-Keswick Water treatment Plant Upgrades	-	927	167	4,258	4,528	-	-	-	-	-	-	-	-	9,880
78511	Ground Water Treatment	610	220	-	-	-	-	-	-	-	-	-	-	-	830
78511B	Ground Water Treatment	-	-	-	95	565	1,374	3,434	4,164	2,196	1,926	3,723	2,888	1,294	21,659
78511C	Ground Water Treatment-Newmarket Well Facility Upgrade	-	8	194	730	1,490	-	-	-	-	-	-	-	-	2,422
78511D	Ground Water Treatment Yonge Street Aquifer well replacement	-	17	1,340	1,199	2,437	5,490	-	-	-	-	-	-	-	10,483
78512	Pumping Water	369	630	59	-	-	-	-	-	-	-	-	-	-	1,058
78512B	Pumping Water	-	-	-	-	353	1,765	1,424	60	336	2,138	4,827	3,666	1,245	15,814
78512C	Pumping Water-Maple PS Upgrades	-	300	6,048	3,132	-	-	-	-	-	-	-	-	-	9,480
78513B	Storage at Grade	-	-	-	-	-	-	-	-	170	850	700	100	160	1,980

2012 Business Plan and Budget																
Environmental Services																
Water Services																
10 year Capital Plan 2012 - 2021																
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)										Balance to Complete	Estimated Total Project Cost	
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021			
78514	Storage Elevated Tank	36	115	203	-	-	-	-	-	-	-	-	-	-	-	354
78514B	Storage Elevated Tank	-	-	-	88	535	837	703	1,672	1,800	868	2,138	1,710	-	10,351	
78514C	Storage Elevated Tank-Repainting	-	-	2,306	2,180	-	-	-	-	-	-	-	-	-	-	4,486
78516	Storage Reservoir	191	129	-	-	-	-	-	-	-	-	-	-	-	-	320
78516B	Storage Reservoir	-	-	-	150	750	945	1,775	1,630	530	1,650	1,910	2,950	2,985	15,275	
78516C	Storage Reservoir- West Park Heights Upgrade	-	-	725	670	-	-	-	-	-	-	-	-	-	-	1,395
78517	Meter Chamber Water	42	15	-	-	-	-	-	-	-	-	-	-	-	-	57
78517B	Meter Chamber Water	-	-	-	11	63	99	132	137	53	-	48	242	-	785	
78518B	Control Valve Chamber - Water	-	-	-	5	25	20	-	-	-	-	14	68	-	132	
78519	Transmission Main	12,770	1,522	-	-	-	-	-	-	-	-	-	-	-	-	14,292
78519B	Transmission Main	-	-	-	1,169	7,143	11,674	8,550	6,790	6,900	6,370	4,305	1,515	2,220	56,636	
78519C	Transmission Main-Bathurst Watermain Hwy 7 to Birch	-	-	159	680	8,226	2,230	-	-	-	-	-	-	-	-	11,295
78540	Supervisory Control and Data Acquisition (SCADA) Communication Network Water	-	-	50	-	-	-	-	-	-	-	-	-	-	-	50
78540B	Supervisory Control and Data Acquisition (SCADA) Communication Network Water	-	-	-	300	500	500	500	466	298	166	169	153	68	3,120	
78563	Technology Integration Water	21	100	500	500	500	500	100	-	-	-	-	-	-	-	2,721
78564	Technology Development & Implementation Water	148	150	600	500	500	500	400	400	400	300	300	300	100	4,598	

2012 Business Plan and Budget															
Environmental Services															
Water Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)										Estimated Total Project Cost	
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		Balance to Complete
79540	Asset Upgrade & Rehabilitation (Water)	15,737	-	-	-	-	-	-	-	-	-	-	-	-	15,737
Sub Total Rehabilitation/Replacement		31,190	4,590	12,531	15,563	27,396	27,151	19,089	15,145	13,039	15,253	16,802	13,772	10,092	221,613
Growth/Expansion															
70050	Leslie St. Watermain (WM)	698	11,400	1,000	-	-	-	-	-	-	-	-	-	-	13,098
70050B	Leslie St. Watermain (WM) - From just north of Mulock Drive to Davis Drive	-	-	-	-	-	-	-	-	-	-	174	6,403	-	6,577
70100	Wellington W/M (Berczy to Orchard Heights P.S.)	11,089	96	-	-	-	-	-	-	-	-	-	-	-	11,185
70120	Orchard Heights Pumping Station (PS) and Kirby Pumping Station (PS) Upgrade	754	395	3,526	2,504	2,300	-	-	-	-	-	-	-	-	9,479
70130	Bathurst W/M (Orchard Heights to Newmarket W. Reservoir)	3,848	1	-	-	-	-	-	-	-	-	-	-	-	3,849
70320	Aurora/Newmarket PD 8 Break Pressure Tank	9,015	15	-	-	-	-	-	-	-	-	-	-	-	9,030
70360	Yonge St. W/M (Batson Dr. to Gladman Ave.) and Eagle St. W/M	11,843	46	-	-	-	-	-	-	-	-	-	-	-	11,889
71150	Mount Albert Watermain (from proposed Well 3 to Town)	1,310	58	-	-	-	-	-	-	-	-	-	-	-	1,368
71180	Queensville Elevated Tank No. 1	658	1,000	7,530	616	-	-	-	-	-	-	-	-	-	9,804
71190	Mount Albert ET	2,700	-	-	-	-	-	-	-	-	-	-	-	-	2,700
71200	New Production Well-Mount Albert Well 3	3,126	575	-	-	-	-	-	-	-	-	-	-	-	3,701
71250	Queensville Tank No. 2	-	-	-	130	405	2,805	2,800	2,000	-	-	-	-	-	8,140

2012 Business Plan and Budget														
Environmental Services														
Water Services														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
72140	Georgina Water Supply (GWS) - Georgina Water Treatment Plant (WTP) Phase 3	32,079	6	-	-	-	-	-	-	-	-	-	-	32,085
72170	Georgina Water Supply (GWS)- Keswick North Elevated Tank (ET) and Connecting Watermain to Woodbine Av	549	4,252	4,242	-	-	-	-	-	-	-	-	-	9,043
72180	Georgina Water Supply (GWS) - Woodbine and Ravenshoe Watermain (WM) (Church St- Keswick Tank)	9,948	14,092	297	-	-	-	-	-	-	-	-	-	24,337
72200	Georgina Water Supply (GWS) - Sutton Water Servicing	53	402	582	2,035	-	-	-	-	-	-	-	-	3,072
72200B	Georgina Water Supply (GWS) - Sutton Water Servicing	-	-	-	-	3,091	6,304	-	-	-	-	-	5,900	15,295
72450	Aurora Elevated Tank (related to project 70050)	35	95	1,295	6,798	1,670	-	-	-	-	-	-	-	9,893
72460	East Gwillimbury / Newmarket Water Meter Chamber 1	614	-	-	-	-	-	-	-	-	-	-	-	614
72470	East Gwillimbury/Newmarket Water Meter Chamber 2	475	-	-	-	-	-	-	-	-	-	-	-	475
72480	East Gwillimbury / Newmarket Water Meter Chamber 3	383	-	-	-	-	-	-	-	-	-	-	-	383
72490	East Gwillimbury Water Meter Chambers	17	-	-	-	3,181	-	-	-	-	-	-	-	3,420
72500	ISF Georgina Water Supply (GWS) Georgina Water Treatment Plant (WTP) Phase 2	6,516	4,923	614	-	-	-	-	-	-	-	-	-	12,053
72510	York Water System Security	-	10	250	450	-	-	-	-	-	-	-	-	710

2012 Business Plan and Budget														
Environmental Services														
Water Services														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
72520	PD6 Nashville Road Watermain- Huntington to the Kleinburg Elevated Tank	-	10	3,500	2,500	930	-	-	-	-	-	-	-	6,940
72560	Bloomington Road Bayview Avenue AC Watermain	-	-	-	-	-	-	-	-	15,150	16,037	16,037	16,037	47,224
73140	Nobleton Elevated tank and watermain to Town	1,895	2,197	-	-	-	-	-	-	-	-	-	-	4,092
73150	New Production Well - Schomberg Well 4 and W/M	10,376	58	-	-	-	-	-	-	-	-	-	-	10,434
73160	Nobleton - Additional Water Supply and Watermain (WM) to Town	3,350	800	4,100	734	-	-	-	-	-	-	-	-	8,984
73170	King City - Additional Water Supply watermain	8,593	9,043	377	-	-	-	-	-	-	-	-	-	18,013
73200	King City Water Servicing Study EA	397	-	-	-	-	-	-	-	-	-	-	-	397
73210	King City Elevated Tank and Watermain (WM) from Elevated Tank (ET) to town	2,574	2,364	-	-	-	-	-	-	-	-	-	-	4,938
73310	Ansnoeveldt Water Supply System Upgrade	13	-	-	-	-	-	-	-	-	-	-	-	13
73580	Toronto Cost Shared Work - 2005 Water Supply Agreement	135,220	12,800	16,666	26,750	22,579	16,029	11,286	300	300	300	300	700	243,530
73580B	Toronto Cost Shared Work - 2005 Water Supply Agreement	-	-	-	1,500	3,500	7,500	20,500	23,548	29,746	23,500	24,615	18,000	213,114
73790	Peel Water Supply - Cost-Shared Work	276,889	60,027	55,000	56,500	56,500	52,000	47,110	49,993	6,026	3,005	-	-	663,050
73790B	Peel Water Supply - Cost-Shared Work	-	-	-	11,500	11,500	15,000	12,890	2,875	1,184	-	-	-	54,949
74080	PD 6 Major Mac W/M (Kennedy to Markland St.)	8,448	19	-	-	-	-	-	-	-	-	-	-	8,467
74180	PD 6 McCowan Rd. W/M (Major Mac Dr. to N. Markham Reservoir)	11,302	-	-	-	-	-	-	-	-	-	-	-	11,302

2012 Business Plan and Budget																
Environmental Services																
Water Services																
10 year Capital Plan 2012 - 2021																
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)										Balance to Complete	Estimated Total Project Cost	
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021			
74210	PD6 Markham Bypass	780	8,451	3,995	1,344	-	-	-	-	-	-	-	-	-	-	14,570
74260	Toronto Supply - Kennedy Watermain (WM) - Milliken (PS) to Major Mack	1,679	11,500	27,088	32,900	-	-	-	-	-	-	-	-	-	-	73,167
75180	Bathurst W/M (Clearmeadow Blvd. To Woodspring Ave.)	2,579	-	-	-	-	-	-	-	-	-	-	-	-	-	2,579
75390	Kleinburg Storage and Pumping Station	24	50	710	2,520	10,980	20,589	15,225	-	-	-	-	-	-	-	50,098
75400	PD8 West Richmond Hill (RH) Pumping Station (PS) and Watermain	119	373	1,250	16,025	16,025	-	198	-	-	-	-	-	-	-	33,990
75420	PD7 Maple Pumping Station (PS) Upgrade and Flowmeter	189	455	200	100	-	-	-	-	-	-	-	-	-	-	944
75430	Bathurst Watermain (WM)	1	14	10	-	-	-	-	436	-	367	9,678	12,545	-	-	23,051
75440	Yonge to Woodspring Watermain (WM)	1	-	20	-	-	-	316	-	505	8,835	115	-	-	-	14,457
75450	Glenway Reservoir Expansion	53	267	7,757	-	-	-	-	-	-	-	-	-	-	-	8,077
75460	Yonge Street Watermain from Gladman to Green Lane	31	24	268	648	4,200	6,300	3,100	1,688	-	-	-	-	-	-	16,259
75470	Yonge Street Watermain	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1
75480	Newmarket West Yonge Elevated Tank (ET) and Yonge Watermain (WM)	1	146	447	1,182	-	-	-	-	-	-	-	-	-	-	1,776
75480B	Newmarket West Yonge Elevated Tank (ET) and Yonge Watermain (WM)	-	-	-	-	-	-	-	-	-	8,278	3,598	-	-	-	11,876
75490	Bathurst/Green Lane/ Yonge Watermain	-	-	-	2,282	6,075	2,230	-	-	-	-	-	-	-	-	10,587
75510	Second Concession Watermain	-	10	36	606	5,300	15	-	-	-	-	-	-	-	-	5,967
75520	Stouffville Zone 2 Elevated Tank (ET) and Watermain	-	-	10	230	360	1,772	5,834	-	-	-	-	-	-	-	8,206

2012 Business Plan and Budget															
Environmental Services															
Water Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)										Estimated Total Project Cost	
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		Balance to Complete
75530	PD7 Vaughan Watermain and Reservoir	-	5	10	149	677	2,267	9,053	7,850	-	-	-	-	-	20,011
75590	Wellington Reservoir and Watermain	-	5	10	70	146	240	1,240	4,240	5,273	-	-	-	-	11,224
75600	Green Lane/ Leslie Street Newmarket Central (NC) Watermain	-	-	-	-	-	-	-	380	240	240	10,320	-	-	11,180
75620	Richmond Hill (Pugsley) Pumping Station (PS) Capacity Upgrade	-	423	6,625	555	-	-	-	-	-	-	-	-	-	7,603
75700	Water Servicing – Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre	-	-	35	180	-	-	-	-	265	1,665	1,665	-	-	3,810
76100	N. R.H. ET No.1 Connecting W/M and Yonge St. W/M	10,591	4	-	-	-	-	-	-	-	-	-	-	-	10,595
76120	PD7 Elgin Mills (Enford to Bayview)	324	219	8,200	3,150	-	-	-	-	-	-	-	-	-	11,893
76240	PD 6 Major Mackenzie Drive (from Pugsley to Woodbine Ave.)	20,371	10	-	-	-	-	-	-	-	-	-	-	-	20,381
76270	PD7 Bayview Ave Watermain (WM) (Elgin Mills to 19th Ave)	-	-	-	200	400	4,185	-	-	-	-	-	-	-	4,785
76290	Bathurst Watermain (WM) (Elgin Mills Rd. to N Richmond Hill Reservoir & Gamble Rd. to Jefferson Rese	2,467	11,862	227	-	-	-	-	-	-	-	-	-	-	14,556
76300	N. Richmond Hill Elevated Tank (ET) No. 2 and Yonge Vandorf Bloomington Bayview Watermain (WM)	5,831	4,200	6,100	-	-	-	-	-	-	-	-	-	-	16,131
77300	Peel Feedermain - Peel to Maple Reservoir	82,282	155	-	-	-	-	-	-	-	-	-	-	-	82,437
77350	PD 8 Teston Rd. to Aurora Central Wellington Street	40,365	5	-	-	-	-	-	-	-	-	-	-	-	40,370

2012 Business Plan and Budget															
Environmental Services															
Water Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
77390	Maple PD8 PS and PD7 South Maple PS Upgrade	18,330	-	-	-	-	-	-	-	-	-	-	-	-	18,330
77460	Kleinburg Elevated Tank and watermain to Town	35	-	-	-	-	-	-	-	-	-	-	-	-	35
77480	Kleinburg - Additional Water Supply watermain	2,214	8,712	9,600	1,898	-	-	-	-	-	-	-	-	-	22,424
77520	PD 7 North Maple Reservoir Connection Upgrade	6,581	5	-	-	-	-	-	-	-	-	-	-	-	6,586
78120	Stouffville Zone 2 PS & Stouffville Sdrd W/M to Town	8,503	70	-	-	-	-	-	-	-	-	-	-	-	8,573
78160	10th Line Watermain & Zone 1/2 Booster PS	5,615	-	-	-	-	-	-	-	-	-	-	-	-	5,615
78180	Ballantrae - New Production Well and W/M to Town	1,132	925	2,415	-	-	-	-	-	-	-	-	-	-	4,472
Sub Total Growth/Expansion		764,865	172,574	173,992	176,078	149,619	133,451	133,737	93,379	48,135	46,190	71,515	53,285	77,442	2,094,262
Enhancement/Improvement															
73520	BSmart	6	-	-	-	-	-	-	-	-	-	-	-	-	6
73530	ISMP - Integration Implementation	51	-	-	-	-	-	-	-	-	-	-	-	-	51
73540	ISMP - Projects Implementation	294	-	-	-	-	-	-	-	-	-	-	-	-	294
73930	Facilities Security Upgrades - Water	679	-	-	-	-	-	-	-	-	-	-	-	-	679
73980	B.P. SCADA Master Plan and Upgrades - Water	1,313	-	-	-	-	-	-	-	-	-	-	-	-	1,313
75610	ISF Water and Wastewater Instrumentation and Control Equipment	811	567	-	-	-	-	-	-	-	-	-	-	-	1,378
Sub Total Enhancement/Improvement		3,154	567	-	-	-	-	-	-	-	-	-	-	-	3,721
Total Tangible Capital Assets		799,209	177,731	186,523	191,641	177,015	160,602	152,826	108,524	61,174	61,443	88,317	67,057	87,534	2,319,596

2012 Business Plan and Budget															
Environmental Services															
Water Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
Non Tangible Capital Assets															
Rehabilitation/Replacement															
73940	Regulatory Upgrades	17,468	-	-	-	-	-	-	-	-	-	-	-	-	17,468
72340	Watermain Inspection Program	2	-	-	-	-	-	-	-	-	-	-	-	-	2
78581	Water Asset Management	-	-	2,052	1,648	1,736	784	1,264	1,264	1,367	495	2,054	398	-	13,062
Sub Total Rehabilitation/Replacement		17,470	-	2,052	1,648	1,736	784	1,264	1,264	1,367	495	2,054	398	-	30,532
Growth/Expansion															
71260	Decommission Sharon Elevated Tank	232	35	3	300	-	-	-	-	-	-	-	-	-	570
72150	Water Conservation Authority (CA) Joint Ground Water Initiative	10,191	2,133	2,289	2,335	2,381	2,429	2,478	2,527	2,578	2,629	2,682	2,694	-	37,346
72370	Water for Tomorrow - Education Program	207	-	-	-	-	-	-	-	-	-	-	-	-	207
72380	Water for Tomorrow - Leak Detection Program	65	-	-	-	-	-	-	-	-	-	-	-	-	65
72390	Water for Tomorrow Program	6,464	5,500	4,710	4,270	4,098	4,540	4,080	4,080	4,080	4,080	3,380	3,523	-	52,805
72400	Water for Tomorrow - ICI Audits	11	-	-	-	-	-	-	-	-	-	-	-	-	11
72440	Aurora/Newmarket Water Supply System Study	-	-	210	310	-	-	-	-	-	-	-	-	-	520
73300	Water Master Plan Update	791	-	100	100	500	500	100	100	300	550	650	750	-	4,441
73500	L.TWS/Water Use Efficiency	1,816	-	-	-	-	-	-	-	-	-	-	-	-	1,816
73510	L.TWS/Flapper and Showerhead Maintenance Program	25	-	-	-	-	-	-	-	-	-	-	-	-	25

2012 Business Plan and Budget															
Environmental Services															
Water Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
73780	Peel Water Supply - "Buy-in" Payments	34,928	17,464	-	-	-	-	-	-	-	-	-	-	-	52,392
73890	Source Water Protection	3,209	1,250	2,085	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	-	22,294
73960	B.P Facilities Energy Audit - Water	96	-	-	-	-	-	-	-	-	-	-	-	-	96
74170	Decommission of Wooten Way Elevated tank	213	231	69	-	-	-	-	-	-	-	-	-	-	513
74220	Decommission Markham Pumping Station (PS)	-	30	50	1,100	-	-	-	-	-	-	-	-	-	1,180
75410	Decommission North Richmond Hill (RH) Pumping Station (PS)	-	-	-	-	-	-	-	140	540	460	-	-	-	1,140
75500	Holland Landing Elevated Tank (ET) Decommissioning	-	-	-	-	-	-	-	-	10	50	9,975	-	-	10,035
75560	Joint Optimization Study	26	27	10	-	-	-	22	37	-	-	-	-	-	122
77420	Decommission East Woodbridge Pumping Station (PS)	-	-	-	-	-	-	-	50	250	-	-	-	-	300
79670	Water System Capacity Assessment	10,026	130	100	115	120	120	120	120	120	120	120	120	-	11,331
Sub Total Growth/Expansion		68,300	26,800	9,626	10,280	8,849	9,339	8,550	8,804	9,628	9,639	18,557	8,837	-	197,209
Enhancement/Improvement															
72110	Created by Loading 2009 Actual 4600-72110	13,560	-	-	-	-	-	-	-	-	-	-	-	-	13,560
73080	Created by Loading 2009 Actual 4600-73080	438	-	-	-	-	-	-	-	-	-	-	-	-	438
73610	Transmission Operations Optimizer	1,764	845	1,280	500	-	-	-	-	-	-	-	-	-	4,389
73920	Capital Delivery Process Improvements - Water	1,272	86	240	-	-	-	-	-	-	-	-	-	-	1,598
74850	Created by Loading 2009 Actual 4600-74850	1	-	-	-	-	-	-	-	-	-	-	-	-	1

2012 Business Plan and Budget															
Environmental Services															
Water Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
				(In \$000's)											
75540	Water Model Calibration	9	40	310	-	-	100	250	-	-	-	200	150	-	1,059
Sub Total Enhancement/Improvement		17,044	971	1,830	500	-	100	250	-	-	-	200	150	-	21,045
Total Non Tangible Capital Assets		102,815	27,771	13,508	12,428	10,585	10,223	10,064	10,068	10,995	10,134	20,811	9,385	-	248,787
TOTAL GROSS EXPENDITURES		902,024	205,502	200,031	204,069	187,600	170,825	162,890	118,592	72,169	71,577	109,128	76,442	87,534	2,568,383

2012 Business Plan and Budget														
Environmental Services														
Water Services														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Developer Up-Front Financing	4,669	502	-	-	-	-	-	-	-	-	-	-	-	5,171
Development Charges	81,273	17,694	82	300	-	22	87	250	-	-	-	-	-	99,708
Development Charges Committed	68,230	40,891	-	-	-	-	-	-	-	-	-	-	-	109,121
Other Revenues	(1,986)	-	-	-	-	-	-	-	-	-	-	-	-	(1,986)
Committed Non Growth User Rate	19,583	3,951	-	-	-	-	-	-	-	-	-	-	-	23,534
Contribution from Operating	32,324	2,852	10,260	8,422	5,721	5,436	6,348	5,592	6,622	6,293	6,973	5,995	2,348	105,186
Reserve: Capital Replacement	42,572	4,584	10,777	13,833	27,542	26,778	18,483	15,094	12,112	13,834	16,515	12,769	7,744	222,637
Sub Total Regional	246,665	70,474	21,119	22,555	33,263	32,214	24,853	20,773	18,984	20,127	23,488	18,764	10,092	563,371
External														
Federal Funding	2,281	501	-	-	-	-	-	-	-	-	-	-	-	2,782
Provincial Funding	3,675	919	-	-	-	-	-	-	-	-	-	-	-	4,594
Municipal/Local	4,623	-	-	-	-	-	-	-	-	-	-	-	-	4,623
Grants & Subsidies	101	-	-	-	-	-	-	-	-	-	-	-	-	101
Other Recoveries	1,621	-	-	-	-	-	-	-	-	-	-	-	-	1,621
Sub Total External	12,303	1,420	-	-	-	-	-	-	-	-	-	-	-	13,723
TOTAL AVAILABLE FINANCING	258,968	71,894	21,119	22,555	33,263	32,214	24,853	20,773	18,984	20,127	23,488	18,764	10,092	577,094

2012 Business Plan and Budget														
Environmental Services														
Water Services														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
			(In \$000's)											
TOTAL DEBENTURE REQUIREMENTS	643,056	133,608	178,912	181,514	154,337	138,611	138,037	97,819	53,185	51,450	85,640	57,678	77,442	1,991,289
TOTAL FINANCING SOURCES	902,024	205,502	200,031	204,069	187,600	170,825	162,890	118,592	72,169	71,577	109,128	76,442	87,534	2,568,383
DEBENTURE REPAYMENT SOURCES														
Prior Years	643,056	155	-	-	-	-	-	-	-	-	-	-	-	643,211
Development Charges	-	131,631	178,912	181,514	154,337	138,611	138,037	97,819	53,185	51,450	85,640	57,678	77,442	1,346,256
User Rates	-	1,822	-	-	-	-	-	-	-	-	-	-	-	1,822
TOTAL DEBENTURE REQUIREMENTS	643,056	133,608	178,912	181,514	154,337	138,611	138,037	97,819	53,185	51,450	85,640	57,678	77,442	1,991,289

2012 Business Plan and Budget

Environmental Services

Water Services

10 year Capital Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	User Rates	Other Recoveries
70050	Leslie St. Watermain (WM)	1,000	-	-	1,000	-	-	-
70050B	Leslie St. Watermain (WM) - From just north of Mullock Drive to Davis Drive	6,577	-	-	6,577	-	-	-
70120	Orchard Heights Pumping Station (PS) and Kirby Pumping Station (PS) Upgrade	8,330	-	-	8,330	-	-	-
71180	Queensville Elevated Tank No. 1	8,146	-	-	8,146	-	-	-
71250	Queensville Tank No. 2	8,140	-	-	8,140	-	-	-
71260	Decommission Sharon Elevated Tank	303	-	-	-	303	-	-
72150	Water Conservation Authority (CA) Joint Ground Water Initiative	25,022	-	-	-	-	25,022	-
72170	Georgina Water Supply (GWS)-Keswick North Elevated Tank (ET) and Connecting Watermain to Woodbine Av	4,242	-	-	4,242	-	-	-
72180	Georgina Water Supply (GWS) - Woodbine and Ravenshoe Watermain (WM) (Church St-Keswick Tank)	297	-	-	297	-	-	-
72200	Georgina Water Supply (GWS) - Sutton Water Servicing	2,617	-	-	2,617	-	-	-
72200B	Georgina Water Supply (GWS) - Sutton Water Servicing	15,295	-	-	15,295	-	-	-
72390	Water for Tomorrow Program	40,841	-	-	40,841	-	-	-
72440	Aurora/Newmarket Water Supply System Study	520	-	-	520	-	-	-
72450	Aurora Elevated Tank (related to project 70050)	9,763	-	-	9,763	-	-	-
72490	East Gwillimbury Water Meter Chambers	3,403	-	-	3,394	-	9	-
72500	ISF Georgina Water Supply (GWS) Georgina Water Treatment Plant (WTP) Phase 2	614	-	-	614	-	-	-
72510	York Water System Security	700	-	-	-	-	700	-

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10 year Capital Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debture Proceeds	Development Charges	User Rates	Other Recoveries
72520	PD6 Nashville Road Watermain- Huntington to the Kleinburg Elevated Tank	6,930	-	-	6,930	-	-	-
72560	Bloomington Road Bayview Avenue AC Watermain	31,187	-	-	31,187	-	-	-
73160	Nobleton - Additional Water Supply and Watermain (WM) to Town	4,834	-	-	4,834	-	-	-
73170	King City - Additional Water Supply watermain	377	-	-	377	-	-	-
73300	Water Master Plan Update	3,650	-	-	3,650	-	-	-
73580	Toronto Cost Shared Work - 2005 Water Supply Agreement	94,810	-	-	94,810	-	-	-
73580B	Toronto Cost Shared Work - 2005 Water Supply Agreement	152,409	-	-	152,409	-	-	-
73610	Transmission Operations Optimizer	1,780	-	-	-	-	1,780	-
73790	Peel Water Supply - Cost-Shared Work	326,134	-	-	326,134	-	-	-
73790B	Peel Water Supply - Cost-Shared Work	54,949	-	-	54,949	-	-	-
73890	Source Water Protection	17,835	-	17,835	-	-	-	-
73920	Capital Delivery Process Improvements - Water	240	-	-	-	-	240	-
74170	Decommission of Wooten Way Elevated tank	69	-	-	-	69	-	-
74210	PD6 Markham Bypass	5,339	-	-	5,339	-	-	-
74220	Decommission Markham Pumping Station (PS)	1,150	-	-	1,150	-	-	-
74260	Toronto Supply - Kennedy Watermain (WM) - Milliken (PS) to Major Mack	59,988	-	-	59,988	-	-	-
75390	Kleinburg Storage and Pumping Station	50,024	-	-	50,024	-	-	-

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10 year Capital Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debturture Proceeds	Development Charges	User Rates	Other Recoveries
75400	PD8 West Richmond Hill (RH) Pumping Station (PS) and Watermain	33,498	-	-	33,498	-	-	-
75410	Decommission North Richmond Hill (RH) Pumping Station (PS)	1,140	-	-	1,140	-	-	-
75420	PD7 Maple Pumping Station (PS) Upgrade and Flowmeter	300	-	-	300	-	-	-
75430	Bathurst Watermain (WM)	23,036	-	-	23,036	-	-	-
75440	Yonge to Woodspring Watermain (WM)	14,456	-	-	14,456	-	-	-
75450	Glenway Reservoir Expansion	7,757	-	-	7,757	-	-	-
75460	Yonge Street Watermain from Gladman to Green Lane	16,204	-	-	16,204	-	-	-
75480	Newmarket West Yonge Elevated Tank (ET) and Yonge Watermain (WM)	1,629	-	-	1,629	-	-	-
75480B	Newmarket West Yonge Elevated Tank (ET) and Yonge Watermain (WM)	11,876	-	-	11,876	-	-	-
75490	Bathurst/Green Lane/ Yonge Watermain	10,587	-	-	10,587	-	-	-
75500	Holland Landing Elevated Tank (ET) Decommissioning	10,035	-	-	10,035	-	-	-
75510	Second Concession Watermain	5,957	-	-	5,957	-	-	-
75520	Stouffville Zone 2 Elevated Tank (ET) and Watermain	8,206	-	-	8,206	-	-	-
75530	PD7 Vaughan Watermain and Reservoir	20,006	-	-	20,006	-	-	-
75540	Water Model Calibration	1,010	-	-	-	-	1,010	-
75560	Joint Optimization Study	69	-	-	-	69	-	-
75590	Wellington Reservoir and Watermain	11,219	-	-	11,219	-	-	-

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10 year Capital Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debture Proceeds	Development Charges	User Rates	Other Recoveries
75600	Green Lane/ Leslie Street Newmarket Central (NC) Watermain	11,180	-	-	11,180	-	-	-
75620	Richmond Hill (Pugsley) Pumping Station (PS) Capacity Upgrade	7,180	-	-	7,180	-	-	-
75700	Water Servicing – Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre	3,810	-	-	3,810	-	-	-
76120	PD7 Elgin Mills (Enford to Bayview)	11,350	-	-	11,350	-	-	-
76270	PD7 Bayview Ave Watermain (WM) (Elgin Mills to 19th Ave)	4,785	-	-	4,785	-	-	-
76290	Bathurst Watermain (WM) (Elgin Mills Rd. to N Richmond Hill Reservoir & Gamble Rd. to Jefferson Rese	227	-	-	227	-	-	-
76300	N. Richmond Hill Elevated Tank (ET) No. 2 and Yonge Vandorf Bloomington Bayview Watermain (WM)	6,100	-	-	6,100	-	-	-
77420	Decommission East Woodbridge Pumping Station (PS)	300	-	-	-	300	-	-
77480	Kleinburg - Additional Water Supply watermain	11,498	-	-	11,498	-	-	-
78180	Ballantrae - New Production Well and W/M to Town	2,415	-	-	2,415	-	-	-
78500	Water General	180	-	-	-	-	180	-
78510B	Surface Water Treatment	4,500	-	4,500	-	-	-	-
78510C	Surface Water Treatment-Keswick Water treatment Plant Upgrades	8,953	-	8,953	-	-	-	-
78511B	Ground Water Treatment	20,365	-	20,365	-	-	-	-
78511C	Ground Water Treatment-Newmarket Well Facility Upgrade	2,414	-	2,414	-	-	-	-
78511D	Ground Water Treatment Yonge Street Aquifer well replacement	10,466	-	10,466	-	-	-	-
78512	Pumping Water	59	-	59	-	-	-	-

2012 Business Plan and Budget

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Water Services

10 year Capital Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	User Rates	Other Recoveries
78512B	Pumping Water	14,569	-	14,569	-	-	-	-
78512C	Pumping Water-Maple PS Upgrades	9,180	-	9,180	-	-	-	-
78513B	Storage at Grade	1,820	-	-	-	-	1,820	-
78514	Storage Elevated Tank	203	-	-	-	-	203	-
78514B	Storage Elevated Tank	8,641	-	-	-	-	8,641	-
78514C	Storage Elevated Tank-Repainting	4,486	-	-	-	-	4,486	-
78516B	Storage Reservoir	12,290	-	12,290	-	-	-	-
78516C	Storage Reservoir- West Park Heights Upgrade	1,395	-	1,395	-	-	-	-
78517B	Meter Chamber Water	543	-	-	-	-	543	-
78518B	Control Valve Chamber - Water	64	-	-	-	-	64	-
78519B	Transmission Main	54,416	-	54,416	-	-	-	-
78519C	Transmission Main-Bathurst Watermain Hwy 7 to Birch	11,295	-	11,295	-	-	-	-
78540	Supervisory Control and Data Acquisition (SCADA) Communication Network Water	50	-	-	-	-	50	-
78540B	Supervisory Control and Data Acquisition (SCADA) Communication Network Water	3,052	-	-	-	-	3,052	-
78563	Technology Integration Water	2,600	-	-	-	-	2,600	-
78564	Technology Development & Implementation Water	4,200	-	-	-	-	4,200	-
78581	Water Asset Management	13,062	-	-	-	-	13,062	-

2012 Business Plan and Budget

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10 year Capital Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debenture Proceeds	Development Charges	User Rates	Other Recoveries
79670	Water System Capacity Assessment	1,175	-	-	1,175	-	-	-
Total Rate Supported		1,373,323	-	167,737	1,137,183	741	67,662	-

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Capital Strategy (10 Year Plan)

In accordance with York Region's Sustainability Strategy, which promotes a balanced approach to better integrate economy, environment and community, a sound Capital Strategy is required to provide safe, cost effective and sustainable wastewater services to existing residents and to accommodate the planned growth in York Region. The Water and Wastewater Master Plan Update was completed in 2009, and identified major wastewater infrastructure expansion to address long term servicing needs while ensuring compliance with environmental regulation and York Region sustainability principles. Since this Master Plan Update was completed, other events have occurred that shaped the development of this 2012 Wastewater Capital Strategy including:

- Securing Individual Environmental Assessment approval of the Southeast Collector Sewer with conditions requiring the Region to develop and implement an Infiltration and Inflow Reduction Strategy.
- Completion of the majority of Water Pollution Control Plant expansion in communities outside the York Durham Sewage System service area. As a result, most of the ten year capital expenditures will be focussed on increasing the York Durham Sewage System capacity.
- Development of 2011 to 2015 Corporate Strategic Plan that has identified 'Continue to Deliver and Sustain Critical Infrastructure' as one of the Strategic Priority areas. The Capital Strategy has prioritized capital infrastructure projects to support managed growth, optimize community benefit and leverage capacity available in existing infrastructure to complete the build-out of developing communities.

Along with infrastructure expansion, infiltration and inflow reduction has become a key element in the provision of cost effective and sustainable environmental services.

Highlights of the ten year wastewater capital plan:

- Expenditures of approximately \$2.7 billion over the ten year period, of which \$1.5 billion or 56% is required in the first five years to complete construction of major wastewater projects including the Southeast Collector Sewer
- The last five-year period of the ten year capital plan requires funding of \$1.2 billion or 44% of the ten year plan and is primarily for construction of the Upper York Sewage Solutions, Primary Trunk Sewer and West Vaughan Servicing
- \$2.0 billion or 74% of funding over the 10 year period is required for expansion and upgrades of the York Durham Sewage System and work on the Duffin Creek Water Pollution Control Plant
- Major wastewater infrastructure works in the ten year capital program include 63 km of new sewers, 2 water pollution control plant expansions and 4 new sewage pumping stations
- Investment totalling \$328 million or 12% of ten year plan is being allocated to major infrastructure renewal projects to rehabilitate or replace aging assets

Key elements of the wastewater capital strategy adopted in the ten year capital program are presented below.

Expansion of York Durham Sewage System (YDSS) addresses servicing needs in urban areas of York Region

- Strategy to increase conveyance capacity in southern areas of York Region includes paralleling the existing York Durham Sewage System through construction of the new Southeast Collector and Primary Trunk sewer and extending the system capacity to new areas
- Increased treatment capacity will continue to be secured through upgrading and expansion of Duffin Creek Water Pollution Control Plant to address constraints of the existing outfall and diversion of sewage flow for treatment in Peel Region

Inflow and infiltration reduction plays major role in strategy

- With rising costs to build new infrastructure and increasing regulatory requirements for environmental protection, water conservation and inflow and infiltration reduction will continue to play important roles in addressing long term sanitary servicing needs. Innovative solutions to meet servicing requirements are also being explored through the Upper York Sewage Solutions Individual Environmental Assessment.
- In March 2011, York Region completed an Inflow and Infiltration Reduction Strategy which provides a plan to reduce inflow and infiltration across the Region over the next 20 years and beyond. The Region and its nine local municipalities have committed to work in partnership to fund and implement the remedial/design work identified in the strategy.
- Major regulatory requirements impacting the wastewater servicing strategy include:
 - MOE conditions of approval on the Southeast Collector Individual Environmental Assessment, stipulating that the Region must implement a region-wide inflow and infiltration reduction strategy
 - MOE conditions of approval of the Individual Environmental Assessment Terms of Reference for the Upper York Sewage Solutions project, requiring the Region to consider innovative sewage solutions to provide long term wastewater service to Aurora, Newmarket and East Gwillimbury
 - Phosphorous loading restrictions under the *Lake Simcoe Protection Act (2008)* requiring the Region to adopt state-of-art technology in wastewater treatment
 - Duffin Creek Water Pollution Control Plant Stage 1 & 2 Rehabilitation required as part of MOE conditions applied to the Certificate of Approval (Air) for the Stage 3 Expansion
 - *Sustainable Water and Sewer Systems Act (2002)* requiring municipalities to recover all costs needed to operate, maintain, and replace water and wastewater assets

Upper York Sewage Solutions addresses servicing needs in Aurora, Newmarket and East Gwillimbury

- Servicing strategy for the planned build-out of Aurora, East Gwillimbury, and Newmarket will be addressed through the Upper York Sewage Solutions project. Innovative solutions are being explored in the Individual Environmental Assessment process. The tentatively recommended alternative is a Water Reclamation Centre discharging treated water into Lake Simcoe.

Most communities outside York Durham Sewage System have recently expanded Water Pollution Control Plant treatment capacities

- With recent wastewater expansions, most communities outside Georgina and the York Durham Sewage System have sufficient capacities to service expected growth detailed in their approved community plans
- Current expansion of Kleinburg Water Pollution Control Plant, scheduled for commissioning late in 2011, will address near term growth needs of Kleinburg-Nashville community. The West Vaughan Servicing project will provide a longer term solution for the ultimate build-out of Kleinburg-Nashville.
- Current expansion of Keswick water pollution control plant, scheduled for commissioning in 2012, and planned expansion of Sutton water pollution control plant will meet growth needs of these communities for the next ten years and beyond

Infrastructure Management remains a long term need

- As per reporting requirements in Section 3150 of the Public Sector Accounting Board (PSAB) Handbook, municipalities are required to report tangible capital assets as assets (versus expenses) on financial statements. This is intended to ensure that municipalities have a better understanding of their asset base and the condition of infrastructure. In addition, the Ontario government passed Bill 175, the *Sustainable Water & Sewage Systems Act*, which requires municipalities to assess the full cost of providing water and sewage services and to recover costs needed to operate, maintain, and replace them. Once implemented, Bill 175 will require municipalities to report on asset inventories, infrastructure management plans, assessment of the cost of providing water and wastewater services as well as revenue sources for full cost recovery. This legislation also requires municipalities to establish and maintain a dedicated reserve account to pay for the full cost of providing water and wastewater services and the replacement cost of the infrastructure at the end of its lifecycle.
- More recently, the *Water Opportunities and Water Conservation Act* (2010) was passed in the Ontario Legislature. The Act makes reference to have Water/Wastewater utilities prepare, submit and seek approval for a "municipal water sustainability plan" including an asset management plan and a financial plan.
- Environmental Services' key strategic goals involve proactively managing and maintaining infrastructure to ensure short and long term adequacy and reliability of water, wastewater and solid waste services and to comply with all regulatory requirements. The Infrastructure Management Program effectively manages the lifecycle of billions of dollars worth of

environmental services assets and identifies non-growth related capital projects for infrastructure upgrades or replacements.

- The Infrastructure Improvement Program is designed to support short and long term capital planning. The aim of the Program and its supporting database system is to define and organize infrastructure needs, provide a quantitative method of choosing priority projects, while managing descriptive information and rationale for planning over the long term. In essence, the Program provides an objective method for evaluating infrastructure needs and optimization opportunities to match available funding.
- Duffin Creek Water Pollution Control Plant remains an essential facility for the provision of sewage treatment service to over 80% of York Region residents. Proactive asset management is necessary to ensure that existing facility components continue to be rehabilitated in a timely manner. An Infrastructure Management Program for Duffin Creek ensures a reliable long term capital investment plan for this facility and prioritization of assets for rehabilitation or replacement based on available funding levels. This long term plan includes development of asset management strategies, odour and corrosion control programs, system optimization, asset inspections, condition assessment and data collection, risk assessments, asset performance evaluation and deterioration and lifecycle modelling.

Key Initiatives (10 Year Plan)

A number of key initiatives and related projects have been identified as essential to deliver the capital strategy. These include implementing the following wastewater projects in the ten year program. (Numbers in brackets indicate project expenditures from 2012 to 2021 as a percentage of total project cost):

Expansion of York Durham Sewage System

1. **Expansion of Duffin Creek Water Pollution Control Plant provides treatment capacity to 2031**

The Stage 3 expansion increases treatment capacity from 420 ML/day to 630 ML/day (14% of \$628M including Durham share). In addition, capacity expansion of the outfall is also required (98% of \$148M including Durham share). With Stage 3 Liquid Process Expansion commissioned in 2010, major outstanding works within the next 10 years include the completion of Stage 3 Solids Process Expansion in 2012, Stages 1 and 2 Upgrade and Refurbishment in 2016 and the Outfall in 2016.

2. **New Southeast Collector provides downstream conveyance capacity**

The new Southeast Collector scheduled for commissioning in late 2014 will form a parallel system with the existing sewer between Ninth Line in the Town of Markham and Valley Farm Road in the City of Pickering. The sewer is required to service growth in all municipalities served by the York Durham Sewage System and will also provide operational flexibility including the opportunity to rehabilitate the existing sewer. (67% of \$546M)

3. Twinning Primary Trunk provides downstream conveyance capacity

Twinning of the primary trunk at the downstream end of the York Durham Sewage System, from the terminus of the Southeast Collector to the Duffin Creek Water Pollution Control Plant, will increase the conveyance capacity as well as overall system security. The new primary trunk is scheduled for completion in 2021. (100% of \$202M)

4. Servicing Holland Landing, Queensville and Sharon initial growth

Construction of the YDSS connection to Holland Landing, Queensville and Sharon will service the initial growth of the three communities. This project is subject to execution of a prepaid development charge credit agreement. (99% of \$150M)

5. Servicing long term growth in Holland Landing, Queensville, Sharon, Aurora, Newmarket

The Individual Environmental Assessment for Upper York Sewage Solutions is currently underway to determine the preferred long term servicing solutions for the Upper York area including Aurora, Newmarket, Holland Landing, Queensville and Sharon. The project is scheduled for completion in 2018. (98% of \$504M)

6. Leslie Street Pumping Station capacity upgrade underway

Upgrades to Leslie Street pumping station including pump replacement, electrical and standby power enhancements are required to increase pumping capacity to meet growth needs. The project is scheduled for commissioning in 2013. (85% of \$28M)

Cost-shared works with Peel Region

7. Peel cost-shared works to provide additional sewage servicing capacity

Peel cost-shared capital projects include replacing sections of trunk sewers in Etobicoke and expanding capacity at the Lakeview wastewater treatment plant to provide sewage conveyance and treatment capacities up to 53 ML/day in 2031. (54% of \$106M)

Expansion of Communal Systems

8. Keswick Water Pollution Control Plant expansion under construction with commissioning in 2012

Expansion of the Keswick Water Pollution Control Plant will increase the treatment capacity to 18 ML/day to accommodate planned growth in the community to 2031. Construction is currently underway and scheduled for commissioning in 2012. (39% of \$83M)

9. Kleinburg Water Pollution Control Plant expansion is scheduled for commissioning in late 2011

Expansion of the Kleinburg Water Pollution Control Plant will increase the treatment capacity from 1.2 ML/day to 2.8 ML/day to accommodate near term growth in the community. Construction is scheduled for completion in late 2011. The ten year program also includes a

servicing project to address the long term servicing needs for the west Vaughan area including Kleinburg. (99% of \$159M)

Asset Replacement and Rehabilitation

10. Infrastructure Upgrades, Replacement and Rehabilitation needs will significantly increase over time

York Region owns an extensive portfolio of wastewater assets including sewers, treatment plants, pumping stations, odour control facilities, equalization tanks and meter chambers. The current age of wastewater infrastructure ranges from one to fifty-six years with an average age (weighted by the replacement cost) of about fifteen years. As the Region's wastewater infrastructure ages, asset management efforts have become an ongoing requirement to rehabilitate or replace existing infrastructure to meet service level standards. As infrastructure management plans are completed, new projects are identified to ensure future reliability in the form of service continuity. These projects impact the latter years of the ten year capital program as more needs are identified. (\$327.7M over ten years)

Key projects identified in the ten year capital program include:

- Condition assessment and rehabilitation of Duffin Creek Water Pollution Control Plant and parts of the existing Southeast Collector Sewer (\$233.1M)
- Condition assessment and rehabilitation of gravity sewers including the parts of the existing Southeast Collector Trunk Sewer following commissioning of the new Southeast Collector Trunk Sewer in 2014, Aurora Newmarket York Durham Sewage System relining project and improvements of 16th Avenue, 9th Line and Markham Collector sewers (\$29.6M)
- Sewage Pumping Station assessments and upgrades including Aurora, Black Creek, Humber, Newmarket and South River Road pumping stations (\$42.7M)
- Local Water Pollution Control Plant assessments and upgrades including rehabilitation of Keswick Water Pollution Control Plant (\$10.4M)
- Asset management program development for overall wastewater assets and treatment assets at Duffin Creek Water Pollution Control Plant (\$10.5M)
- Odour and Corrosion Control Program including system review, detailed condition and odour assessments, capital projects (e.g. Aurora Newmarket York Durham Sewage System Corrosion project) (\$1.4M)

Inflow and Infiltration Reduction Program

11. Inflow and Infiltration Reduction Program is currently underway with full participation from area municipalities.

Following completion of the York Region's Inflow and Infiltration Reduction Strategy in March 2011, the Region commenced implementation of the strategy in partnership with the nine local area municipalities. (85% of \$42M)

New Projects Added to the 2012 Budget Process

Two new growth-related projects have been added in the ten year capital program totalling \$29.5M:

- **Wastewater Servicing for Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre (\$27.5M)**

In recognition of the planned intensification in Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre, a new project is required to expand the conveyance system including a new sewer along Langstaff Road to permit servicing of the proposed development.

- **High Street Pumping Station Expansion (\$2.0M)**

The 2009 Water and Wastewater Master Plan identified the need to expand the firm capacity of the High Street Pumping Station in Sutton from 12 ML/day to 16 ML/day to meet future growth needs in the community.

Two new infrastructure management projects were added to the 2012 ten year capital program totalling \$10.4M:

- **Wastewater Asset Management Program Development (\$8.0M)**

Development of an overall asset management program for wastewater assets, which include delineation of asset management strategies, odour and corrosion control programs, system optimization, asset inspection, condition assessment and data collection, risk assessment, assets performance evaluation, deterioration and lifecycle modelling. This information will help optimize decision making for long range capital planning of asset rehabilitation or replacement.

- **Duffin Creek Asset Management Program (\$2.4M)**

Development of an overall asset management program for assets at the Duffin Creek Water Pollution Control Plant. This work will include the development of asset management strategies, odour and corrosion control programs, system optimization, asset inspection, condition assessment and data collection, risk assessment, assets performance evaluation, deterioration and lifecycle modelling. This information will help optimize decision making for long range capital planning of asset rehabilitation or replacement.

Long Term Outlook (10 Year Plan)

Expenditures

Expenditures for the first five years of the wastewater capital plan total \$1.5 billion which are primarily for major YDSS projects including the new Southeast Collector, Duffin Creek Water Pollution Control Plant (Stage 3) expansion, Duffin Creek Outfall, Duffin Creek Stages 1 and 2 Upgrades, Leslie Street pumping station upgrades, as well as capacity expansions for both Keswick and Kleinburg water pollution control plants. The second five-year period of the ten year capital plan involves expenditures of \$1.2 billion on capital projects including implementation of the Upper York Sewage Solutions, Primary Trunk Sewer and West Vaughan Servicing.

Completion of \$2.7 billion in planned wastewater works in the ten year plan will result in significant upgrades to the Regional sanitary system, with the essential components capable of servicing projected growth through to 2031. Beyond this ten year program, capital expenditures on rehabilitation and replacement projects will take on a larger share of the program costs as existing Regional assets age.

Major rehabilitation and replacement costs for specific wastewater assets under the ten year program are listed below:

INFRASTRUCTURE	No. of Facilities	Estimated Rehabilitation / Replacement Cost (\$Million)
<u>DISCRETE</u>		
Pumping Wastewater	18 facilities	\$42.7
Wastewater Treatment	7 facilities	\$9.1
Wastewater Meter Chamber	11 facilities	\$1.3
Odour Control	2 facilities	\$1.4
<u>LINEAR</u>		
Gravity Sewer (Inc. rehabilitation of sections of the existing Southeast Collector)	128 km	\$32.7
Forcemain	87 km	\$2.8
<u>DUFFIN CREEK REHABILITATION & SOUTH EAST COLLECTOR REHABILITATION</u>		
Rehabilitation of Duffin Creek Water Pollution Control Plant (Inc. rehabilitation of sections of the existing Southeast Collector)	1 facility	\$208.2
Duffin Creek Minor Capital	1 facility	\$19.0
<u>ASSET MANAGEMENT</u>		
Asset Management Program Development / Other	System-wide	\$8.1
Duffin Creek Asset Management Program	1 facility	\$2.4
Total		\$327.7 Million

Capital Summary

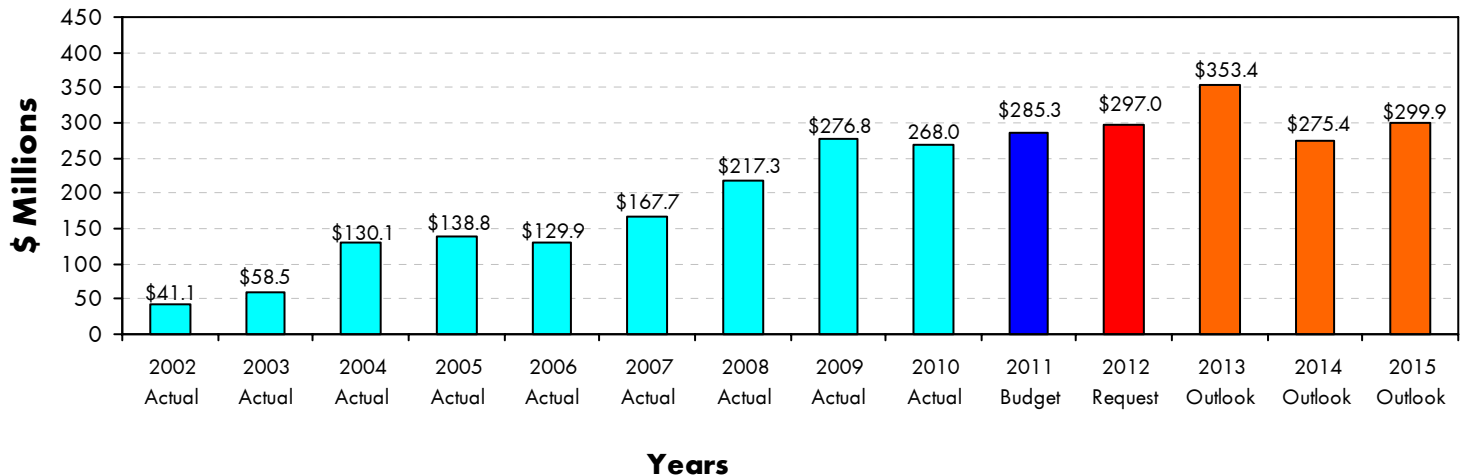
\$000's	2011 Approved Budget	2012 Request	2013 Outlook	2014 Outlook	2015-2021 Outlook
GROSS EXPENDITURES					
Tangible Capital Assets					
Replacement/Rehabilitation					
Gravity Sewer	1,528	2,870	1,325	1,232	21,361
Other Non-Capital Projects	6,654	7,070	1,300	1,500	5,952
Sewage Pumping Station	6,985	5,898	15,119	14,898	6,761
Sewage Treatment Plants	4,575	899	725	350	8,580
Forcemain	352	0	25	125	2,650
Sewage Meter Chambers	905	394	619	164	166
Third Party Capital	8,455	11,342	2,945	1,900	210,980
Total Replacement/Rehabilitation	29,454	28,473	22,058	20,169	256,450
Growth / Expansion					
Gravity Sewer	115,069	153,035	193,673	178,243	966,146
Sewage Pumping Station	6,431	6,181	16,420	3,949	44,975
Sewage Treatment Plants	30,557	17,930	10,000	4,887	35,067
Third Party Capital	95,547	78,698	105,461	59,760	309,433
Total Growth / Expansion	247,604	255,844	325,554	246,839	1,355,621
Improvements / Enhancement					
Forcemain	0	0	0	0	50,001
Sewage Pumping Station	0	0	0	0	43,000
Total Improvements / Enhancement	0	0	0	0	93,001
Total Tangible Capital Assets	277,058	284,317	347,612	267,008	1,705,072
Non - Tangible Capital Assets					
Replacement/Rehabilitation					
Gravity Sewer	0	350	350	0	0
Other Non-Capital Projects	0	915	755	1,015	7,735
Total Replacement/Rehabilitation	0	1,265	1,105	1,015	7,735
Growth / Expansion					
Planning & Studies	6,005	9,730	2,830	5,530	22,060
Sewage Treatment Plants	0	0	0	0	243
Total Growth / Expansion	6,005	9,730	2,830	5,530	22,303
Improvements / Enhancement					
Groundwater Resource Protection	1,608	1,618	1,650	1,683	12,765
Other Non-Capital Projects	624	86	200	150	700
Total Improvements / Enhancement	2,232	1,704	1,850	1,833	13,465
Total Non - Tangible Capital Assets	8,237	12,699	5,785	8,378	43,503
Total Replacement/Rehabilitation	29,454	29,738	23,163	21,184	264,185
Total Growth / Expansion	253,609	265,574	328,384	252,369	1,377,924
Total Improvements / Enhancements	2,232	1,704	1,850	1,833	106,466
TOTAL GROSS EXPENDITURES	285,295	297,016	353,397	275,386	1,748,575

Wastewater

\$000's	2011 Approved Budget	2012 Request	2013 Outlook	2014 Outlook	2015-2021 Outlook
FINANCING					
Www Committed Non-Growth User Rate	(11,592)	(789)	0	0	0
Www Contribution from Operating	(9,586)	(14,210)	(22,098)	(21,147)	(66,880)
Developer Up - Front Financing	(34,025)	(4,330)	(52,359)	(32,000)	(32,243)
Development Charge	(4,986)	0	0	0	0
DC Previously Committed	(4,855)	0	0	0	0
Reserve: Capital Replacement	(10,883)	(16,988)	(2,945)	(1,900)	(148,211)
Other Recoveries (3rd party)	(18,166)	(8,396)	(20,574)	(11,684)	(119,793)
Federal Funding	(30,090)	0	0	0	0
Debentures	(161,112)	(252,303)	(255,421)	(208,655)	(1,381,448)
TOTAL FINANCING	(285,295)	(297,016)	(353,397)	(275,386)	(1,748,575)
TAX LEVY - RESERVE	0	0	0	0	0

Capital Program Cost History

Wastewater



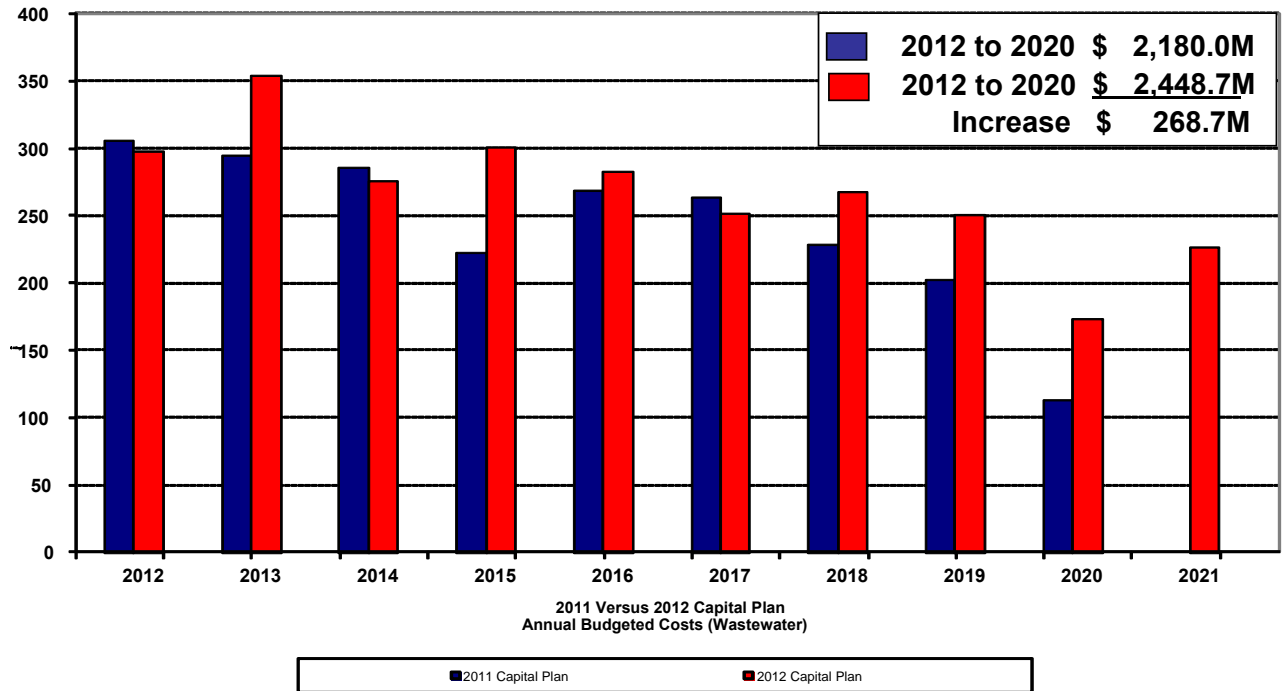
2011 Achievements (Numbers in bracket indicate estimated expenditure in 2011 and % of total project cost)

- Commissioned Kleinburg WPCP expansion required to service growth in Kleinburg-Nashville (\$12.6M or 45% of total project cost)
- Initiated commissioning of Duffin Creek WPCP Stage 3 Solid Process Expansion (\$55M or 9% of total project cost)
- Completed 70% of Keswick WPCP expansion which will provide capacity to service up to 49,000 people in Keswick (\$24M or 29% of total project cost)
- Commenced construction of Southeast Collector (\$74M or 14% of total project cost)
- Lake Simcoe Innovative Water Reclamation Centre confirmed as the recommended alternative for Upper York Sewage Solutions (\$6.2M or 1% of total project cost)
- Commenced Environmental Assessment for West Vaughan Sewage Servicing (\$1.4M or 1% of total project cost)
- Submission of Inflow and Infiltration Reduction Strategy to the Ministry of the Environment with updates to be provided on an annual basis
- Completed cost-shared wastewater works with Peel totalling \$2M or 2% of total project cost
- Tendered Newmarket/Aurora/Richmond Hill sewer rehabilitation
- Completed twin forcemains in Keswick

2011 Plan vs. 2012 Plan

Gross Costs Comparison (2012 to 2020)

Projected expenditures for 2012 to 2020 have increased by \$268.7M in the 2012 Ten Year Capital Plan over the 2011 Ten Year Capital Plan, including previously approved estimates.



Out of the \$2,448.7M 2012 to 2020 program costs, \$736.6M is multi-year TPBA.

Explanation of Cost Changes

Comparison of 2011 and 2012 plans above shows an increase in forecast expenditures of \$268.7M in the nine year period between 2012 and 2020. The following table summarizes these differences.

Project	2011 Plan Total Budgeted Cost 2012-2020	2012 Plan Total Budgeted Cost 2012-2020	Difference
Duffin Creek Stage 1 & 2 Upgrade (#72530)	\$174M	\$261M	\$87M Revised cost estimate to reflect the following changes on the original design: 1) influent pumping station deeper than anticipated to accommodate new Primary trunk (\$26M), 2) new disinfection system upgrades and demolition work not included in the initial scope of work (\$16M), 3) asset management requirements to replace major equipment (\$19M) and 4) construction inflation adjustment (\$5M)
Duffin Creek Stage 3 Expansion (#73720)	\$8M	\$89M	\$81M Cost increase due to 1) contractor claim related to delay in awarding solids contract to qualify for federal/provincial funding (\$18M), 2) higher cost estimates associated with a deeper pump station than originally anticipated to accommodate the new Primary Trunk (\$15M) and 3) transfer to rate reserve for reconciliation of costs since 2004 (\$8M)
Duffin Creek Outfall (#72360)	\$82M	\$146M	\$64M Revised cost estimate based on newer information on outfall. Recovery from Durham is under review and is estimated between \$24M and \$30M. (construction works)
Primary Trunk Sewer (#75320)	\$139M	\$193M	\$54M Revised cost estimates for the Environmental Assessment based on actual cost for the Southeast Collector Environmental Assessment and adjustments on the design and construction costs to reflect current expected levels
Newmarket Pumping Station (#75360)	\$7M	\$35M	\$28M Revised Construction estimates
Wastewater Servicing - Richmond Hill Centre (#75650)	\$0M	\$27M	\$27M New project introduced in the 2012 Ten Year Capital Plan needed to permit wastewater servicing of Richmond Hill Langstaff Gateway provincial growth and urban centre in Richmond Hill and Markham

Wastewater

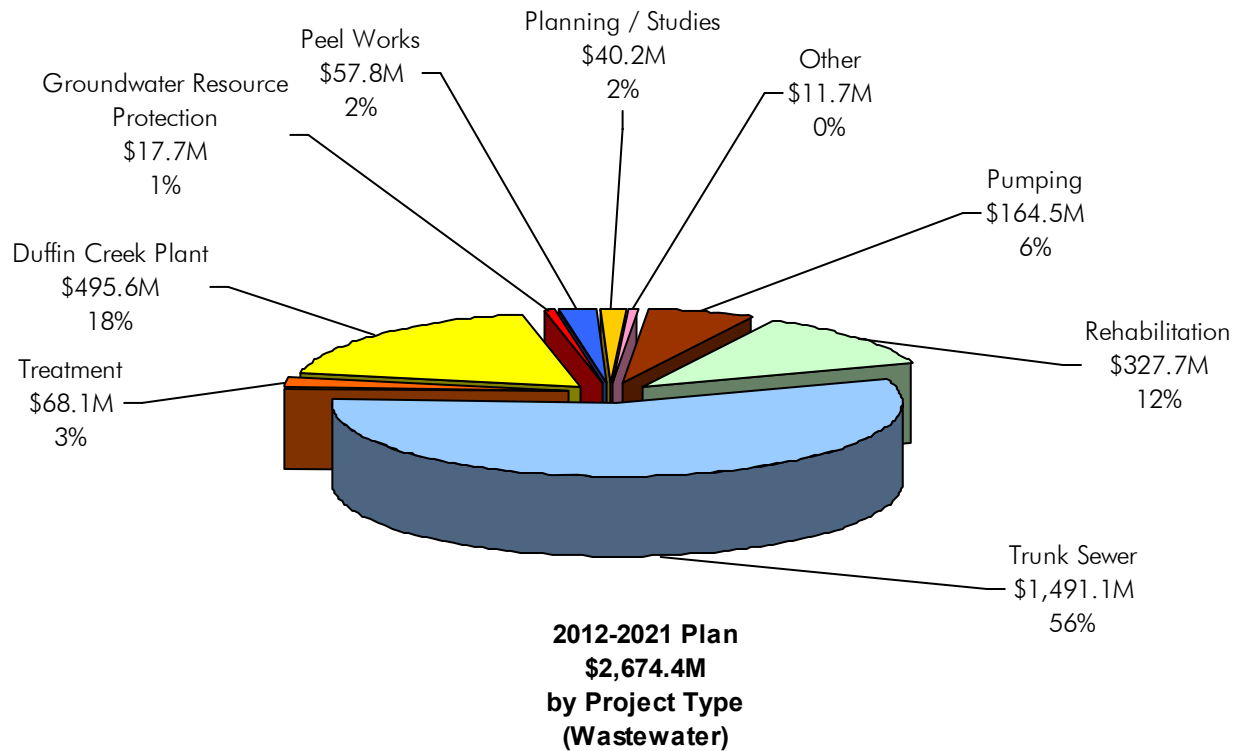
Wastewater System capacity Assessment / Infiltration and Inflow Reduction (#73640)	\$14M	\$34M	\$20M Updated costs to allow for installation of flow meters and rain gauges
Bogart Creek PS Service Area Diversion(#75370)	\$18M	\$36M	\$18M Revised Construction Estimates
Peel System Cost Shared Works (#79740)	\$40M	\$55M	\$15M Updated costs and change in construction timing
Other New Projects (#78582), (#78584), (#72550),	\$0M	\$11M	\$11M Three new projects: Wastewater Asset Mgmt. Program Development (\$7M); Duffin Creek Asset Mgmt. (\$2M); High Street Pumping Station (\$2M)
Leslie Pumping Station Upgrade (#79890)	\$15M	\$24M	\$9M Revised cost estimate to include additional required work not specified in the initial scope of work (i.e. standby power and pump replacement)
Modification work to existing odour control facility east of York-Durham Line on the York Durham Sewage System (#75570)	\$2M	\$10M	\$8M Revised cost estimates resulting from design changes and updated construction cost estimates
Keswick Water Pollution Control Plant (#72240)	\$26M	\$32M	\$6M Updated costs related to advancement of outfall works not originally included in the scope of work
Upper York Sewage Solutions (#74270)	\$490M	\$494M	\$4M An increase in costs for the environmental assessment and a change in timing of expenditures
Various Projects including (#78531), (#72230), (#78573), (#79570), other projects	\$255M	\$266M	\$11M Increases for projects including: Pumping Wastewater (\$1.8M); Joe Dales Force mains & Pumping Station Upgrades (\$1.5M); Technology Development & Integration Wastewater (\$2.0M); Sutton Water Pollution Control Plant Expansion (\$1.5M); other projects (\$4.2M)
Projects With Decreases			
Duffin Creek water pollution control plant upgrade (#76340)	\$135M	\$37M	(\$98M) Deferred most of the rehabilitation cost for reactors beyond 2020
North Markham Trunk Sewer (#75290)	\$24M	\$2M	(\$22M) Spending deferred beyond current ten year plan

Wastewater

Wastewater General (#78520)	\$27M	\$6M	(\$21M) Reallocation of budget to more specific infrastructure renewal program accounts
Trunk Sewer Infrastructure Renewal Program (#78536)	\$33M	\$20M	(\$13M) Updated cost to reflect anticipated expenditures
Wastewater Treatment Infrastructure Renewal Program (#78533)	\$20M	\$9M	(\$11M) Reallocation of budget to more specific infrastructure renewal program accounts
York Durham Sewage System(#74040)	\$376M	\$366M	(\$10M) Reallocation of budget to more specific infrastructure renewal program accounts
East Queensville Pumping Station and Forcemain(#75340)	\$16M	\$8M	(\$8M) Spending deferred to 2021
Meter Chamber Wastewater Infrastructure Renewal Program (#78534)	\$8M	\$1M	(\$7M) Reallocation of budget to more specific infrastructure renewal program accounts
Various Projects including: (#79470), (#75310), (#78538), (#78574), (#77470), other projects	\$160M	\$141M	(\$19M) Reductions in various projects including Wastewater Conservation Authority Joint Initiative (\$5.0M); East Vaughan Trunk Sewer (\$4.0M); Odour Control Infrastructure Renewal Program (\$3.2M); Technology Development & Integration Wastewater (\$3.0M); Kleinburg Water Pollution Control Plant (\$1.8M); other projects (\$2.0M)

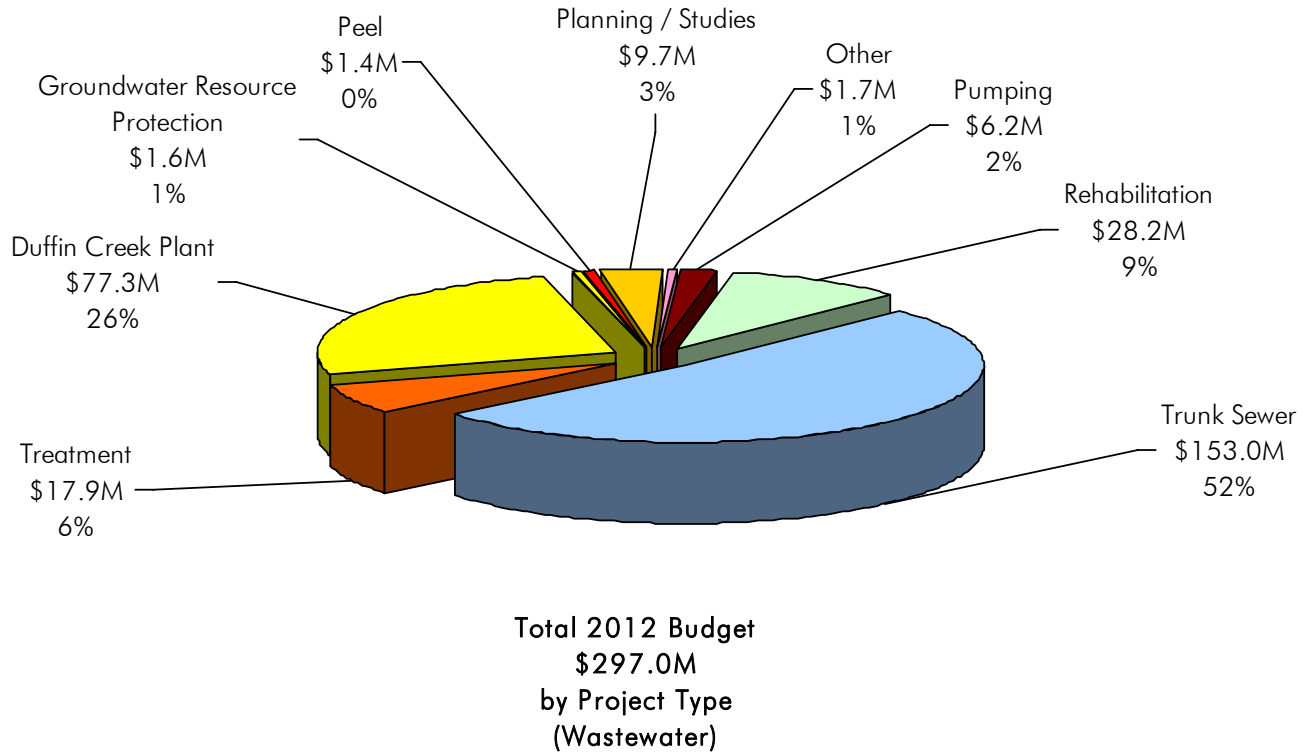
Projects that received funding or funding increase approval by Council subsequent to approval of the 2011 Ten Year Capital Plan:			
Queensville / Holland Landing / Sharon YDSS Connection (#71220)	\$114M	\$149M	\$35M Approval of additional project costs received via Council report in June 2011

10 Year Capital Plan – Forecast Expenditures by Project Type



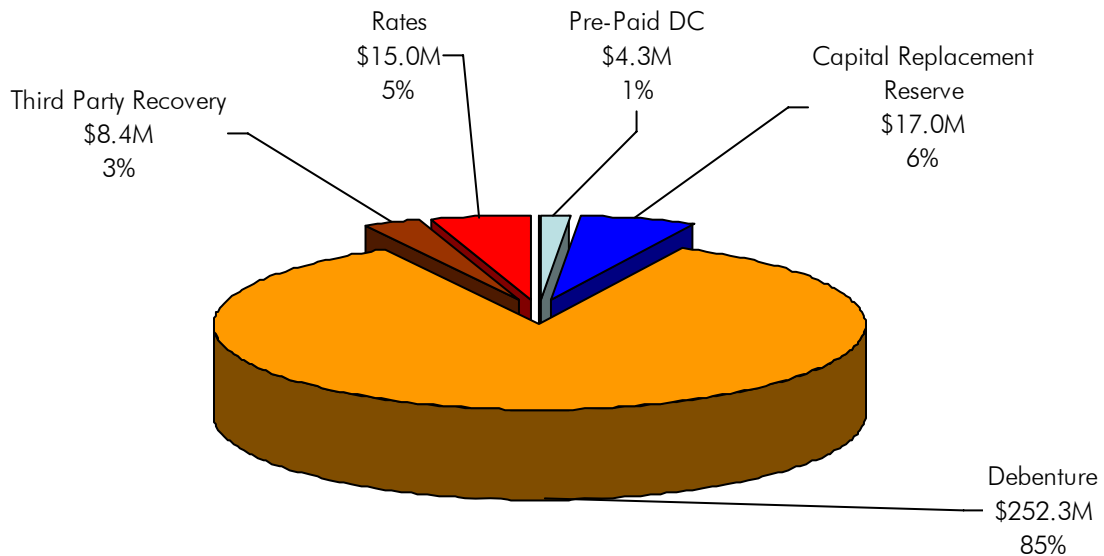
The ten year wastewater capital plan totals \$2.7 billion, of which \$1.5 billion or 56% is projected for expansion of system conveyance including Southeast Collector, West Vaughan Servicing, Upper York Sewage Solutions and Primary Trunk Sewer. In addition, \$496 million or 18% of funding is required for work on the Duffin Creek Water Pollution Control Plant. Capital expenditures to rehabilitate or replace aging infrastructure accounts for \$328 million or 12% of the ten year expenditures.

Total 2012 Budget – Forecast Expenditures by Project Type



Wastewater expenditures in 2012 total \$297 million of which 52% or \$153 million is for trunk sewers and of this, \$140 million pertains to the Southeast Collector Sewer. Expansion and upgrade to the Duffin Creek Water Pollution Control Plant account for \$77 million or 26% of 2012 expenditures. Treatment work in communities outside the York Durham Sewage System service area including expansion of Keswick Water Pollution Control Plant in Georgina represents \$18 million or 6% of 2012 expenditures. Other expenditures including Leslie Street pumping station expansion and Keswick Joe Dales pumping station expansion and various rehabilitation projects make up the remaining 16% or \$49 million of 2012 expenditures.

Total 2012 Budget – Sources of Funding



Total 2012 Budget
\$297.0M
Funding Sources
(Wastewater)

The 2012 wastewater expenditures of \$297 million, or 11% of the ten year plan, will be primarily funded through debenture (\$252 million or 85% of 2012 expenditures), and third party recovery (\$8 million or 3% of 2012 expenditures). Rehabilitation and upgrades of existing assets will be funded through capital reserves (6% or \$17 million) and rates (5% or \$15 million).

Pressures of Net Operating Impact of Capital Projects

Additional staffing and funding resources will be required to operate and maintain the new facilities and kilometres of sewer that will be coming online in the next 10 years.

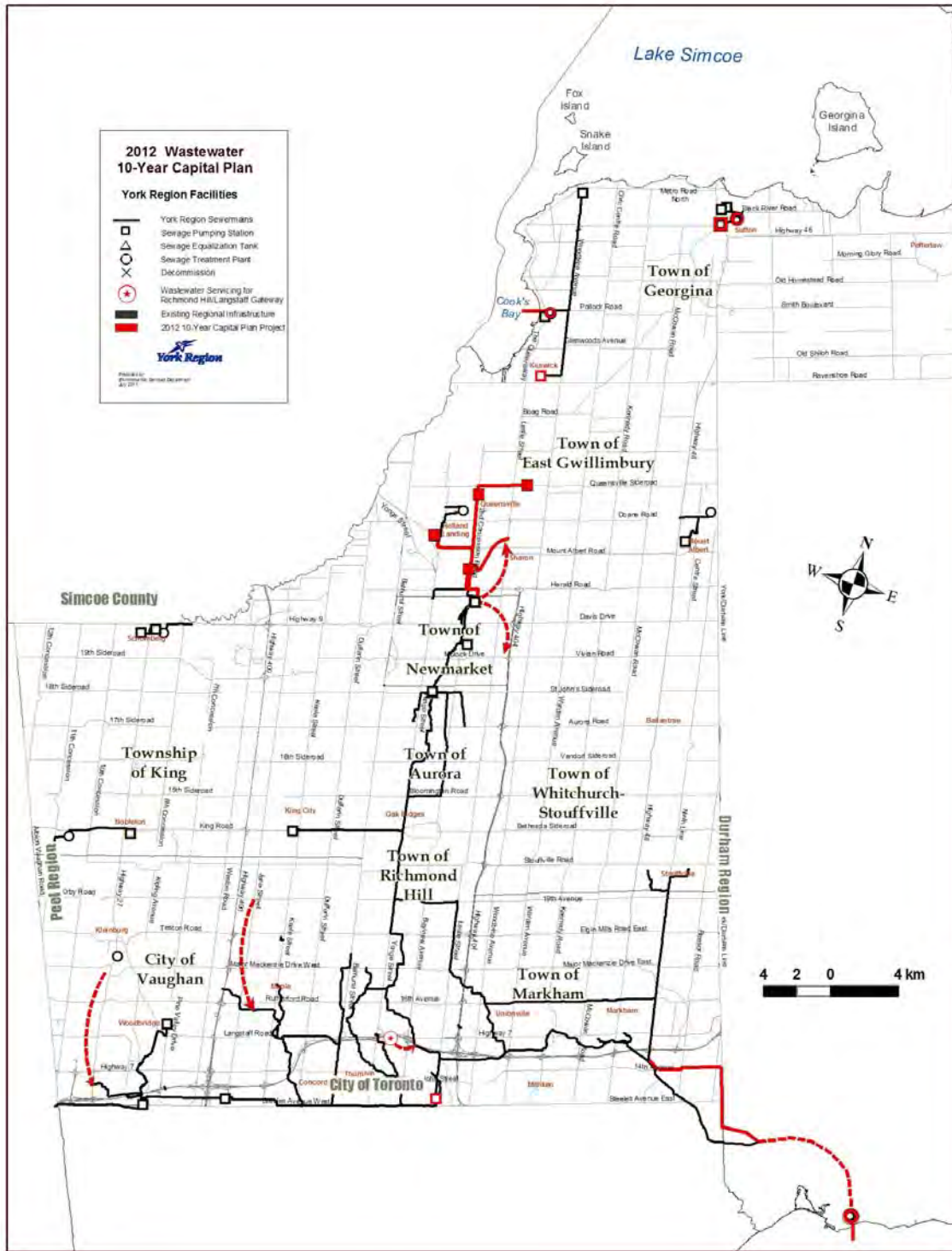
New infrastructure to be constructed through this ten year capital program is summarized below:

Year	Major water pollution plant expansion	No. of new pumping stations	New sewers (km)	Odour Control Facility
2012	-	-	-	-
2013	1	-	-	1
2014	-	-	16	1
2015	-	3	9	-
2016	-	-	-	-
2017	-	-	9	-
2018	-	-	12	-
2019	-	1	12	-
2020	-	-	6	-
2021	1	-	-	-
Total	2	4	63 KM	2

2012 Business Plan and Budget										
Environmental Services										
Wastewater										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Salaries and Benefits	-	-	-	184	-	-	13	13	26	13
Replacement Reserve Contribution	-	-	-	1,519	-	-	-	1,697	-	5,042
Other Costs	-	-	-	56	-	-	-	-	-	-
Total Gross Costs	-	-	-	1,759	-	-	13	1,710	26	5,055
Total Net Impact on User Rates	-	-	-	1,759	-	-	13	1,710	26	5,055

Appendix

Capital Projects Map



2012 Business Plan and Budget											
Environmental Services											
Wastewater											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
GROSS EXPENDITURES											
Tangible Capital Assets											
Rehabilitation/Replacement											
73770	Asset Upgrade & Rehabilitation - Wastewater	19,208	-	-	-	-	-	-	-	-	19,208
75570	Existing Odour Control Facility (OCF) Modification Work	852	660	9,393	1,000	-	-	-	-	10,393	11,905
76340	York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant (WPCP) Upgrade	13	13	49	-	-	-	-	-	49	75
77290	YDSS Black Creek PS	8,330	293	-	-	-	-	-	-	-	8,623
78520	Wastewater General	908	185	415	-	-	-	-	-	415	1,508
78520B	Wastewater General-Aurora Newmarket Sewer Rehab	-	6,235	5,505	-	-	-	-	-	5,505	11,740
78531	Pumping Wastewater	1,392	5,344	2,820	-	-	-	-	-	2,820	9,556
78531C	Pumping Wastewater-Black Creek SPS Assessment and Upgrades	-	263	46	2,968	955	-	-	-	3,969	4,232
78531D	Pumping Wastewater-Newmarket PS Upgrades	-	18	212	3,527	5,264	-	-	-	9,003	9,021
78531E	Pumping Wastewater-Aurora SPS Pump Replacement	-	380	2,820	8,624	8,679	-	-	-	20,123	20,503
78533	Wastewater Treatment	181	1,759	899	550	-	-	-	-	1,449	3,389
78534	Meter Chamber Wastewater	49	45	234	-	-	-	-	-	234	328
78534C	Meter Chamber Wastewater-YDSS Flumes Condition Upgrade	-	35	160	-	-	-	-	-	160	195

2012 Business Plan and Budget											
Environmental Services											
Wastewater											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
78536	Trunk Sewer	474	337	2,870	684	-	-	-	-	3,554	4,365
78537	Trunk Forcemain	138	64	-	-	-	-	-	-	-	202
78538	Odour Control	1,939	229	-	-	-	-	-	-	-	2,168
78550	Supervisory Control and Data Acquisition (SCADA) Communication Network Wastewater	-	-	50	-	-	-	-	-	50	50
78573	Technology Integration Wastewater	128	100	500	-	-	-	-	-	500	600
78574	Technology Development & Implementation Wastewater	128	150	600	-	-	-	-	-	600	878
79850	York Durham Sewage System (YDSS) Duffin Creek Minor Capital	36,173	1,900	1,900	-	-	-	-	-	1,900	39,973
Sub Total Rehabilitation/Replacement				28,473	17,353	14,898	-	-	-	60,724	148,518
Growth/Expansion											
70260	East Holland Trunk	17,670	-	-	-	-	-	-	-	-	17,670
70340	Aurora Sewage Equalization Tank	17,235	845	-	-	-	-	-	-	-	18,080
71070	Mt. Albert WPCP Expansion	11,626	-	-	-	-	-	-	-	-	11,626
71220	Queensville/Holland Landing/Sharon York Durham Sewage System (YDSS) Connection	1,118	193	4,330	52,359	32,000	32,000	-	-	120,689	122,000
72220	GWS - Metro Road Main PS and Forcemain	11,932	-	-	-	-	-	-	-	-	11,932
72230	Joe Dales Force mains & Pumping Station (PS) Upgrades	14,079	5,609	2,126	-	-	-	-	-	2,126	21,814

2012 Business Plan and Budget											
Environmental Services											
Wastewater											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)					Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
				2012	2013	2014	2015	2016			
72240	Keswick Water Pollution Control Plant (WPCP) Expansion	26,943	23,892	17,630	10,000	4,887	-	-	32,517	83,352	
72360	Duffin Creek Water Pollution Control Plant (WPCP) Outfall / Effluent Strategy	14	1,120	510	-	-	-	-	510	1,644	
72410	Temp Flow Control System on YDSS	2,342	36	340	-	-	-	-	340	2,718	
72530	Duffin Creek Stages 1 & 2 Upgrade and Refurbishment	271	5,500	41,980	50,803	50,000	50,000	30,000	235,229	241,000	
73020	King City PS and Forcemain	14,443	-	-	-	-	-	-	-	14,443	
73050	Nobleton WPCP PS Forcemain	1,888	520	-	-	-	-	-	-	2,408	
73060	Schomberg WPCP Expansion	20,925	581	-	-	-	-	-	-	21,506	
73700	King City Collection System	34,778	20	-	-	-	-	-	-	34,798	
73720	York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant (WPCP) (Phase 3) Expansi	483,601	55,860	34,858	50,258	3,600	-	-	88,716	628,177	
74030	~York Durham Sewage System (YDSS) 16th Ave Trunk (Stone Mason-Woodbine)	94,307	700	1,800	550	550	-	-	2,900	97,907	
74040	York Durham Sewage System (YDSS) Southeast Collector	106,365	74,000	140,000	100,000	95,000	20,000	5,000	365,798	546,163	
74270A	Upper York Sewage Solutions (Pre-Construction)	4,095	6,256	5,289	9,510	-	-	-	14,799	25,150	
75170	Newmarket EQ Tank & Newmarket PS Upgrade	11,237	-	-	-	-	-	-	-	11,237	
75260	Greenlane Pumping Station Upgrade	1,037	17	-	-	-	-	-	-	1,054	
75270	Bogart Creek PS Upgrade	72	-	-	-	-	-	-	-	72	

2012 Business Plan and Budget											
Environmental Services											
Wastewater											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost	
				2012	2013	2014	2015				2016
75300A	West Vaughan Sewage Servicing (Pre-Construction)	175	1,200	990	1,121	-	-	-	2,111	3,486	
75310	East Vaughan Trunk Sewer	-	10	10	-	-	-	-	10	20	
75320A	Primary Trunk Sewer Study (Pre-Construction)	-	60	-	-	-	-	-	-	60	
75330	Green Lane Sewer Diversion	-	18	156	-	-	-	-	156	174	
75350	Sharon Trunk Sewer	1	10	-	-	-	-	-	-	11	
75650	Wastewater Servicing – Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre	-	-	55	-	-	-	-	55	55	
76050	YDSS Interceptor Sewer (Lower Leslie/19th Ave.)	92,895	88	15	-	-	-	-	15	92,998	
77090	York Durham Sewage System (YDSS) Langstaff Trunk	37,082	700	105	-	-	180	-	285	38,067	
77100	*YDSS Bathurst Collector (Phases 1 & 2)	49,314	5	-	-	-	-	-	-	49,319	
77200	YDSS Humber Forcemain to Peel	44,738	-	-	-	-	-	-	-	44,738	
77310	West Rainbow Trunk Sewer	12,219	193	-	-	-	-	-	-	12,412	
77400	Pine Valley Wastewater Pumping Station	9,071	500	-	-	-	-	-	-	9,571	
77470	Kleinburg Water Pollution Control Plant (WPCP) Expansion/Extension of YDSS	15,593	12,686	300	-	-	-	-	300	28,579	
77510	Bathurst Trunk Sewer Phase 3	89	-	-	-	-	-	-	-	89	
78050	9th Line Trunk Sewer Extension to Stouffville	39,487	-	-	-	-	-	-	-	39,487	
79570	Sutton Water Pollution Control Plant (WPCP) Expansion	8,935	24	-	-	-	-	-	-	8,959	

2012 Business Plan and Budget											
Environmental Services											
Wastewater											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
79740	Peel System Cost Shared Works	46,268	2,035	1,350	3,200	2,500	4,240	2,205	4,832	18,327	66,630
79870	YDSS Duffin Creek WPCP Optimization	66,558	-	-	-	-	-	-	-	-	66,558
79890	York Durham Sewage System (YDSS)-Leslie Pumping Station (PS) Upgrade	3,461	632	4,000	16,000	3,949	-	-	-	23,949	28,042
Sub Total Growth/Expansion		1,301,863	193,310	255,844	293,801	192,486	106,420	37,205	23,076	908,832	2,404,005
Enhancement/Improvement											
73550	BSmart	5	-	-	-	-	-	-	-	-	5
73560	ISMP - Integration Implementation	54	-	-	-	-	-	-	-	-	54
73570	ISMP Projects Implementation	348	-	-	-	-	-	-	-	-	348
73650	YDSS Overflow Security Implementation	862	-	-	-	-	-	-	-	-	862
73740	B.P. - SCADA Infrastructure Assessment - Wastewater	1,187	-	-	-	-	-	-	-	-	1,187
Sub Total Enhancement/Improvement		2,456	-	-	-	-	-	-	-	-	2,456
Total Tangible Capital Assets		1,374,104	211,320	284,317	311,154	207,384	106,420	37,205	23,076	969,556	2,554,980
Non Tangible Capital Assets											
Rehabilitation/Replacement											
78582	Wastewater Asset Management	-	-	665	-	-	-	-	-	665	665
78584	Duffin Creek WPCP Assets	-	-	250	-	-	-	-	-	250	250
79580	Sanitary Sewer Inspection Program	749	350	350	350	-	-	-	-	700	1,799

2012 Business Plan and Budget											
Environmental Services											
Wastewater											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
Sub Total Rehabilitation/Replacement		749	350	1,265	350	-	-	-	-	1,615	2,714
Growth/Expansion											
71230	Holland Landing Lagoons Decommissioning	14	-	-	-	-	-	-	-	-	14
73640	Inflow & Infiltration Reduction	5,455	800	9,600	-	-	-	-	-	9,600	15,855
75640	Wastewater System Capacity Studies	-	30	30	-	-	-	-	-	30	60
78110	Decommissioning of Stouffville WPCP and SPS	961	-	-	-	-	-	-	-	-	961
79100	Wastewater Master Plan Update	1,496	-	100	-	-	-	-	-	100	1,596
Sub Total Growth/Expansion		7,926	830	9,730	-	-	-	-	-	9,730	18,486
Enhancement/Improvement											
73660	Created by Loading 2009 Actual 4400-73660	443	-	-	-	-	-	-	-	-	443
73680	Screenings Management Strategy	175	-	-	-	-	-	-	-	-	175
73690	Capital Delivery Process Improvements - Wastewater	2,143	205	48	-	-	-	-	-	48	2,396
73750	Facilities Energy Audit - Wastewater	38	-	-	-	-	-	-	-	-	38
73760	Facility Security Upgrades - Wastewater	157	-	-	-	-	-	-	-	-	157
74020	Created by Loading 2009 Actual 4400-74020	28,955	-	-	-	-	-	-	-	-	28,955
75380	Wastewater Model Calibration	27	193	38	-	-	-	-	-	38	258
79470	Wastewater (WW) Conservation Authority (CA) Joint Initiative	6,975	1,608	1,618	-	-	-	-	-	1,618	10,201

2012 Business Plan and Budget											
Environmental Services											
Wastewater											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
79780	Created by Loading 2009 Actual 4400-79780	36,893	-	-	-	-	-	-	-	-	36,893
79980	Odour Corrosion Control	6,097	-	-	-	-	-	-	-	-	6,097
Sub Total Enhancement/Improvement		81,903	2,006	1,704	-	-	-	-	-	1,704	85,613
Total Non Tangible Capital Assets		90,579	3,186	12,699	350	-	-	-	-	13,049	106,814
TOTAL GROSS EXPENDITURES		1,464,682	214,506	297,016	311,504	207,384	106,420	37,205	23,076	982,605	2,661,793

2012 Business Plan and Budget										
Environmental Services										
Wastewater										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Regional										
Development Charges	135,468	1,941	-	-	-	-	-	-	-	137,409
Committed Non Growth User Rate	25,413	10,782	789	-	-	-	-	-	789	36,984
Contribution from Operating	57,706	5,021	14,210	16,703	14,898	-	-	-	45,811	108,538
Development Charges Committed	52,948	14,342	-	-	-	-	-	-	-	67,290
Other Recoveries (Revenue)	120	-	-	-	-	-	-	-	-	120
Reserve: Capital Replacement	42,824	5,058	16,988	1,000	-	-	-	-	17,988	65,870
Developer Up-Front Financing	159,834	753	4,330	52,359	32,000	32,000	-	-	120,689	281,276
Fees and Charges (Revenue)	5,643	-	-	-	-	-	-	-	-	5,643
Sub Total Regional	479,956	37,897	36,317	70,062	46,898	32,000	-	-	185,277	703,130
External										
Federal Funding	-	30,090	-	-	-	-	-	-	-	30,090
Provincial Funding	29,767	-	-	-	-	-	-	-	-	29,767
Municipal/Local	35,952	20	-	-	-	-	-	-	-	35,972
King City Collection System	31	-	-	-	-	-	-	-	-	31
Other Recoveries	95,828	15,032	8,396	20,212	10,720	10,000	6,000	2,489	57,817	168,677
Sub Total External	161,578	45,142	8,396	20,212	10,720	10,000	6,000	2,489	57,817	264,537

2012 Business Plan and Budget										
Environmental Services										
Wastewater										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
			(In \$000's)							
TOTAL AVAILABLE FINANCING	641,535	83,039	44,713	90,274	57,618	42,000	6,000	2,489	243,094	967,668
TOTAL DEBENTURE REQUIREMENTS	823,148	131,467	252,303	221,230	149,766	64,420	31,205	20,587	739,511	1,694,126
TOTAL FINANCING SOURCES	1,464,682	214,506	297,016	311,504	207,384	106,420	37,205	23,076	982,605	2,661,793
DEBENTURE REPAYMENT SOURCES										
Prior Years	823,148	-	-	-	-	-	-	-	-	823,148
Development Charges	-	122,866	235,506	204,651	133,548	48,300	21,533	16,574	660,112	782,978
User Rates	-	8,601	16,797	16,579	16,218	16,120	9,672	4,013	79,399	88,000
TOTAL DEBENTURE REQUIREMENTS	823,148	131,467	252,303	221,230	149,766	64,420	31,205	20,587	739,511	1,694,126

2012 Business Plan and Budget

Environmental Services

Wastewater

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	User Rates	Other Recoveries
71220	Queensville/Holland Landing/Sharon York Durham Sewage System (YDSS) Connection	120,689	-	-	-	-	-	120,689
72230	Joe Dales Force mains & Pumping Station (PS) Upgrades	2,126	-	-	2,126	-	-	-
72240	Keswick Water Pollution Control Plant (WPCP) Expansion	32,517	-	-	32,517	-	-	-
72360	Duffin Creek Water Pollution Control Plant (WPCP) Outfall / Effluent Strategy	510	-	-	510	-	-	-
72410	Temp Flow Control System on YDSS	340	-	-	340	-	-	-
72530	Duffin Creek Stages 1 & 2 Upgrade and Refurbishment	235,229	-	-	188,184	-	-	47,045
73640	Inflow & Infiltration Reduction	9,600	-	-	9,600	-	-	-
73690	Capital Delivery Process Improvements - Wastewater	48	-	-	-	-	48	-
73720	York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant (WPCP) (Phase 3) Expansion	88,716	-	-	77,429	-	515	10,772
74030	~York Durham Sewage System (YDSS) 16th Ave Trunk (Stone Mason-Woodbine)	2,900	-	-	2,900	-	-	-
74040	York Durham Sewage System (YDSS) Southeast Collector	365,798	-	-	365,798	-	-	-
74270A	Upper York Sewage Solutions (Pre-Construction)	14,799	-	-	14,799	-	-	-
75300A	West Vaughan Sewage Servicing (Pre-Construction)	2,111	-	-	2,111	-	-	-
75310	East Vaughan Trunk Sewer	10	-	-	10	-	-	-
75330	Green Lane Sewer Diversion	156	-	-	156	-	-	-
75380	Wastewater Model Calibration	38	-	-	-	-	38	-
75570	Existing Odour Control Facility (OCF) Modification Work	10,393	-	10,393	-	-	-	-

2012 Business Plan and Budget

Environmental Services

Wastewater

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	User Rates	Other Recoveries
75640	Wastewater System Capacity Studies	30	-	-	-	-	30	-
75650	Wastewater Servicing – Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre	55	-	-	55	-	-	-
76050	YDSS Interceptor Sewer (Lower Leslie/19th Ave.)	15	-	-	15	-	-	-
76340	York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant (WPCP) Upgrade	49	-	49	-	-	-	-
77090	York Durham Sewage System (YDSS) Langstaff Trunk	285	-	-	285	-	-	-
77470	Kleinburg Water Pollution Control Plant (WPCP) Expansion/Extension of YDSS	300	-	-	300	-	-	-
78520	Wastewater General	415	-	141	-	-	274	-
78520B	Wastewater General-Aurora Newmarket Sewer Rehab	5,505	-	5,505	-	-	-	-
78531	Pumping Wastewater	2,820	-	-	-	-	2,820	-
78531C	Pumping Wastewater-Black Creek SPS Assessment and Upgrades	3,969	-	-	-	-	3,969	-
78531D	Pumping Wastewater-Newmarket PS Upgrades	9,003	-	-	-	-	9,003	-
78531E	Pumping Wastewater-Aurora SPS Pump Replacement	20,123	-	-	-	-	20,123	-
78533	Wastewater Treatment	1,449	-	-	-	-	1,449	-
78534	Meter Chamber Wastewater	234	-	-	-	-	234	-
78534C	Meter Chamber Wastewater- YDSS Flumes Condition Upgrade	160	-	-	-	-	160	-
78536	Trunk Sewer	3,554	-	-	-	-	3,554	-
78550	Supervisory Control and Data Acquisition (SCADA) Communication Network Wastewater	50	-	-	-	-	50	-

2012 Business Plan and Budget

Environmental Services

Wastewater

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	User Rates	Other Recoveries
78573	Technology Integration Wastewater	500	-	-	-	-	500	-
78574	Technology Development & Implementation Wastewater	600	-	-	-	-	600	-
78582	Wastewater Asset Management	665	-	-	-	-	665	-
78584	Duffin Creek WPCP Assets	250	-	-	-	-	250	-
79100	Wastewater Master Plan Update	100	-	-	100	-	-	-
79470	Wastewater (WW) Conservation Authority (CA) Joint Initiative	1,618	-	-	-	-	1,618	-
79580	Sanitary Sewer Inspection Program	700	-	-	-	-	700	-
79740	Peel System Cost Shared Works	18,327	-	-	18,327	-	-	-
79850	York Durham Sewage System (YDSS) Duffin Creek Minor Capital	1,900	-	1,900	-	-	-	-
79890	York Durham Sewage System (YDSS)-Leslie Pumping Station (PS) Upgrade	23,949	-	-	23,949	-	-	-
Total Rate Supported		982,605	-	17,988	739,511	-	46,600	178,506

2012 Business Plan and Budget															
Environmental Services															
Wastewater															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
GROSS EXPENDITURES															
Tangible Capital Assets															
Rehabilitation/Replacement															
73770	Asset Upgrade & Rehabilitation - Wastewater	19,208	-	-	-	-	-	-	-	-	-	-	-	-	19,208
75570	Existing Odour Control Facility (OCF) Modification Work	852	660	9,393	1,000	-	-	-	-	-	-	-	-	-	11,905
76340	York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant (WPCP) Upgrade	13	13	49	45	-	12,500	18,500	1,500	-	-	3,880	161,300	-	197,800
77290	YDSS Black Creek PS	8,330	293	-	-	-	-	-	-	-	-	-	-	-	8,623
78520	Wastewater General	908	185	415	-	-	-	-	-	-	-	-	-	-	1,508
78520B	Wastewater General-Aurora Newmarket Sewer Rehab	-	6,235	5,505	-	-	-	-	-	-	-	-	-	-	11,740
78531	Pumping Wastewater	1,392	5,344	2,820	-	-	-	-	-	-	-	-	-	-	9,556
78531B	Pumping Wastewater	-	-	-	-	155	830	1,060	1,275	1,881	1,276	284	215	6,976	
78531C	Pumping Wastewater-Black Creek SPS Assessment and Upgrades	-	263	46	2,968	955	-	-	-	-	-	-	-	-	4,232
78531D	Pumping Wastewater-Newmarket PS Upgrades	-	18	212	3,527	5,264	-	-	-	-	-	-	-	-	9,021
78531E	Pumping Wastewater-Aurora SPS Pump Replacement	-	380	2,820	8,624	8,679	-	-	-	-	-	-	-	-	20,503
78532B	Equalization Tank	-	-	-	-	-	-	-	-	-	-	-	-	260	260
78533	Wastewater Treatment	181	1,759	899	550	-	-	-	-	-	-	-	-	-	3,389

2012 Business Plan and Budget															
Environmental Services															
Wastewater															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
78533B	Wastewater Treatment	-	-	125	100	-	-	730	3,650	2,920	-	-	150	1,985	9,660
78534	Meter Chamber Wastewater	49	45	234	-	-	-	-	-	-	-	-	-	-	328
78534B	Meter Chamber Wastewater	-	-	-	-	-	-	16	80	64	-	-	6	31	197
78534C	Meter Chamber Wastewater-YDSS Flumes Condition Upgrade	-	35	160	619	164	-	-	-	-	-	-	-	-	978
78536	Trunk Sewer	474	337	2,870	684	-	-	-	-	-	-	-	-	-	4,365
78536B	Trunk Sewer	-	-	641	1,232	970	403	403	1,268	2,479	3,687	5,726	6,828	5,310	28,544
78537	Trunk Forcemain	138	64	-	-	-	-	-	-	-	-	-	-	-	202
78537B	Trunk Forcemain	-	-	25	125	200	500	500	450	250	300	500	450	250	3,050
78538	Odour Control	1,939	229	-	-	-	-	-	-	-	-	-	-	-	2,168
78538B	Odour Control	-	-	50	250	230	150	150	150	150	150	150	150	205	1,635
78550	Supervisory Control and Data Acquisition (SCADA) Communication Network Wastewater	-	-	50	-	-	-	-	-	-	-	-	-	-	50
78550B	Supervisory Control and Data Acquisition (SCADA) Communication Network Wastewater	-	-	300	500	500	500	500	466	298	166	169	153	68	3,120
78573	Technology Integration Wastewater	100	100	500	500	500	500	500	100	-	-	-	-	-	2,700
78574	Technology Development & Implementation Wastewater	128	150	600	500	500	500	400	400	400	300	300	300	100	4,578
79850	York Durham Sewage System (YDSS) Duffin Creek Minor Capital	36,173	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	-	57,073

2012 Business Plan and Budget															
Environmental Services															
Wastewater															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
Sub Total Rehabilitation/Replacement				28,473	22,058	20,169	17,455	24,429	11,024	9,736	8,384	13,901	171,521	8,424	423,368
Growth/Expansion															
70260	East Holland Trunk	17,670	-	-	-	-	-	-	-	-	-	-	-	-	17,670
70340	Aurora Sewage Equalization Tank	17,235	845	-	-	-	-	-	-	-	-	-	-	-	18,080
71070	Mt. Albert WPCP Expansion	11,626	-	-	-	-	-	-	-	-	-	-	-	-	11,626
71220	Queensville/Holland Landing/Sharon York Durham Sewage System (YDSS) Connection	1,118	193	4,330	52,359	32,000	32,000	-	-	-	-	-	-	-	122,000
71220B	Queensville/Holland Landing/Sharon York Durham Sewage System (YDSS) Connection	-	-	-	-	14,000	14,000	-	-	-	-	-	-	-	28,000
72220	GWS - Metro Road Main PS and Forcemain	11,932	-	-	-	-	-	-	-	-	-	-	-	-	11,932
72230	Joe Dales Force mains & Pumping Station (PS) Upgrades	14,079	5,609	2,126	-	-	-	-	-	-	-	-	-	-	21,814
72240	Keswick Water Pollution Control Plant (WPCP) Expansion	26,943	23,892	17,630	10,000	4,887	-	-	-	-	-	-	-	-	83,352
72360	Duffin Creek Water Pollution Control Plant (WPCP) Outfall / Effluent Strategy	14	1,120	510	450	2,160	32,250	41,340	41,340	27,560	-	-	-	-	146,744
72410	Temp Flow Control System on YDSS	2,342	36	340	-	-	-	-	-	-	-	-	-	-	2,718
72530	Duffin Creek Stages 1 & 2 Upgrade and Refurbishment	271	5,500	41,980	50,803	50,000	50,000	30,000	12,446	-	-	-	-	-	241,000
72530B	Duffin Creek Stages 1 & 2 Upgrade and Refurbishment	-	-	-	-	-	-	-	1,054	13,500	11,446	-	-	-	26,000
72550	High Street Pump Station Expansion	-	-	-	-	-	-	105	52	607	1,210	-	-	-	1,974

2012 Business Plan and Budget															
Environmental Services															
Wastewater															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
73020	King City PS and Forcemain	14,443	-	-	-	-	-	-	-	-	-	-	-	-	14,443
73050	Nobleton WPCP PS Forcemain	1,888	520	-	-	-	-	-	-	-	-	-	-	-	2,408
73060	Schomberg WPCP Expansion	20,925	581	-	-	-	-	-	-	-	-	-	-	-	21,506
73700	King City Collection System	34,778	20	-	-	-	-	-	-	-	-	-	-	-	34,798
73720	York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant (WPCP) (Phase 3) Expansi	483,601	55,860	34,858	50,258	3,600	-	-	-	-	-	-	-	-	628,177
74030	~York Durham Sewage System (YDSS) 16th Ave Trunk (Stone Mason-Woodbine)	94,307	700	1,800	550	550	-	-	-	-	-	-	-	-	97,907
74040	York Durham Sewage System (YDSS) Southeast Collector	106,365	74,000	140,000	100,000	95,000	20,000	5,000	5,798	-	-	-	-	-	546,163
74270A	Upper York Sewage Solutions (Pre-Construction)	4,095	6,256	5,289	9,510	-	-	-	-	-	-	-	-	-	25,150
74270B	Upper York Sewage Solutions (Construction)	-	-	-	22,725	15,225	59,000	100,000	100,000	100,000	70,000	12,000	-	-	478,950
75170	Newmarket EQ Tank & Newmarket PS Upgrade	11,237	-	-	-	-	-	-	-	-	-	-	-	-	11,237
75260	Greenlane Pumping Station Upgrade	1,037	17	-	-	-	-	-	-	-	-	-	-	-	1,054
75270	Bogart Creek PS Upgrade	72	-	-	-	-	-	-	-	-	-	-	-	-	72
75290	North Markham Trunk Sewer	-	-	-	-	-	-	651	532	788	-	-	-	21,754	23,725
75300A	West Vaughan Sewage Servicing (Pre-Construction)	175	1,200	990	1,121	-	-	-	-	-	-	-	-	-	3,486
75300B	West Vaughan Sewage Servicing (Construction)	-	-	-	2,650	10,000	50,000	50,000	38,450	4,600	-	-	-	-	155,700

2012 Business Plan and Budget														
Environmental Services														
Wastewater														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)									Balance to Complete	Estimated Total Project Cost
				2012	2013	2014	2015	2016	2017	2018	2019	2020		
75310	East Vaughan Trunk Sewer	-	10	938	958	2,396	2,396	10,000	25,000	33,000	25,000	4,000	-	103,708
75320A	Primary Trunk Sewer Study (Pre-Construction)	-	60	3,620	3,360	4,000	3,380	-	-	-	-	-	-	14,420
75320B	Primary Trunk Sewer Study (Construction)	-	-	-	4,120	4,620	10,000	10,000	50,000	50,000	50,000	8,860	-	187,600
75330	Green Lane Sewer Diversion	-	18	200	3,030	15	-	-	-	-	-	-	-	3,419
75340	East Queensville Pumping Station (PS) and Forcemain	-	-	-	-	-	-	-	358	2,265	4,965	8,413	-	16,001
75350	Sharon Trunk Sewer	1	10	-	-	-	550	3,860	6,070	-	-	-	-	10,491
75360	Newmarket Pumping Station (PS) Forcemain	-	-	-	-	160	-	299	3,683	15,174	15,174	15,511	-	50,001
75650	Wastewater Servicing – Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre	-	-	420	-	-	-	-	730	10,530	15,740	-	-	27,475
76050	YDSS Interceptor Sewer (Lower Leslie/19th Ave.)	92,895	88	-	-	-	-	-	-	-	-	-	-	92,998
77090	York Durham Sewage System (YDSS) Langstaff Trunk	37,082	700	-	-	180	-	-	-	-	-	-	-	38,067
77100	*YDSS Bathurst Collector (Phases 1 & 2)	49,314	5	-	-	-	-	-	-	-	-	-	-	49,319
77200	YDSS Humber Forcemain to Peel	44,738	-	-	-	-	-	-	-	-	-	-	-	44,738
77310	West Rainbow Trunk Sewer	12,219	193	-	-	-	-	-	-	-	-	-	-	12,412
77400	Pine Valley Wastewater Pumping Station	9,071	500	-	-	-	-	-	-	-	-	-	-	9,571
77470	Kleinburg Water Pollution Control Plant (WPCP) Expansion/Extension of YDSS	15,593	12,686	-	-	-	-	-	-	-	-	-	-	28,579

2012 Business Plan and Budget															
Environmental Services															
Wastewater															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
77510	Bathurst Trunk Sewer Phase 3	89	-	-	-	-	-	-	-	-	-	-	-	-	89
78050	9th Line Trunk Sewer Extension to Stouffville	39,487	-	-	-	-	-	-	-	-	-	-	-	-	39,487
79570	Sutton Water Pollution Control Plant (WPCP) Expansion	8,935	24	-	-	-	-	900	1,300	7,850	18,750	6,267	-	-	44,026
79740	Peel System Cost Shared Works	46,268	2,035	1,350	3,200	2,500	4,240	2,205	1,600	275	57	-	2,900	-	66,630
79740B	Peel System Cost Shared Works	-	-	-	750	1,500	2,760	4,550	6,835	8,225	7,883	6,967	-	-	39,470
79870	YDSS Duffin Creek WPCP Optimization	66,558	-	-	-	-	-	-	-	-	-	-	-	-	66,558
79890	York Durham Sewage System (YDSS)-Leslie Pumping Station (PS) Upgrade	3,461	632	4,000	16,000	3,949	-	-	-	-	-	-	-	-	28,042
Sub Total Growth/Expansion		1,301,863	193,310	255,844	325,554	246,839	275,461	251,237	233,566	249,246	220,315	136,113	39,684	21,754	3,750,786
Enhancement/Improvement															
73550	BSmart	5	-	-	-	-	-	-	-	-	-	-	-	-	5
73560	ISMP - Integration Implementation	54	-	-	-	-	-	-	-	-	-	-	-	-	54
73570	ISMP Projects Implementation	348	-	-	-	-	-	-	-	-	-	-	-	-	348
73650	YDSS Overflow Security Implementation	862	-	-	-	-	-	-	-	-	-	-	-	-	862
73740	B.P. - SCADA Infrastructure Assessment - Wastewater	1,187	-	-	-	-	-	-	-	-	-	-	-	-	1,187
75370	Bogart Creek Pumping Station (PS) Service Area Diversion	-	-	-	-	-	-	431	669	3,311	15,608	15,608	7,373	-	43,000
Sub Total Enhancement/Improvement		2,456	-	-	-	-	-	431	669	3,311	15,608	15,608	7,373	-	45,456

2012 Business Plan and Budget															
Environmental Services															
Wastewater															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
Total Tangible Capital Assets				284,317	347,612	267,008	292,916	276,097	245,259	262,293	244,307	165,622	218,578	30,178	4,219,611
Non Tangible Capital Assets															
Rehabilitation/Replacement															
78582	Wastewater Asset Management	-	-	665	455	815	1,815	740	391	105	45	1,765	1,274	-	8,070
78584	Duffin Creek WPCP Assets	-	-	250	300	200	250	200	300	250	200	200	200	-	2,350
79580	Sanitary Sewer Inspection Program	749	350	350	350	-	-	-	-	-	-	-	-	-	1,799
Sub Total Rehabilitation/Replacement				350	1,265	1,105	2,065	940	691	355	245	1,965	1,474	-	12,219
Growth/Expansion															
71230	Holland Landing Lagoons Decommissioning	14	-	-	-	-	-	-	-	-	-	-	243	-	257
73640	Inflow & Infiltration Reduction	5,455	800	9,600	2,700	-	-	-	-	-	-	-	-	-	18,555
73640B	Inflow & Infiltration Reduction	-	-	-	-	5,000	2,700	2,700	2,700	2,700	2,700	2,700	2,700	-	23,900
75640	Wastewater System Capacity Studies	-	30	30	30	30	30	30	30	30	30	30	30	-	330
78110	Decommissioning of Stouffville WPCP and SPS	961	-	-	-	-	-	-	-	-	-	-	-	-	961
79100	Wastewater Master Plan Update	1,496	-	100	100	500	500	100	100	300	550	650	750	-	5,146
Sub Total Growth/Expansion				830	9,730	2,830	3,230	2,830	2,830	3,030	3,280	3,380	3,723	-	49,149
Enhancement/Improvement															
73660	Created by Loading 2009 Actual 4400-73660	443	-	-	-	-	-	-	-	-	-	-	-	-	443
73680	Screenings Management Strategy	175	-	-	-	-	-	-	-	-	-	-	-	-	175

2012 Business Plan and Budget																
Environmental Services																
Wastewater																
10 year Capital Plan 2012 - 2021																
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)										Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		Balance to Complete	
73690	Capital Delivery Process Improvements - Wastewater	2,143	205	48	-	-	-	-	-	-	-	-	-	-	-	2,396
73750	Facilities Energy Audit - Wastewater	38	-	-	-	-	-	-	-	-	-	-	-	-	-	38
73760	Facility Security Upgrades - Wastewater	157	-	-	-	-	-	-	-	-	-	-	-	-	-	157
74020	Created by Loading 2009 Actual 4400-74020	28,955	-	-	-	-	-	-	-	-	-	-	-	-	-	28,955
75380	Wastewater Model Calibration	27	193	38	200	150	-	200	-	150	-	200	-	150	-	1,308
79470	Wastewater (WW) Conservation Authority (CA) Joint Initiative	6,975	1,608	1,618	1,650	1,683	1,717	1,751	1,786	1,822	1,859	1,896	1,934	-	-	26,299
79780	Created by Loading 2009 Actual 4400-79780	36,893	-	-	-	-	-	-	-	-	-	-	-	-	-	36,893
79980	Odour Corrosion Control	6,097	-	-	-	-	-	-	-	-	-	-	-	-	-	6,097
Sub Total Enhancement/Improvement		81,903	2,006	1,704	1,850	1,833	1,717	1,951	1,936	1,822	2,059	2,046	1,934	-	-	102,761
Total Non Tangible Capital Assets		90,579	3,186	12,699	5,785	8,378	7,012	5,721	5,457	5,207	5,584	7,391	7,131	-	-	164,130
TOTAL GROSS EXPENDITURES		1,464,682	214,506	297,016	353,397	275,386	299,928	281,818	250,716	267,500	249,891	173,013	225,709	30,178	4,363,740	

2012 Business Plan and Budget														
Environmental Services														
Wastewater														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Development Charges	135,468	1,941	-	-	-	-	-	-	-	-	-	-	-	137,409
Committed Non Growth User Rate	25,413	10,782	789	-	-	-	-	-	-	-	-	-	-	36,984
Contribution from Operating	57,706	5,021	14,210	22,098	21,147	6,867	6,950	10,281	10,043	8,818	12,162	11,759	8,424	195,486
Development Charges Committed	52,948	14,342	-	-	-	-	-	-	-	-	-	-	-	67,290
Other Recoveries (Revenue)	120	-	-	-	-	-	-	-	-	-	-	-	-	120
Reserve: Capital Replacement	42,824	5,058	16,988	2,945	1,900	14,400	20,400	3,400	1,900	1,900	4,311	101,900	-	217,926
Developer Up-Front Financing	159,834	753	4,330	52,359	32,000	32,000	-	-	-	-	-	243	-	281,519
Fees and Charges (Revenue)	5,643	-	-	-	-	-	-	-	-	-	-	-	-	5,643
Sub Total Regional	479,956	37,897	36,317	77,402	55,047	53,267	27,350	13,681	11,943	10,718	16,473	113,902	8,424	942,377
External														
Federal Funding	-	30,090	-	-	-	-	-	-	-	-	-	-	-	30,090
Provincial Funding	29,767	-	-	-	-	-	-	-	-	-	-	-	-	29,767
Municipal/Local	35,952	20	-	-	-	-	-	-	-	-	-	-	-	35,972
King City Collection System	31	-	-	-	-	-	-	-	-	-	-	-	-	31
Other Recoveries	95,828	15,032	8,396	20,574	11,684	14,087	11,472	7,834	10,456	7,289	6,469	62,186	-	271,307
Sub Total External	161,578	45,142	8,396	20,574	11,684	14,087	11,472	7,834	10,456	7,289	6,469	62,186	-	367,167

2012 Business Plan and Budget														
Environmental Services														
Wastewater														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Estimated Total Project Cost	
			(In \$000's)										Balance to Complete	
TOTAL AVAILABLE FINANCING	641,535	83,039	44,713	97,976	66,731	67,354	38,822	21,515	22,399	18,007	22,942	176,088	8,424	1,309,545
TOTAL DEBENTURE REQUIREMENTS	823,148	131,467	252,303	255,421	208,655	232,574	242,996	229,201	245,101	231,884	150,071	49,621	21,754	3,074,196
TOTAL FINANCING SOURCES	1,464,682	214,506	297,016	353,397	275,386	299,928	281,818	250,716	267,500	249,891	173,013	225,709	30,178	4,383,740
DEBENTURE REPAYMENT SOURCES														
Prior Years	823,148	-	-	-	-	-	-	-	-	-	-	-	-	823,148
Development Charges	-	122,866	235,506	238,842	192,437	216,454	233,324	224,848	240,749	228,194	150,071	49,621	21,754	2,154,666
User Rates	-	8,601	16,797	16,579	16,218	16,120	9,672	4,353	4,352	3,690	-	-	-	96,382
TOTAL DEBENTURE REQUIREMENTS	823,148	131,467	252,303	255,421	208,655	232,574	242,996	229,201	245,101	231,884	150,071	49,621	21,754	3,074,196

2012 Business Plan and Budget

Environmental Services

Wastewater

10 year Capital Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debt/ure Proceeds	Development Charges	User Rates	Other Recoveries
71220	Queensville/Holland Landing/Sharon York Durham Sewage System (YDSS) Connection	120,689	-	-	-	-	-	120,689
71220B	Queensville/Holland Landing/Sharon York Durham Sewage System (YDSS) Connection	28,000	-	-	28,000	-	-	-
71230	Holland Landing Lagoons Decommissioning	243	-	-	-	-	-	243
72230	Joe Dales Force mains & Pumping Station (PS) Upgrades	2,126	-	-	2,126	-	-	-
72240	Keswick Water Pollution Control Plant (WPCP) Expansion	32,517	-	-	32,517	-	-	-
72360	Duffin Creek Water Pollution Control Plant (WPCP) Outfall / Effluent Strategy	145,610	-	-	131,145	-	-	14,465
72410	Temp Flow Control System on YDSS	340	-	-	340	-	-	-
72530	Duffin Creek Stages 1 & 2 Upgrade and Refurbishment	235,229	-	-	188,184	-	-	47,045
72530B	Duffin Creek Stages 1 & 2 Upgrade and Refurbishment	26,000	-	-	20,800	-	-	5,200
72550	High Street Pump Station Expansion	1,974	-	-	1,974	-	-	-
73640	Inflow & Infiltration Reduction	12,300	-	-	12,300	-	-	-
73640B	Inflow & Infiltration Reduction	23,900	-	-	23,900	-	-	-
73690	Capital Delivery Process Improvements - Wastewater	48	-	-	-	-	48	-
73720	York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant (WPCP) (Phase 3) Expansi	88,716	-	-	77,429	-	515	10,772
74030	~York Durham Sewage System (YDSS) 16th Ave Trunk (Stone Mason-Woodbine)	2,900	-	-	2,900	-	-	-
74040	York Durham Sewage System (YDSS) Southeast Collector	365,798	-	-	365,798	-	-	-
74270A	Upper York Sewage Solutions (Pre-Construction)	14,799	-	-	14,799	-	-	-

2012 Business Plan and Budget

Environmental Services

Wastewater

10 year Capital Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debture Proceeds	Development Charges	User Rates	Other Recoveries
74270B	Upper York Sewage Solutions (Construction)	478,950	-	-	478,950	-	-	-
75290	North Markham Trunk Sewer	1,971	-	-	1,971	-	-	-
75300A	West Vaughan Sewage Servicing (Pre-Construction)	2,111	-	-	2,111	-	-	-
75300B	West Vaughan Sewage Servicing (Construction)	155,700	-	-	155,700	-	-	-
75310	East Vaughan Trunk Sewer	103,698	-	-	103,698	-	-	-
75320A	Primary Trunk Sewer Study (Pre-Construction)	14,360	-	-	12,924	-	-	1,436
75320B	Primary Trunk Sewer Study (Construction)	187,600	-	-	168,840	-	-	18,760
75330	Green Lane Sewer Diversion	3,401	-	-	3,401	-	-	-
75340	East Queensville Pumping Station (PS) and Forcemain	16,001	-	-	16,001	-	-	-
75350	Sharon Trunk Sewer	10,480	-	-	10,480	-	-	-
75360	Newmarket Pumping Station (PS) Forcemain	50,001	-	-	50,001	-	-	-
75370	Bogart Creek Pumping Station (PS) Service Area Diversion	43,000	-	-	43,000	-	-	-
75380	Wastewater Model Calibration	1,088	-	-	-	-	1,088	-
75570	Existing Odour Control Facility (OCF) Modification Work	10,393	-	10,393	-	-	-	-
75640	Wastewater System Capacity Studies	300	-	-	-	-	300	-
75650	Wastewater Servicing – Richmond Hill/Langstaff Gateway Provincial Urban Growth and Regional Centre	27,475	-	-	27,475	-	-	-
76050	YDSS Interceptor Sewer (Lower Leslie/19th Ave.)	15	-	-	15	-	-	-

2012 Business Plan and Budget

Environmental Services

Wastewater

10 year Capital Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	User Rates	Other Recoveries
76340	York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant (WPCP) Upgrade	197,774	-	135,005	-	-	-	62,769
77090	York Durham Sewage System (YDSS) Langstaff Trunk	285	-	-	285	-	-	-
77470	Kleinburg Water Pollution Control Plant (WPCP) Expansion/Extension of YDSS	300	-	-	300	-	-	-
78520	Wastewater General	415	-	141	-	-	274	-
78520B	Wastewater General-Aurora Newmarket Sewer Rehab	5,505	-	5,505	-	-	-	-
78531	Pumping Wastewater	2,820	-	-	-	-	2,820	-
78531B	Pumping Wastewater	6,761	-	-	-	-	6,761	-
78531C	Pumping Wastewater-Black Creek SPS Assessment and Upgrades	3,969	-	-	-	-	3,969	-
78531D	Pumping Wastewater-Newmarket PS Upgrades	9,003	-	-	-	-	9,003	-
78531E	Pumping Wastewater-Aurora SPS Pump Replacement	20,123	-	-	-	-	20,123	-
78533	Wastewater Treatment	1,449	-	-	-	-	1,449	-
78533B	Wastewater Treatment	7,675	-	-	-	-	7,675	-
78534	Meter Chamber Wastewater	234	-	-	-	-	234	-
78534B	Meter Chamber Wastewater	166	-	-	-	-	166	-
78534C	Meter Chamber Wastewater- YDSS Flumes Condition Upgrade	943	-	-	-	-	943	-
78536	Trunk Sewer	3,554	-	-	-	-	3,554	-
78536B	Trunk Sewer	23,234	-	-	-	-	23,234	-

2012 Business Plan and Budget

Environmental Services

Wastewater

10 year Capital Financing Sources by Project 2012 - 2021

Rate Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debt/Proceeds	Development Charges	User Rates	Other Recoveries
78537B	Trunk Force/main	2,800	-	-	-	-	2,800	-
78538B	Odour Control	1,430	-	-	-	-	1,430	-
78550	Supervisory Control and Data Acquisition (SCADA) Communication Network Wastewater	50	-	-	-	-	50	-
78550B	Supervisory Control and Data Acquisition (SCADA) Communication Network Wastewater	3,052	-	-	-	-	3,052	-
78573	Technology Integration Wastewater	2,600	-	-	-	-	2,600	-
78574	Technology Development & Implementation Wastewater	4,200	-	-	-	-	4,200	-
78582	Wastewater Asset Management	8,070	-	-	-	-	8,070	-
78584	Duffin Creek WPCP Assets	2,350	-	-	-	-	2,350	-
79100	Wastewater Master Plan Update	3,650	-	-	3,650	-	-	-
79470	Wastewater (WW) Conservation Authority (CA) Joint Initiative	17,716	-	-	-	-	17,716	-
79570	Sutton Water Pollution Control Plant (WPCP) Expansion	35,067	-	-	35,067	-	-	-
79580	Sanitary Sewer Inspection Program	700	-	-	-	-	700	-
79740	Peel System Cost Shared Works	18,327	-	-	18,327	-	-	-
79740B	Peel System Cost Shared Works	39,470	-	-	39,470	-	-	-
79850	York Durham Sewage System (YDSS) Duffin Creek Minor Capital	19,000	-	19,000	-	-	-	-
79890	York Durham Sewage System (YDSS)-Leslie Pumping Station (PS) Upgrade	23,949	-	-	23,949	-	-	-
Total Rate Supported		2,674,374	-	170,044	2,097,827	-	125,124	281,379

INTENTIONAL BLANK

Capital Strategy (10 Year Plan)

Diversity is resilience in waste management

The Region, together with our local municipalities and the commitment of our residents, have achieved year over year leadership in waste diversion. As we approach the higher reaches of diversion, more complex and cost intensive capital investments, and more complex program components are required to continue to drive incremental diversion.

In order to maintain our leadership in diversion, a network of conveniently located waste receiving and processing facilities are required to continue to ensure residents have a variety of options. The Region is moving towards more Regionally owned facilities to balance the current significant use of outsourced facilities. A diversified portfolio of reliable waste management solutions are the key to achieve high diversion rates and provide long-term sustainable waste management services in York Region. Development of a 2011 to 2015 Corporate Strategic Plan has identified 'Continue to Deliver and Sustain Critical Infrastructure' as one of the Strategic Priority areas. The Capital Strategy has prioritized capital infrastructure projects to support managed growth, optimize community benefit and leverage capacity in existing infrastructure to complete the build-out of developing communities.

To achieve long-term sustainability, York Region's integrated waste management program encourages:

York Region's Sustainable Waste Management Hierarchy



1. **Reduction** of packaging and improved handling options to prevent waste generation.
2. **Re-use** of products and materials to maximize their useful life.
3. **Recycling** of materials to reduce consumption of new raw materials.
4. **Recovery** of energy and recyclable materials to minimize reliance on landfills.

Together with our local municipal partners, The Regional Municipality of York is developing a road map that will guide waste management in York Region for the next 40 years. Also known as the SM4RT LIVING Plan, this plan will focus on shifting beliefs and values, and will include the development of new policies and programs that drive waste prevention and reuse, while maximizing recycling, composting, and energy recovery.

Re-framing Our Approach to Waste



The plan will help us all become more informed and aware of the amount of waste we generate and how we manage our waste materials. We will highlight the need for lifestyle changes around the way we buy materials and generate waste, ultimately making more informed decisions that will lead towards sustainable living.

Preferred options will be selected using a sustainability framework that examines the economic, environmental and social impact of each alternative.

Phase 1 of the Integrated Waste Management Master Plan includes a comprehensive review of our current baseline, a review of our external environment and development of a list of best practices. Phase 2 will focus on developing a long-term vision and goals and formulating alternatives for meeting the vision and goals. Phase 3 will present the short-term recommendations, as well as a long-term plan for meeting our 40 year vision and goals.



Future infrastructure needs will be evaluated against projected program capture over the next 40 years, with special focus on determining impacts of waste reduction and reuse on future infrastructure needs.

The waste management hierarchy illustrated on the previous page emphasizes that primary sustainability benefits result from expending greatest efforts at the top of the hierarchy by preventing waste generation at the source. Through leadership and advocacy efforts with local municipalities, government agencies and stakeholders, York Region is working to shape Provincial waste management policies and to advocate for full extended producer responsibility for products and packaging. York Region also conducts frequent events with re-use partners and has integrated a re-use module into our new Community Environmental Centres by partnering with Goodwill and Habitat for Humanity.

With a 52% Waste Diversion Ontario unverified diversion rate in 2010, York Region continues to be a leader in waste diversion through its successful Blue Box and Source Separated Organics programs. Being a leader requires building new paths to drive waste reduction and maximize reuse, recycling and recovery streams to achieve incremental higher diversion. Environmental Services is well positioned to continue the Region's leadership in waste diversion through proactive planning and comprehensive program delivery.

Providing Blue Box material processing capacity in a changing environment of increased Extended Producer Responsibility

Success of our Blue Box program requires a sophisticated processing facility and a strong partnership with our local municipalities. The Materials Recovery Facility in East Gwillimbury was recently retooled with infrastructure stimulus funded capital upgrades focused on improving product quality, increasing processing capacity and reducing long-term operating costs through installation of state of the art technology upgrades which allow redeployment of manual sorting labour. With the completion of the Materials Recovery Facility upgrades, processing capacity has been increased from 90,000 to 140,000 tonnes. However, while the existing tip floor will accommodate short term growth, it will require expansion within the next few years to benefit from the full potential of the upgrades.

Additional Blue Box processing capacity will be required over the next five years to address increasing recyclable material tonnages resulting from continued population growth, improved promotional efforts, presence of new materials in the waste stream and the expansion of recycling services to multi-residential dwellings, parks and recreation facilities. The Integrated Waste Management Master Plan, currently in development, will include a decision making framework to ensure a systems approach is considered when changes at the Regional or local level are contemplated. This decision making framework will build upon the Blue Box Guiding Principles and ensure program changes or decisions are made considering both Regional and local municipal factors, with a focus on overall waste management system improvements in the best interests of York Region's taxpayers.

Future Regionally owned source separated organics facility requires funding to become viable option for stable and reliable processing of organics

York Region's residents continue to have the highest participation rates in the green bin program in the Greater Toronto area at 85% participation. This is due primarily to an inclusive and convenient program where "convenience drives diversion". Processing of organic waste into compost, a beneficial agricultural growing media supplement, currently represents almost half of the Region's overall diversion achievement. Success of Source Separated Organics programs Province-wide has out-paced reliable compost processing capacity. Operational challenges and odour concerns have also plagued the Source Separated Organics processing industry, which are aggressively being addressed by the Ministry of the Environment.

Currently, York Region outsources 100% of our organics processing to two privately owned facilities, Orgaworld in London and WeCare Organics in Massachusetts. These facilities provide York Region with sufficient processing capacity to meet its needs for the next several years.

In recent years our organics processors have experienced significant reductions in processing capacity and ultimately, facility shutdown, due to odour impacts on the local community. York Region's ability to divert organic material in 2010 was severely impacted when a three month voluntary facility shutdown was proposed by the Ministry of the Environment. Landfilling of organics during the shutdown resulted in a 10% impact on our Waste Diversion Ontario diversion rate. Orgaworld conducted root cause analysis during the 2010 shutdown and has been successful to date in 2011 in maintaining reliable processing operations for York Region. Contingency disposal capacity continues to be maintained should disposal of Source Separated Organics material be required. Dealing with industry instability and processing disruptions has negatively impacted York Region's diversion rates over the past few years.

A Regionally owned facility will decrease reliance on contracted, third-party organics processors and secure long-term processing capacity for our specific feedstock. York Region, in partnership with Dufferin County, is exploring the financial viability of constructing a state-of-the-art, municipally owned compost processing facility in Dufferin County. Proceeding with this important project will provide the Region with its own secure and stable source separated organics processing capacity to be supplemented by continuation of third party contracted services.

The project was awarded a grant and a low interest loan totalling \$3,250,000 by the Federation of Canadian Municipalities' Green Municipal Fund. A Request for Proposals to design, build and operate the York-Dufferin composting facility was issued in 2010 with award anticipated by early 2012 subject to funding. It is anticipated that construction of this facility could begin in 2014 with operation commencing in 2016, if additional capital funding is secured.

Region's network of Community Environmental Centres will expand accessibility to waste management services

The vision of the Community Environmental Centre network, as adopted by Regional Council is to provide a series of 'one-stop' locations for waste management services, based on several principles:

- Maintain an attractive aesthetic appearance that is easily accessible, efficient and reliable
- Consistent program service delivery
- Safe for users, staff and contractors
- Convenient and supportive of a positive user experience
- Reflective of the priorities of the 4R's waste management hierarchy
- Drive incremental diversion by recycling materials not easily managed curbside

The Region's Community Environmental Centres are intended to augment existing collection programs and provide members of the public with conveniently located points of access to solid waste management services not easily accommodated curbside. A Regional network of Community Environmental Centres facilitates full reuse, recycling and disposal of materials.

Through the Integrated Waste Management Master Plan, the Community Environmental Centre network will be evaluated using sustainability parameters including environmental, social and financial considerations to determine future Community Environmental Centre infrastructure needs. The following outlines the current planned schedule for implementation of the Community Environmental Centre network.

Name/Location of Community Environmental Centre	Date and Status
McCleary Court CEC in Vaughan	June 2009 - Commenced operation
Elgin Mills CEC in Richmond Hill	Q4 2011 - Official Opening
Warden Ave. CEC in Georgina	2012 - Construction phase
CEC #4	2018 - Commence planning and design

Municipal Hazardous and Special Waste, and Waste Electronics and Electrical Equipment programs remove potentially harmful materials from the waste stream

As the Region implements its vision of sustainable waste management, it becomes increasingly important to work to remove hazardous substances from residual waste and ensure that these substances are dealt with in an environmentally sound manner. To achieve this, the Region provides its residents with a network of facilities where residents can drop off Municipal Hazardous and Special Waste, and Waste Electronics and Electrical Equipment. These materials have been designated under the *Waste Diversion Act*, and collection, processing and disposal of this material is partially funded by brand owners and first importers of these products with a movement towards full extended producer responsibility.

York Region currently collects Municipal Hazardous and Special Waste, and Waste Electronics and Electrical Equipment at the following drop-off locations:

- Georgina Transfer Station
- East Gwillimbury Household Hazardous Waste and Recycling Depot
- Markham Household Hazardous Waste Depot
- Vaughan Household Hazardous Waste Depot
- McCleary Court Community Environmental Centre (Waste Electronics and Electrical Equipment only)

Through specialized contracted collection and processing services at these locations, hazardous electronic materials are transported to processors that recycle materials to the extent possible or treat and dispose of them in an environmentally sound fashion.

In the longer term, an assessment of both Municipal Hazardous and Special Waste, and Waste Electronics and Electrical Equipment at the Community Environmental Centres is being evaluated as part of the Community Environmental Centre Strategy.

The Elgin Mills Community Environmental Centre in Richmond Hill, which officially opened in the latter part of 2011, collects Waste Electronics and Electrical Equipment materials, with Municipal Hazardous and Special Waste collection to be phased in following the first year of operation.

Leaf and yard waste composting adds to diversion

Collection and composting of leaf and yard waste contributes approximately 10% annually to York Region's diversion achievements. Currently the majority of the Region's leaf and yard waste is composted under contract with Miller Waste Systems at its Bloomington Road facility. In proceeding with the York Dufferin source separated organics composting project, consideration will be given to

the facility's capabilities to contribute to fulfilling the Region's leaf and yard waste composting needs in both the near and long-term.

Emphasis on sustainability and the 4R's hierarchy provides long-term residual waste management solutions

Consistent with the 4 R's hierarchy, York Region is placing an emphasis on managing residual waste (post-diversion) through energy recovery, with landfill disposal remaining as the final and least preferred option.

In partnership with Durham Region, York Region is jointly developing an Energy From Waste facility in Clarington, Ontario (Durham Region). The Environmental Assessment for the joint Durham York Energy From Waste project was approved in November 2010 and the Certificate of Approval was granted in June 2011. Design and construction of the Durham York Energy From Waste facility will begin in late 2011 with completion expected by late 2014.

The Durham-York Energy Centre will process the residual waste that remains after Durham and York Regions' aggressive diversion programs. This is the first facility of its kind to be approved in Ontario for 22 years and will produce steam, fed through a turbine to generate electricity, sold to the provincial grid, sufficient to power 10,000 homes. York has committed to an initial contribution of 30,000 tonnes per year of residual waste to the facility, while also reserving the right to increase its contribution through expansion of the facility in the future. When operational, this facility will increase York Region's diversion from landfill rate by about 6% after disposal of bottom ash waste in a landfill. The project represents a sustainable approach to management of York Region's residual waste that enhances security, diversification and stability in the long-term.

As a municipally-owned partnership, the Durham-York Energy Centre project offers long-term security for a sustainable waste management option with the public sector ownership. Retaining Regional ownership and control reduces reliance on third party contractors and provides the Region with the ability to respond directly to the dynamics of regulatory change, market conditions and other factors that could potentially influence reliable provision of waste management services.

The Durham-York Energy Centre project provides a long-term option to augment and complement York's other commitment to recovery through the Dongara pelletization process. Maintaining a diversified approach is an important element of a prudent long-term waste management strategy and allows flexibility to respond to change. To this end, York Region has established a residual waste processing contract with Dongara Pellet Plant LP to convert up to 100,000 tonnes per year of residual solid waste into a fuel pellet product suitable for use in approved industrial combustion processes to displace consumption of fossil fuels. York Region's contract with Dongara runs until 2028. In 2010 Dongara processed 42,000 tonnes of York Region's residual waste and forecasted 2011 tonnage to Dongara is estimated at 85,000 tonnes.

A small amount of residual waste will continue to require landfill capacity

For the foreseeable future, some landfill disposal of residual waste will continue to be required. As a minimum, bottom ash from Durham-York Energy Centre and some materials that cannot be thermally processed will require landfilling. York Region has a long-term contract with the City of Toronto to dispose of residual waste at the Green Lane Landfill near London, Ontario. The contract establishes

rights to disposal capacity ranging from 25,000 up to 82,000 tonnes of residual waste per year to the end of the term in 2022.

Additional landfill capacity had to be secured in 2010 with Walker Brothers and Waste Management of Canada Corporation to manage Source Separated Organic material that could not be processed at Orgaworld due to unforecasted plant closures and will continue to form a basis for contingency management in the near-term.

Funding the Region's waste management infrastructure

New and existing waste management facilities need to be maintained, constructed and funded partially through the Solid Waste Management Reserve Fund. This fund was financed through royalty payments from the City of Toronto's Keele Valley Landfill Site which ended in 2003. Since the establishment of Waste Diversion Ontario, the Region has allocated its share of Blue Box funding received (50/50 split with local municipalities) to this reserve. In addition to the above funding, in 2009 the Region began contributing additional blue box commodity revenues to the Solid Waste reserve.

The opening Solid Waste Reserve fund balance for 2011 was \$26.8M, consisting of Keele Valley royalty payments of \$7.2M, Waste Diversion Ontario funding of \$13.0M and \$6.6M contribution from blue box commodity revenues excess over budget. The Keele Valley royalty payments will be fully spent by the end of 2011 given the forecasted expenditures proposed in this business plan. Additional funding through debenture will be required in 2012 and beyond, to provide for future needs such as expanded diversion capacity, construction of additional Community Environmental Centres, the Durham-York Energy Centre, and Source Separated Organics Composting Facility. Eligible Federal and Provincial stimulus funding of \$11.6M was used to offset debenture costs for construction of the Elgin Mills Community Environmental Centre and equipment upgrades to the Waste Management Facility in East Gwillimbury in 2011.

Key Initiatives (10 Year Capital Plan)

York - Durham Energy Centre

- Environmental Assessment for the Durham-York Energy Centre (DYEC) approved in November 2010 and Certificate of Approval for facility issued in June 2011.
- York Region, in partnership with Durham Region and Covanta Energy will begin construction of a state-of-the-art Energy From Waste Facility, planned for completion late 2014.
- A design-build-operate contract was awarded to Covanta Energy for the construction of the facility scheduled to begin in early 2012.

Dufferin -York Source Separated Organics Facility

- In February 2010, York Region and Dufferin County jointly released a Request for Proposal for the design, build and operation of a source separated organics waste processing facility.
- Proposals for design specifications of a Source Separated Organics Facility are currently under review. Pending Council decision, construction could begin as early as 2014.

Waste Management Centre

- Waste Management Centre tip floor expansion required to accommodate increased processing throughput made possible by 2011 capital upgrades. Additional storage/audit space is also required to allow for program audits contributing to program measurement and improvement.

Expansion of Community Environmental Centre network to collect Municipal Hazardous and Special Waste

- Siting of additional Community Environmental Centres capable of handling Municipal Hazardous and Special Waste, electronic waste, residual waste, yard waste, reusable and/or recyclable materials dropped off by residents and/or small businesses is currently being reviewed under the Integrated Waste Management Master Plan.
- Retrofit of the Georgina Transfer Station on Warden Avenue, to improve its functionality as a Community Environmental Centre is also planned for 2011/2012.
- The Elgin Mills Community Environmental Centre is scheduled to officially open in Q4 2011. This project received infrastructure stimulus funding totalling \$6.5M.
- Budgeted amounts of \$7.8M have been provided for the Warden Avenue (Georgina) Community Environmental Centre upgrade.
- Long-term strategy to review needs for constructing additional facilities to service the Region.

New Projects Added to the 2012 Budget Process

One new project was added in this budget for Solid Waste Asset Management totalling \$150K in 2012. This project will oversee development of an overall asset management strategy and approval for waste management assets, which will include development of asset management strategies, system optimization, asset inspection, condition assessment and data collection, risk assessment, asset performance evaluation, deterioration and lifecycle modelling and long range planning. This information will help optimize decision making for long range capital planning of asset rehabilitation and replacement.

Long Term Outlook (10 Year Plan)

Expenditures

Development of the Region's capital infrastructure is part of a long-term strategy to secure reliable processing resources for diversion and disposal of materials and meet the Region's diversion goals. Regional ownership in Community Environmental Centres, a Source Separated Organics facility proposed at 50,000 tonnes capacity, an Energy from Waste facility with 30,000 tonnes capacity and expansion of blue box processing capacity are capital investments needed to achieve this 10 year plan. Increased funding will be required to complete these projects and meet the Region's expanding growth and diversion needs.

Capital Summary

\$000's	2011 Approved Budget	2012 Request	2013 Outlook	2014 Outlook	2015 - 2021 Outlook
GROSS EXPENDITURES					
Tangible Capital Assets					
Replacement / Rehabilitation					
Hazardous Waste Depots	0	990	0	0	0
Equipment / Upgrade Replacement	6,100	21	20	20	140
Facility Upgrade -Waste Mgmt.	100	400	0	2,890	0
Total Replacement / Rehabilitation	6,200	1,411	20	2,910	140
Growth / Expansion					
Community Environmental Centres	9,236	5,148	2,500	0	12,000
Material Recycling Plants	0	0	0	0	30,270
Total Growth / Expansion	9,236	5,148	2,500	0	42,270
Enhancement / Improvement					
Source Separated Organics Plants	1,000	1,800	1,000	23,010	58,571
Energy from Waste Plants	13,979	29,720	28,030	6,529	0
Material Recycling Facility	54	5	1	103	0
Community Environmental Centres	0	100	400	0	0
Total Enhancement / Improvement	15,033	31,625	29,431	29,642	58,571
Total Tangible Capital Assets	30,469	38,184	31,951	32,552	100,981
Non-Tangible Capital Assets					
Replacement / Rehabilitation					
Solid Waste Assets	0	150	100	100	595
Total Replacement / Rehabilitation	0	150	100	100	595
Growth / Expansion					
Planning & Studies	500	505	45	0	0
Total Growth / Expansion	500	505	45	0	0
Enhancement/ Improvement					
Planning & Studies	674	1,174	0	0	0
Total Enhancement / Improvement	674	1,174	0	0	0
Total Non-Tangible Capital Assets	1,174	1,829	145	100	595
TOTAL GROSS EXPENDITURES	31,643	40,013	32,096	32,652	101,576

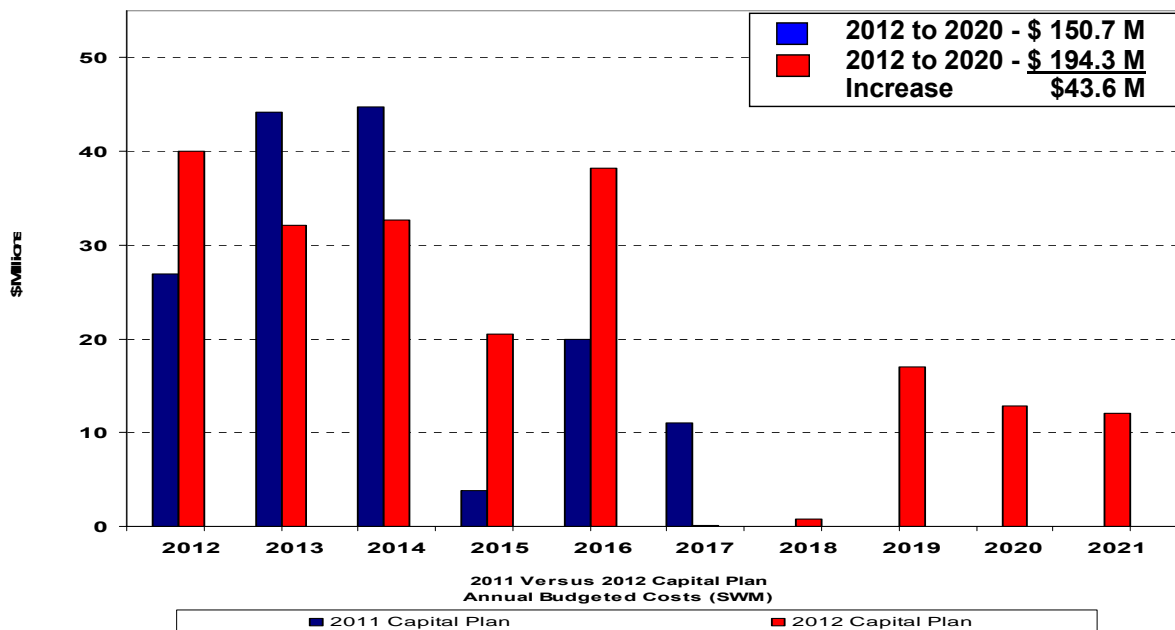
Total Replacement / Rehabilitation	6,200	1,561	120	3,010	735
Total Growth / Expansion	9,736	5,653	2,545	0	42,270
Total Improvement / Enhancement	15,707	32,799	29,431	29,642	58,571
TOTAL GROSS EXPENDITURES	31,643	40,013	32,096	32,652	101,576

Financing

Reserves: General & Solid Waste	(27,843)	(10,061)	(3,079)	(3,250)	(735)
Reserve: Debt Reduction Fund	(31,281)	(27,101)	0	0	0
Debenture Requirements	31,281	(2,851)	(29,017)	(29,402)	(100,841)
Provincial / Federal Funding	(3,800)	0	0	0	0
Total Financing	(31,643)	(40,013)	(32,096)	(32,652)	(101,576)
Tax Levy	0	0	0	0	0

2011 Plan vs. 2012 Plan

Gross Costs Comparison (2012 to 2020)



TPBA was introduced to provide multi-year budget approval for projects that require long-term commitment once they have been started. Out of the \$194.3M in 2012 to 2020 program costs, \$88.6M is multi-year TPBA.

Explanation of Changes from 2011 to 2012 Plan

Comparison of 2011 and 2012 plans above shows an increase in forecast expenditures of \$43.6M in the nine year period between 2012 and 2020. The following table summarizes these differences.

Project	2011 Plan Total Budgeted Cost 2012-2020	2012 Plan Total Budgeted Cost 2012-2020	Difference
Source Separated Organics Facility	\$44.5M	\$84.4M	\$39.9M Revised Construction Estimates
Community Environmental Centre - Georgina Transfer Station	\$0.0M	\$7.6M	\$7.6M Revised expenditures as a result of environmental clean-up and scope change to include re-use building
Energy from Waste Facility	\$57.3M	\$64.3M	\$7.0M Revised timing of the 25% milestone payment from 2011 to 2012
Solid Waste Asset Management (NEW)	\$0.0M	\$0.9M	\$0.9M New project for asset management (see "New Projects Added" above for more detail)
Household Hazardous Waste Depot - Vaughan	\$0.8M	\$1.0M	\$0.2M Revised estimates to move the Household Hazardous Waste depot from Rutherford Road to McCleary Crt. (includes additional scope and associated costs to look at options for better delineation of residential and small commercial customers)
Projects With Decreases			
Expanded Diversion Capacity	\$30.3M	\$20.3M	\$10.0M Project start deferred to 2018 with expenditures into 2021
Community Environmental Centre #4	\$12.0M	\$10.0M	\$2.0M Project start deferred to 2018 with expenditures into 2021

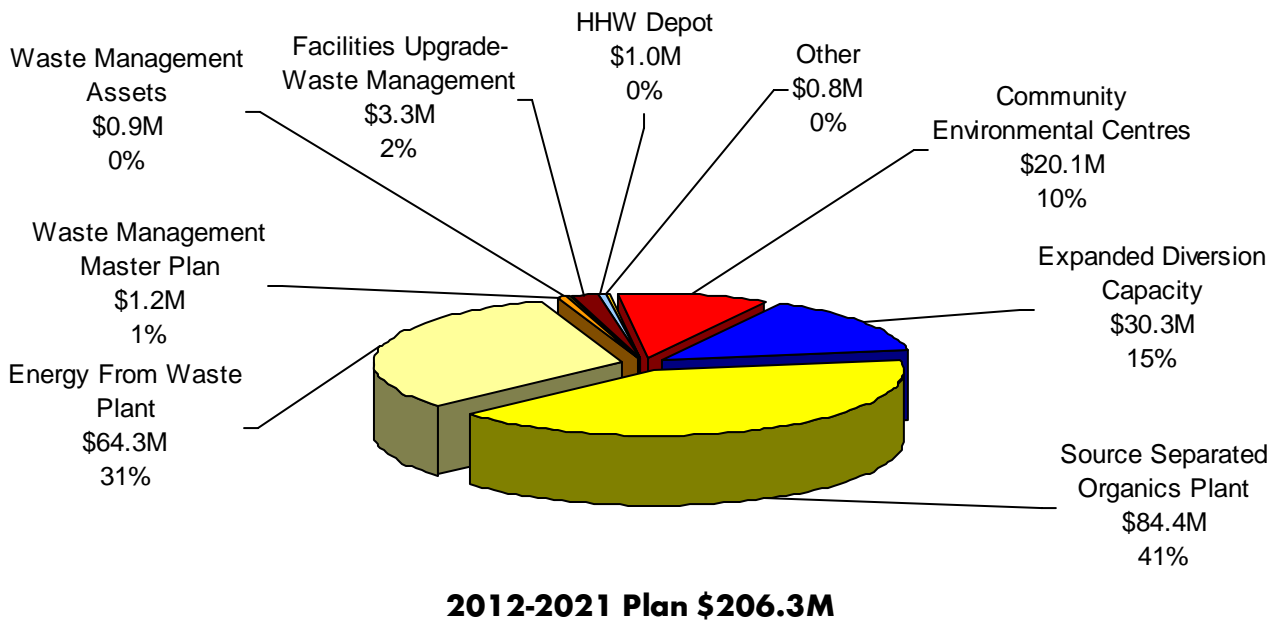
Capital Program Cost History

The Waste Management Centre, in East Gwillimbury, was commissioned in July 2005, with blue box material recycling capacity of 90,000 tonnes per year. York Region's first Community Environmental Centre was opened at McCleary Court, Vaughan in 2009 and a second site at Elgin Mills, Richmond Hill in 2011. Material recycling equipment upgrades at the Waste Management Centre were completed in 2011.



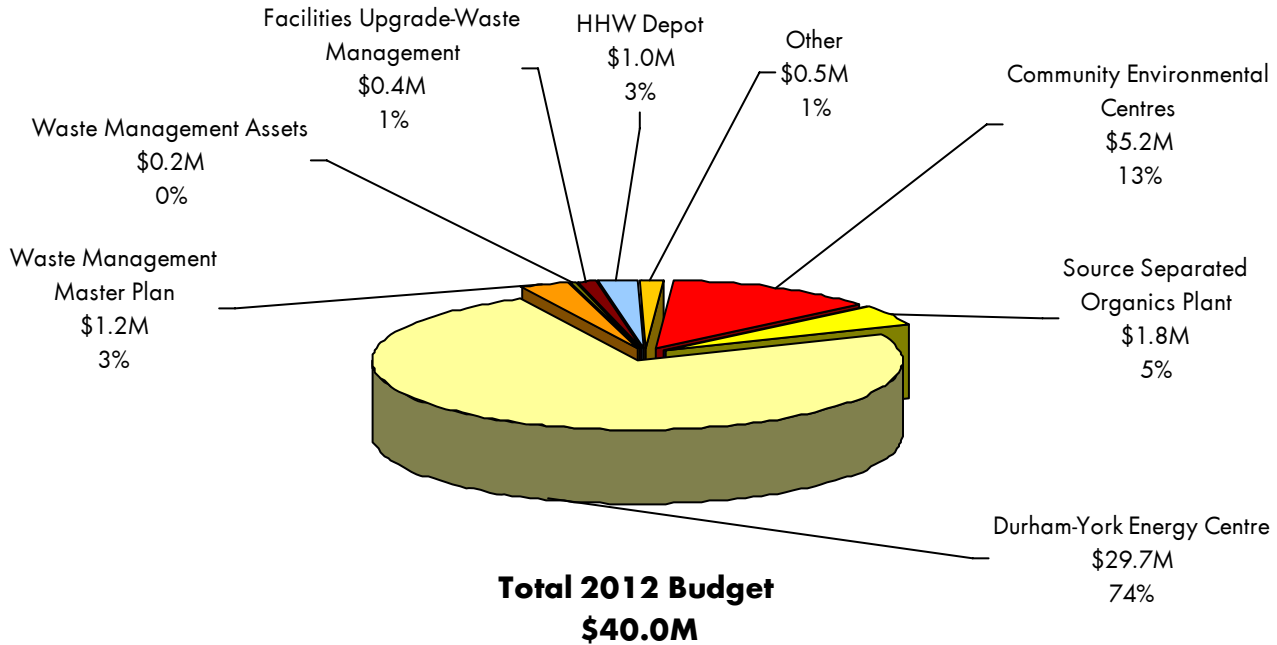
10 Year Capital Plan

Facility construction for diversion programs represents approximately 90% of capital plan.



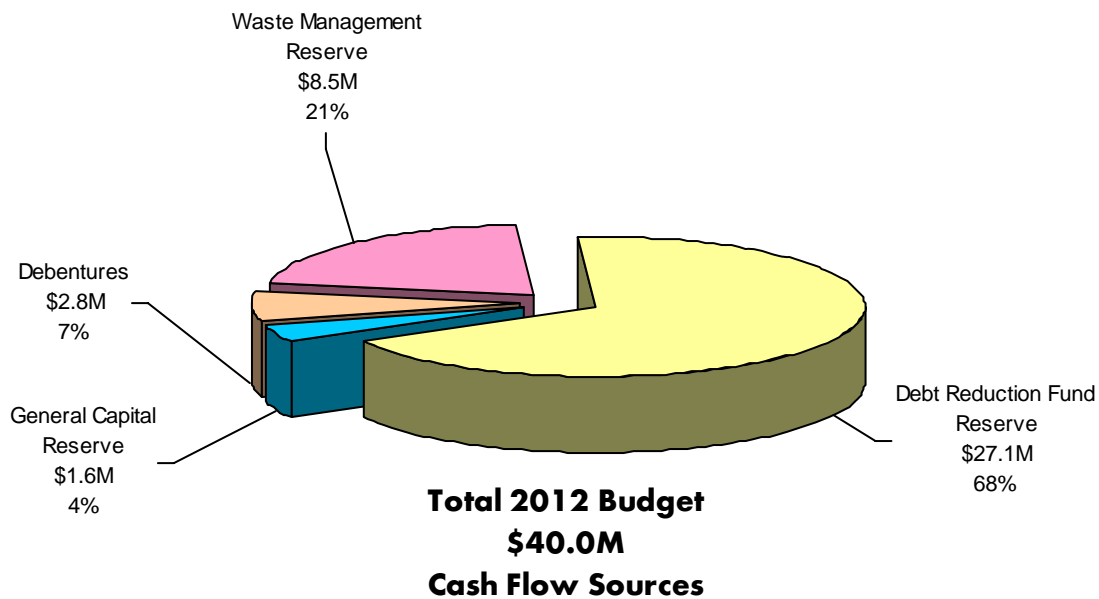
Total 2012 Budget

Durham-York Energy Centre represents over 74% of the proposed 2012 capital plan



Total 2012 Budget – Sources of Funding

Majority of funding for waste management capital is to be drawn from Regional reserves in 2012



Pressures of Net Operating Impact of Capital Projects

Additional staffing and funding resources will be required to operate and maintain new facilities that will be coming online in the next 10 years.

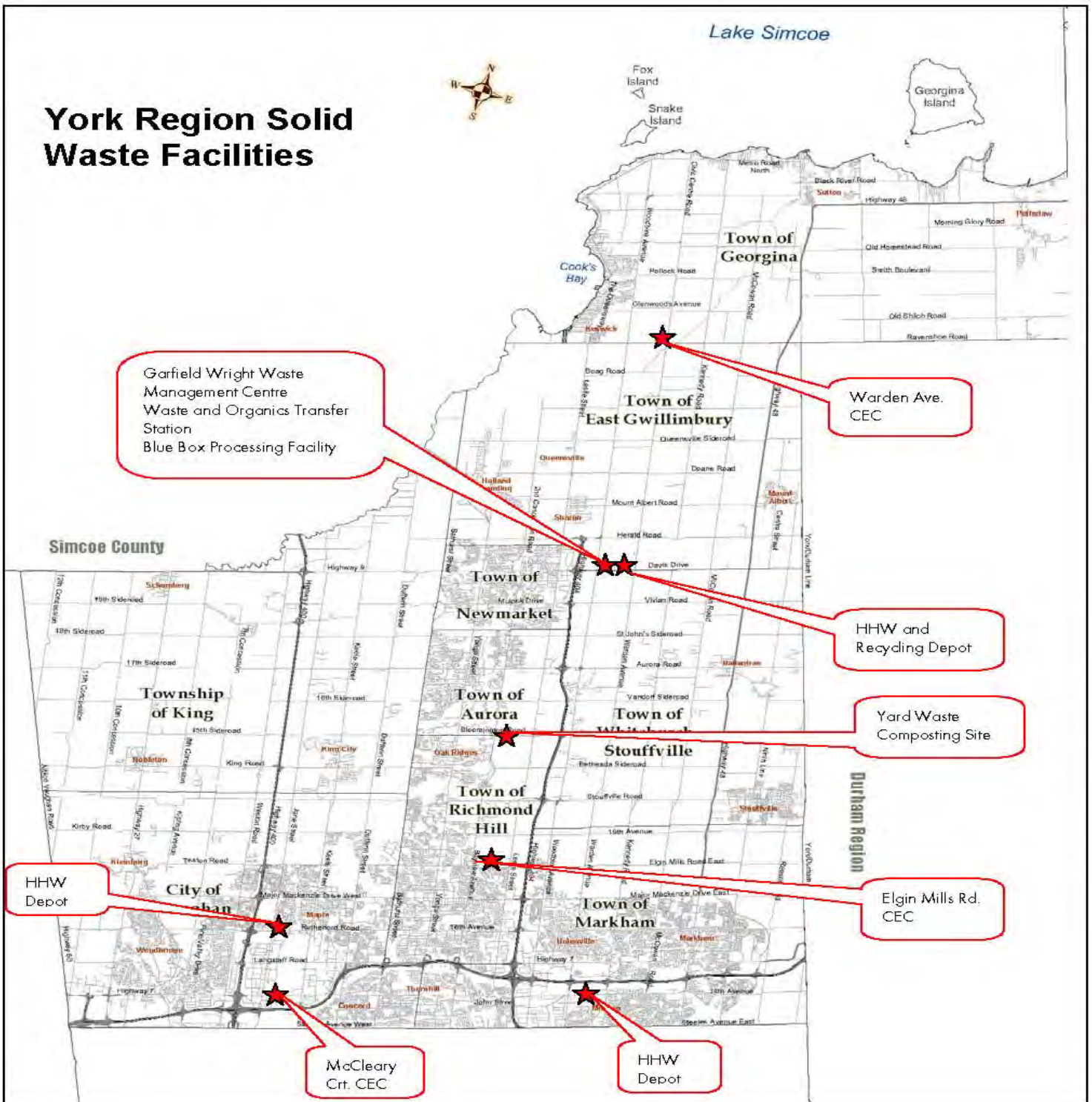
Major infrastructure to be constructed throughout the 10 year capital program is summarized below:

Completion Year	(\$000's)	Facility Type
2013	\$ 7,834	1 Community Environmental Centre, Georgina
2014	\$68,300	1 Durham-York Energy Centre
2016	\$85,000	1 York-Dufferin Source Separated Organics Facility
2021	\$12,000	1 Community Environmental Centre
2021	\$30,270	1 Expanded Diversion Facility

The majority of capital projects proposed in this budget will impact the operating budget starting in 2015. The main drivers are the proposed commissioning of the Durham - York Energy Centre in 2015, the York - Dufferin Source Separated Organics facility in 2016, the opening of a Community Environmental Centre in 2021 and the Expanded Diversion facility in 2021.

2012 Business Plan and Budget										
Environmental Services										
Waste Management										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Salaries and Benefits	97	-	135	225	-	-	-	-	-	-
Contract/Program Costs	25	-	-	266	4,100	884	-	-	-	-
Total Gross Costs	122	-	135	491	4,100	884	-	-	-	-
Revenues										
Revenue	-	-	-	-	-	(264)	-	-	-	-
Total Revenues	-	-	-	-	-	(264)	-	-	-	-
Total Net Impact on Tax Levy	122	-	135	491	4,100	620	-	-	-	-

Appendix



2012 Business Plan and Budget											
Environmental Services											
Waste Management											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
GROSS EXPENDITURES											
Tangible Capital Assets											
Rehabilitation/Replacement											
71275	Facility Upgrade - Waste Mgm't Facility	860	25	400	-	-	-	-	-	400	1,285
73455	Equipment Upgrades/Replacement - Public Drop-off	11	14	20	-	-	-	-	-	20	45
73465	Energy from Waste - IEA	6,656	-	-	-	-	-	-	-	-	6,656
75585	ISF Equipment Upgrades	1,914	6,500	1	-	-	-	-	-	1	8,415
79935	Household Hazardous Waste Depot - Vaughan	1,499	10	990	-	-	-	-	-	990	2,499
Sub Total Rehabilitation/Replacement		10,941	6,549	1,411	-	-	-	-	-	1,411	18,901
Growth/Expansion											
71285	Community Environ.Ctr. - Georgina Transfer Stn #3	87	100	5,148	2,500	-	-	-	-	7,648	7,835
75195	Garfield Wright Site Development	5,003	-	-	-	-	-	-	-	-	5,003
76335	ISF Community Environ.Ctr - Elgin Mills Road	8,882	5,400	-	-	-	-	-	-	-	14,282
77415	Community Environ.Ctr-Vaughan # 1	10,173	4	-	-	-	-	-	-	-	10,177
Sub Total Growth/Expansion		24,144	5,504	5,148	2,500	-	-	-	-	7,648	37,296
Enhancement/Improvement											
71325	Energy From Waste Facility	21	4,000	29,720	28,030	6,529	-	-	-	64,279	68,300

2012 Business Plan and Budget										
Environmental Services										
Waste Management										
2012 Total Project Budget Authority										
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
				2012	2013	2014	2015			
71335	Source Separated Organics Facility	419	180	1,800	1,000	10,481	-	13,281	13,880	
71345	Material Recycling Fac. Landscaping & Interpretive Ctr.	33	8	5	-	-	-	5	46	
72545	Community Environmental Ctr Richmond Hill - Household Hazardous Waste Addition	-	-	100	-	-	-	100	100	
Sub Total Enhancement/Improvement		473	4,188	31,625	29,030	17,010	-	77,665	82,326	
Total Tangible Capital Assets		35,559	16,241	38,184	31,530	17,010	-	86,724	138,524	
Non Tangible Capital Assets										
Rehabilitation/Replacement										
78583	Solid Waste Asset Management	-	-	150	-	-	-	150	150	
Sub Total Rehabilitation/Replacement		-	-	150	-	-	-	150	150	
Growth/Expansion										
79885	New Waste Management Initiatives	1,343	445	505	-	-	-	505	2,293	
Sub Total Growth/Expansion		1,343	445	505	-	-	-	505	2,293	
Enhancement/Improvement										
70195	Solid Waste Master Plan	2	674	1,174	-	-	-	1,174	1,850	
Sub Total Enhancement/Improvement		2	674	1,174	-	-	-	1,174	1,850	
Total Non Tangible Capital Assets		1,345	1,119	1,829	-	-	-	1,829	4,293	
TOTAL GROSS EXPENDITURES		36,904	17,360	40,013	31,530	17,010	-	88,553	142,817	

2012 Business Plan and Budget										
Environmental Services										
Waste Management										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Regional										
Development Charges	13	-	-	-	-	-	-	-	-	13
Reserve: Solid Waste	20,592	6,680	8,492	2,500	-	-	-	-	10,992	38,264
Reserve: General Capital	8,005	2,700	1,569	13	137	-	-	-	1,719	12,424
Reserve: Debt Reduction Fund	-	4,180	27,101	-	-	-	-	-	27,101	31,281
Sub Total Regional	28,610	13,560	37,162	2,513	137	-	-	-	39,812	81,982
External										
Federal Funding	3,883	1,900	-	-	-	-	-	-	-	5,783
Provincial Funding	3,883	1,900	-	-	-	-	-	-	-	5,783
Municipal/Local	4	-	-	-	-	-	-	-	-	4
Other Recoveries	523	-	-	-	-	-	-	-	-	523
Sub Total External	8,294	3,800	-	-	-	-	-	-	-	12,094
TOTAL AVAILABLE FINANCING	36,904	17,360	37,162	2,513	137	-	-	-	39,812	94,076
TOTAL DEBENTURE REQUIREMENTS			2,851	29,017	16,873	-	-	-	48,741	48,741
TOTAL FINANCING SOURCES	36,904	17,360	40,013	31,530	17,010	-	-	-	88,553	142,817

2012 Business Plan and Budget										
Environmental Services										
Waste Management										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
DEBENTURE REPAYMENT SOURCES										
Prior Years	-	-	-	-	-	-	-	-	-	-
Tax Levy	-	-	2,851	29,017	16,873	-	-	-	48,741	48,741
TOTAL DEBENTURE REQUIREMENTS	-	-	2,851	29,017	16,873	-	-	-	48,741	48,741

2012 Business Plan and Budget

Environmental Services

Waste Management

Total Project Budget Authority Financing Sources by Project 2012-2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
70195	Solid Waste Master Plan	1,174	-	1,174	-	-	-	-
71275	Facility Upgrade - Waste Mgmt Facility	400	-	400	-	-	-	-
71285	Community Environ.Ctr. - Georgina Transfer Stn #3	7,648	-	7,648	-	-	-	-
71325	Energy From Waste Facility	64,279	-	26,869	37,410	-	-	-
71335	Source Separated Organics Facility	13,281	-	1,950	11,331	-	-	-
71345	Material Recycling Fac. Landscaping & Interpretive Ctr.	5	-	5	-	-	-	-
72545	Community Environmental Ctr Richmond Hill - Household Hazardous Waste Addition	100	-	100	-	-	-	-
73455	Equipment Upgrades/Replacement - Public Drop-off	20	-	20	-	-	-	-
75585	ISF Equipment Upgrades	1	-	1	-	-	-	-
78583	Solid Waste Asset Management	150	-	150	-	-	-	-
79885	New Waste Management Initiatives	505	-	505	-	-	-	-
79935	Household Hazardous Waste Depot - Vaughan	990	-	990	-	-	-	-
Total Tax Levy		88,553	-	39,812	48,741	-	-	-

2012 Business Plan and Budget														
Environmental Services														
Waste Management														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
GROSS EXPENDITURES														
Tangible Capital Assets														
Rehabilitation/Replacement														
71275	Facility Upgrade - Waste Mgmt Facility	860	25	400	-	2,890	-	-	-	-	-	-	-	4,175
73455	Equipment Upgrades/Replacement - Public Drop-off	11	14	20	20	20	20	20	20	20	20	20	20	225
73465	Energy from Waste - IEA	6,656	-	-	-	-	-	-	-	-	-	-	-	6,656
75585	ISF Equipment Upgrades	1,914	6,500	1	-	-	-	-	-	-	-	-	-	8,415
79935	Household Hazardous Waste Depot - Vaughan	1,499	10	990	-	-	-	-	-	-	-	-	-	2,499
Sub Total Rehabilitation/Replacement		10,941	6,549	1,411	20	2,910	20	20	20	20	20	20	20	21,971
Growth/Expansion														
71285	Community Environ. Ctr. - Georgina Transfer Stn #3	87	100	5,148	2,500	-	-	-	-	-	-	-	-	7,835
71315	Expanded Diversion Capacity	-	-	-	-	-	290	10,000	10,000	10,000	9,980	-	-	30,270
74235	Community Environ.Ctr. #4	-	-	-	-	-	350	6,900	2,750	2,000	-	-	-	12,000
75195	Garfield Wright Site Development	5,003	-	-	-	-	-	-	-	-	-	-	-	5,003
76335	ISF Community Environ.Ctr - Elgin Mills Road	8,882	5,400	-	-	-	-	-	-	-	-	-	-	14,282
77415	Community Environ.Ctr- Vaughan # 1	10,173	4	-	-	-	-	-	-	-	-	-	-	10,177
Sub Total Growth/Expansion		24,144	5,504	5,148	2,500	-	-	640	16,900	12,750	11,980	-	-	79,566

2012 Business Plan and Budget															
Environmental Services															
Waste Management															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
Enhancement/Improvement															
71325	Energy From Waste Facility	21	4,000	29,720	28,030	6,529	-	-	-	-	-	-	-	-	68,300
71335	Source Separated Organics Facility	419	180	1,800	1,000	10,481	-	-	-	-	-	-	-	-	13,880
71335B	Source Separated Organics Facility	-	-	-	-	12,529	20,462	38,109	-	-	-	-	-	-	71,100
71345	Material Recycling Fac. Landscaping & Interpretive Ctr.	33	8	5	1	103	-	-	-	-	-	-	-	-	150
72545	Community Environmental Ctr Richmond Hill - Household Hazardous Waste Addition	-	-	100	400	-	-	-	-	-	-	-	-	-	500
Sub Total Enhancement/Improvement		473	4,188	31,625	29,431	29,642	20,462	38,109	-	-	-	-	-	-	153,930
Total Tangible Capital Assets		35,559	16,241	38,184	31,951	32,552	20,482	38,129	20	660	16,920	12,770	12,000	-	255,468
Non Tangible Capital Assets															
Rehabilitation/Replacement															
78583	Solid Waste Asset Management	-	-	150	100	100	80	80	100	80	90	85	80	-	945
Sub Total Rehabilitation/Replacement		-	-	150	100	100	80	80	100	80	90	85	80	-	945
Growth/Expansion															
79885	New Waste Management Initiatives	1,343	445	505	45	-	-	-	-	-	-	-	-	-	2,338
Sub Total Growth/Expansion		1,343	445	505	45	-	-	-	-	-	-	-	-	-	2,338

2012 Business Plan and Budget															
Environmental Services															
Waste Management															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
Enhancement/Improvement															
70195	Solid Waste Master Plan	2	674	1,174	-	-	-	-	-	-	-	-	-	-	1,850
Sub Total Enhancement/Improvement		2	674	1,174	-	-	-	-	-	-	-	-	-	-	1,850
Total Non Tangible Capital Assets		1,345	1,119	1,829	145	100	80	80	100	80	90	85	80	-	5,133
TOTAL GROSS EXPENDITURES		36,904	17,360	40,013	32,096	32,652	20,562	38,209	120	740	17,010	12,855	12,080	-	260,601

2012 Business Plan and Budget														
Environmental Services														
Waste Management														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Development Charges	13	-	-	-	-	-	-	-	-	-	-	-	-	13
Reserve: Solid Waste	20,592	6,680	8,492	3,066	3,113	100	100	120	100	110	105	100	-	42,678
Reserve: General Capital	8,005	2,700	1,569	13	137	-	-	-	-	-	-	-	-	12,424
Reserve: Debt Reduction Fund	-	4,180	27,101	-	-	-	-	-	-	-	-	-	-	31,281
Sub Total Regional	28,610	13,560	37,162	3,079	3,250	100	100	120	100	110	105	100	-	86,396
External														
Federal Funding	3,883	1,900	-	-	-	-	-	-	-	-	-	-	-	5,783
Provincial Funding	3,883	1,900	-	-	-	-	-	-	-	-	-	-	-	5,783
Municipal/Local	4	-	-	-	-	-	-	-	-	-	-	-	-	4
Other Recoveries	523	-	-	-	-	-	-	-	-	-	-	-	-	523
Sub Total External	8,294	3,800	-	-	-	-	-	-	-	-	-	-	-	12,094
TOTAL AVAILABLE FINANCING	36,904	17,360	37,162	3,079	3,250	100	100	120	100	110	105	100	-	98,490
TOTAL DEBENTURE REQUIREMENTS		-	2,851	29,017	29,402	20,462	38,109	-	640	16,900	12,750	11,980	-	162,111
TOTAL FINANCING SOURCES	36,904	17,360	40,013	32,096	32,652	20,562	38,209	120	740	17,010	12,855	12,080	-	260,601

2012 Business Plan and Budget														
Environmental Services														
Waste Management														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
DEBENTURE REPAYMENT SOURCES														
Prior Years	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tax Levy	-	-	2,851	29,017	29,402	20,462	38,109	-	640	16,900	12,750	11,980	-	162,111
TOTAL DEBENTURE REQUIREMENTS	-	-	2,851	29,017	29,402	20,462	38,109	-	640	16,900	12,750	11,980	-	162,111

2012 Business Plan and Budget

Environmental Services

Waste Management

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
70195	Solid Waste Master Plan	1,174	-	1,174	-	-	-	-
71275	Facility Upgrade - Waste Mgmt Facility	3,290	-	3,290	-	-	-	-
71285	Community Environ.Ctr. - Georgina Transfer Stn #3	7,648	-	7,648	-	-	-	-
71315	Expanded Diversion Capacity	30,270	-	-	30,270	-	-	-
71325	Energy From Waste Facility	64,279	-	26,869	37,410	-	-	-
71335	Source Separated Organics Facility	13,281	-	1,950	11,331	-	-	-
71335B	Source Separated Organics Facility	71,100	-	-	71,100	-	-	-
71345	Material Recycling Fac. Landscaping & Interpretive Ctr.	109	-	109	-	-	-	-
72545	Community Environmental Ctr Richmond Hill - Household Hazardous Waste Addition	500	-	500	-	-	-	-
73455	Equipment Upgrades/Replacement - Public Drop-off	200	-	200	-	-	-	-
74235	Community Environ.Ctr. #4	12,000	-	-	12,000	-	-	-
75585	ISF Equipment Upgrades	1	-	1	-	-	-	-
78583	Solid Waste Asset Management	945	-	945	-	-	-	-
79885	New Waste Management Initiatives	550	-	550	-	-	-	-
79935	Household Hazardous Waste Depot - Vaughan	990	-	990	-	-	-	-
Total Tax Levy		206,337	-	44,226	162,111	-	-	-

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Capital Strategy (10 Year Plan)

The attached EMS 10-Year Capital plan and forecast totalling \$66.1 million is focused on the strategic positioning of Paramedic Response Stations and the replacement of medical equipment, technology, and vehicles based on their expected life cycle. The Capital Strategy is aligned with Regional growth, the Community and Health Services Multi-Year Plan, Vision 2026, and the legislation and regulations under the Ambulance Act of Ontario.

The strategic positioning of Paramedic Response Stations contributes to maintaining response time reliability and providing equitable emergency and mobile health services throughout York Region. The York Region EMS capital strategy focuses on improving existing or establishing Paramedic Response Stations in partnership with other Regional or municipal services, which is concurrent with growth in population and call demand. Where partnerships are not feasible, stand-alone stations will be built to address operational needs.

Additionally, past and proposed station replacements have increased the capacity for deploying future staffing enhancements to address population growth. For the most part, multiple garage-bay stations have been constructed to replace single-bay stations.

EMS maintains a fleet of ambulances, paramedic response unit vehicles and patient care equipment that meet the required Land Ambulance Certification Standards outlined in the Ambulance Act. York Region EMS replaces vehicles and equipment based on established life cycles in order to maintain certification and minimize risk.

This strategic direction is aligned to support the goals of Vision 2026, specifically responding to the needs of our residents, supporting safe and secure communities and continuing to provide and support high quality emergency services throughout York Region.

Key Initiatives (10 Year Plan)

York Region EMS has identified the following capital projects from 2012 to 2021.

Paramedic Response Stations

Ambulances are required to be strategically located to optimize response reliability and ensure that service levels are closely aligned with service demands. Paramedic response stations directly assist in improving response reliability by positioning resources within close proximity to citizens in need.

- The following approved projects are already underway and are expected to be completed in 2012 or 2013:
 - Keswick Paramedic Response Station
 - Queensville Paramedic Response Station
 - Pefferlaw Paramedic Response Station
 - Markham Station acquisition - 280 Church Street
 - Vaughan Station - Maple Teston Road
 - Vaughan -West Woodbridge
 -
- In 2012, land acquisition, approvals and design activities related to the following projects are expected to begin
 - Newmarket Northwest paramedic response station
 - Newmarket Southeast paramedic response station
 - Markham Station - 48th and 14th Avenue

Ambulances - new

- Regional growth: York Region is the third fastest growing census division in Canada. As population increases, emergency call-volumes continue to rise and impact service demand on EMS and local hospitals.
- To address growth-related service demands and maintain response time and current service levels, the purchase of 10 additional ambulances is required by 2021 with 2 in 2012 (\$450,000)
- Project timeline - 2012 - 2021 (\$ 2,254,000).

Multi Patient Specialty Ambulance

- To provide capacity to respond to multi-casualty incidents and evacuations, council approved the award of the RFP for the vehicle in October 2011.
- Delivery of the vehicle and outfitting with medical equipment is expected in 2012.
- Project timeline 2011 - 2012 (\$1,000,000)

Medical Equipment Replacement

- EMS has developed a 10 year replacement strategy for non-disposable medical equipment and technology based on current recommended standards and best practices. The equipment due for replacement in 2012 includes mobile workstations, simulation mannequins, stretchers and special operations bicycles (\$1,305,000).

Ambulance Patient – Lift Ramp Retrofit

- This safety initiative is designed to bring Ambulances to “no-lifting” standards in 2012.
- A patient lift ramp is a hydraulic lift located at the rear of an Ambulance vehicle which eliminates the requirement for the paramedic staff to physically lift the stretcher and patient into and out of an ambulance.
- Patient lift ramps have been used in the United Kingdom (UK) for many years and are now mandated for all UK ambulance vehicles because of their positive impact in improving patient safety while decreasing workplace injuries and their associated costs.
- Project timeline 2012/2013 (\$720,000).

Real Time Driver Feedback System

- A real time driver feedback system monitors vehicle operating parameters such as speed, g-forces caused by forceful accelerations/decelerations. The system provides an audible alert to the driver before the vehicle reaches unsafe operating conditions, allowing the driver to take corrective action
- This type of system adds value to Ambulance service by ensuring smooth and stable driving. This allows for safer patient treatment during transport while providing real time feedback vs. retrospective.
- Many performance based EMS services use such a system including Nova Scotia Emergency Health Services. Outcomes following the implementation of such systems have resulted in a thousand fold improvement in driver safety.
- Project timeline 2012 (\$300,000).

New Projects Added to the 2012 Budget Process

EMS Fleet

- Ambulance and Emergency Response Vehicles must meet the provision of the *Ontario Land Ambulance & Emergency Response Vehicle Standard* under the Ambulance Act.
- York Region purchases Ambulance and Emergency Response Vehicles from a vendor certified through the *Ambulance Manufacturer/Supplier Certification Listing* published by the Ministry of Health and Long Term Care.

Ambulances - replacements

- Purchase of 12 replacement ambulance vehicles that meet decommissioning criterion in 2012 (\$2,402,000).

Rapid Response Units - (RRU)

- Purchase of 5 replacement RRUs in 2012 to replace 2004/05 year models. EMS operations deployment plan has incorporated use of RRUs to augment ambulance vehicles in responding to calls for emergency service (\$462,000).
- Purchase of 4 enhancement RRUs in 2012 to achieve reduced response times in targeted areas of the Region (\$500,000).

Response Station Renovations

- Aurora Paramedic Response Station - A renovation to enlarge the current garage door openings at the existing station to allow for proper vehicle clearances when entering and exiting the garage bays (\$200,000).
- EMS Headquarters - To develop a helipad allowing dedicated access to air ambulances for the northern portion of the Region (\$100,000).
- King/Schomberg Paramedic Response station # 37 requires refurbishing and renovation to bring the station up to current EMS standards. (\$ 150,000).

Long Term Outlook (10 Year Plan)

Expenditures

The 10-year capital plan projects the increase in service hours anticipated due to Regional growth, with the purchase of additional ambulance vehicles. Also, a 10-year vehicle, patient care equipment and mobile technology systems replacement plan has been developed. Paramedic Response Stations are also being proposed for construction based on replacement or growth criteria.

Pressures of Net Operating Impact of Capital Projects

The net operating impact of new Capital Projects relates to construction and development of Paramedic Response Stations and the purchase of new emergency response vehicles.

In 2012, salaries and benefits have been included for the addition of 10 FTEs related to the acquisition of 2 new ambulances and 4 Rapid Response vehicles providing 12 hour coverage. In 2013, an additional 14 FTEs will be requested to increase the coverage from 12 hours to 24 hours per day for the new vehicles added in 2012.

Similar FTE requirements are included in each of the outlook years associated with new ambulance purchases.

Key operating impacts include debenture payments, facilities-related utilities and maintenance costs, staffing costs and vehicle fuel and maintenance costs.

Debt repayment costs are consolidated and reflected in the "Incremental Net Operating Impact of Capital on Tax Levy" section of the 2012 Capital Budget Financial Summary.

2012 Business Plan and Budget										
Community and Health Services										
Emergency Medical Services										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Salaries and Benefits	1,456	1,485	1,515	1,545	1,576	1,608	1,640	1,672	1,706	1,740
Repairs and Maintenance	251	11	124	11	91	-	91	-	80	11
Other Costs	188	8	92	8	68	-	68	-	60	8
Total Gross Costs	1,895	1,504	1,731	1,564	1,735	1,608	1,799	1,672	1,846	1,759
Total Net Impact on Tax Levy	1,895	1,504	1,731	1,564	1,735	1,608	1,799	1,672	1,846	1,759

2012 Business Plan and Budget										
Community and Health Services										
Emergency Medical Services										
2012 Total Project Budget Authority										
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Estimated Total Project Cost
GROSS EXPENDITURES										
Tangible Capital Assets										
Rehabilitation/Replacement										
54390	Keswick Station	229	1,246	300	-	-	-	-	-	1,775
54420	Queensville EMS Station Replacement	-	-	925	525	-	-	-	-	1,450
54490	Pefferlaw Station	208	50	1,167	-	-	-	-	-	1,425
54520	EMS Vehicles - Replacement	11,770	3,053	2,864	-	-	-	-	-	17,687
54530	King Township - Nobleton	-	-	150	-	-	-	-	-	150
54540	Paramedics Defibrillators	1,759	-	-	-	-	-	-	-	1,759
54590	Markham Station - 280 Church	8	-	1,992	-	-	-	-	-	2,000
54600	Medical Equipment Replacement	82	184	1,305	-	-	-	-	-	1,571
54625	EMS Security System Upgrade	-	-	390	-	-	-	-	-	390
54640	Newmarket Northwest Station	-	-	525	-	-	-	-	-	525
54645	Newmarket Southeast Station	-	-	400	-	-	-	-	-	400
NEW19	Aurora Paramedic Response Station Renovation	-	-	200	-	-	-	-	-	200
Sub Total Rehabilitation/Replacement		14,056	4,533	10,218	525	-	-	-	-	29,332

2012 Business Plan and Budget											
Community and Health Services											
Emergency Medical Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
Growth/Expansion											
54510	Vaughan Station - Maple Teston Rd	99	100	1,382	111	-	-	-	-	1,493	1,692
54301	EMS Vehicles - New	-	225	950	-	-	-	-	-	950	1,175
54580	Vaughan-West Woodbridge	-	50	1,585	275	-	-	-	-	1,860	1,910
NEW06	Markham Station - 48 & 14th	-	-	400	-	-	-	-	-	400	400
Sub Total Growth/Expansion				4,317	386	-	-	-	-	4,703	5,177
Enhancement/Improvement											
54635	Ambulance Tail-Lift Retrofit	-	-	360	360	-	-	-	-	720	720
54610	Real Time Driver Feedback System	-	-	300	-	-	-	-	-	300	300
54630	Multi-Patient Ambulance	-	-	1,000	-	-	-	-	-	1,000	1,000
NEW20	Bates Drive Helipad	-	-	100	-	-	-	-	-	100	100
Sub Total Enhancement/Improvement				1,760	360	-	-	-	-	2,120	2,120
Total Tangible Capital Assets		14,155	4,908	16,295	1,271	-	-	-	-	17,566	36,629
TOTAL GROSS EXPENDITURES		14,155	4,908	16,295	1,271	-	-	-	-	17,566	36,629

2012 Business Plan and Budget										
Community and Health Services										
Emergency Medical Services										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Regional										
Development Charges	-	135	560	-	-	-	-	-	560	695
Reserve: Current Tax Levy	11,770	3,143	3,254	-	-	-	-	-	3,254	18,167
Reserve: General Capital	1,841	184	4,684	(907)	-	-	-	-	3,777	5,802
Reserve: Debt Reduction Fund	8	945	4,852	-	-	-	-	-	4,852	5,805
Sub Total Regional	13,619	4,407	13,350	(907)	-	-	-	-	12,443	30,469
TOTAL AVAILABLE FINANCING	13,619	4,407	13,350	(907)	-	-	-	-	12,443	30,469
TOTAL DEBENTURE REQUIREMENTS	536	501	2,945	2,178	-	-	-	-	5,123	6,160
TOTAL FINANCING SOURCES	14,155	4,908	16,295	1,271	-	-	-	-	17,566	36,629
DEBENTURE REPAYMENT SOURCES										
Prior Years	75	-	-	-	-	-	-	-	-	75
Development Charges	-	813	712	3,481	-	-	-	-	4,193	5,006
Tax Levy	-	-	62	216	-	-	-	-	278	278
Timing Adjustment	461	(312)	2,170	(1,519)	-	-	-	-	651	800
TOTAL DEBENTURE REQUIREMENTS	536	501	2,945	2,178	-	-	-	-	5,123	6,160

2012 Business Plan and Budget
Community and Health Services
Emergency Medical Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
54301	EMS Vehicles - New	950	390	-	-	560	-	-		
54390	Keswick Sation	300	-	300	-	-	-	-		
54420	Queensville EMS Station Replacement	1,450	-	700	750	-	-	-		
54490	Pefferlaw Station	1,167	-	392	775	-	-	-		
54510	Vaughan Station - Maple Teston Rd	1,493	-	555	938	-	-	-		
54520	EMS Vehicles - Replacement	2,864	2,864	-	-	-	-	-		
54530	King Township - Nobleton	150	-	150	-	-	-	-		
54580	Vaughan-West Woodbridge	1,860	-	-	1,860	-	-	-		
54590	Markham Station - 280 Church	1,992	-	1,992	-	-	-	-		
54600	Medical Equipment Replacement	1,305	-	1,305	-	-	-	-		
54610	Real Time Driver Feedback System	300	-	300	-	-	-	-		
54625	EMS Security System Upgrade	390	-	390	-	-	-	-		
54630	Multi-Patient Ambulance	1,000	-	1,000	-	-	-	-		
54635	Ambulance Tail-Lift Retrofit	720	-	720	-	-	-	-		
54640	Newmarket Northwest Station	525	-	125	400	-	-	-		
54645	Newmarket Southeast Station	400	-	-	400	-	-	-		
NEW06	Markham Station - 48 & 14th	400	-	400	-	-	-	-		

2012 Business Plan and Budget
Community and Health Services
Emergency Medical Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
NEW19	Aurora Paramedic Response Station Renovation	200	-	200	-	-	-	-		
NEW20	Bales Drive Helipad	100	-	100	-	-	-	-		
Total Tax Supported		17,566	3,254	8,629	5,123	560	-	-		

2012 Business Plan and Budget														
Community and Health Services														
Emergency Medical Services														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
GROSS EXPENDITURES														
Tangible Capital Assets														
Rehabilitation/Replacement														
54390	Keswick Station	229	1,246	300	-	-	-	-	-	-	-	-	-	1,775
54420	Queensville EMS Station Replacement	-	-	925	525	-	-	-	-	-	-	-	-	1,450
54490	Pefferlaw Station	208	50	1,167	-	-	-	-	-	-	-	-	-	1,425
54520	EMS Vehicles - Replacement	11,770	3,053	2,864	3,014	2,758	2,688	3,142	3,148	2,880	3,414	3,003	2,803	44,537
54530	King Township - Nobleton	-	-	150	-	-	-	-	-	-	-	-	-	150
54540	Paramedics Defibrillators	1,759	-	-	-	-	1,680	-	-	-	-	-	-	3,439
54590	Markham Station - 280 Church	8	-	1,992	-	-	-	-	-	-	-	-	-	2,000
54600	Medical Equipment Replacement	82	184	1,305	425	381	900	375	500	1,150	541	395	500	6,738
54625	EMS Security System Upgrade	-	-	390	-	-	-	-	-	-	-	-	-	390
54640	Newmarket Northwest Station	-	-	525	985	-	-	-	-	-	-	-	-	1,510
54645	Newmarket Southeast Station	-	-	400	1,110	-	-	-	-	-	-	-	-	1,510
NEW13	Thornhill Central	-	-	-	854	806	-	-	-	-	-	-	-	1,660
NEW14	Sutton	-	-	-	-	-	-	-	605	555	-	-	-	1,160
NEW16	King City	-	-	-	632	528	-	-	-	-	-	-	-	1,160
NEW19	Aurora Paramedic Response Station Renovation	-	-	200	-	-	-	-	-	-	-	-	-	200

2012 Business Plan and Budget															
Community and Health Services															
Emergency Medical Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
				(In \$000's)											
Sub Total	Rehabilitation/Replacement	14,056	4,533	10,218	7,545	4,473	3,588	5,197	4,253	4,510	4,030	3,398	3,303	-	69,104
Growth/Expansion															
54510	Vaughan Station - Maple Teston Rd	99	100	1,382	111	-	-	-	-	-	-	-	-	-	1,692
54301	EMS Vehicles - New	-	225	950	-	450	-	450	-	450	-	450	-	-	2,975
54580	Vaughan-West Woodbridge	-	50	1,585	275	-	-	-	-	-	-	-	-	-	1,910
NEW06	Markham Station - 48 & 14th	-	-	400	157	1,043	-	-	-	-	-	-	-	-	1,600
NEW07	Richmond Hill Station - NE	-	-	-	-	805	755	-	-	-	-	-	-	-	1,560
NEW08	Ballantrae Station	-	-	-	-	-	-	686	640	-	-	-	-	-	1,326
NEW15	Vaughan Kleinburg	-	-	-	-	-	-	-	-	-	955	805	-	-	1,760
NEW21	Holland Landing Paramedic Response Station	-	-	-	-	-	-	-	-	-	-	-	830	830	1,660
Sub Total	Growth/Expansion	99	375	4,317	543	2,298	755	1,136	640	450	955	1,255	830	830	14,483
Enhancement/Improvement															
54635	Ambulance Tail-Lift Retrofit	-	-	360	360	-	-	-	-	-	-	-	-	-	720
54610	Real Time Driver Feedback System	-	-	300	-	-	-	-	-	-	-	-	-	-	300
54630	Multi-Patient Ambulance	-	-	1,000	-	-	-	-	-	-	-	-	-	-	1,000
NEW18	In-Vehicle Computer Aided Dispatch (CAD) for EMS	-	-	-	300	-	-	-	-	-	-	-	-	-	300
NEW20	Bales Drive Helipad	-	-	100	-	-	-	-	-	-	-	-	-	-	100
Sub Total	Enhancement/Improvement	-	-	1,760	660	-	-	-	-	-	-	-	-	-	2,420

2012 Business Plan and Budget															
Community and Health Services															
Emergency Medical Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)									Balance to Complete	Estimated Total Project Cost	
				2012	2013	2014	2015	2016	2017	2018	2019	2020			2021
		14,155	4,908	16,295	8,748	6,771	4,343	6,333	4,893	4,960	4,985	4,653	4,133	830	86,007
TOTAL TANGIBLE CAPITAL ASSETS				16,295	8,748	6,771	4,343	6,333	4,893	4,960	4,985	4,653	4,133	830	86,007
TOTAL GROSS EXPENDITURES				14,155											

2012 Business Plan and Budget Community and Health Services Emergency Medical Services 10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Development Charges	-	135	560	-	265	-	265	-	265	-	265	-	-	1,755
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserve: Current Tax Levy	11,770	3,143	3,254	3,314	2,943	2,688	3,327	3,148	3,599	2,880	3,188	2,803	-	46,057
Reserve: General Capital	1,841	184	4,684	1,036	(857)	95	2,741	419	(64)	2,105	(560)	1,330	(830)	12,124
Reserve: Debt Reduction Fund	8	945	4,852	-	-	-	-	-	-	-	-	-	-	5,805
Sub Total Regional	13,619	4,407	13,350	4,350	2,351	2,783	6,333	3,567	3,800	4,985	2,893	4,133	(830)	65,741
TOTAL AVAILABLE FINANCING	13,619	4,407	13,350	4,350	2,351	2,783	6,333	3,567	3,800	4,985	2,893	4,133	(830)	65,741
TOTAL DEBENTURE REQUIREMENTS	536	501	2,945	4,398	4,420	1,560	-	1,326	1,160	-	1,760	-	1,660	20,266
TOTAL FINANCING SOURCES	14,155	4,908	16,295	8,748	6,771	4,343	6,333	4,893	4,960	4,985	4,653	4,133	830	86,007
DEBENTURE REPAYMENT SOURCES														
Prior Years	75	-	-	-	-	-	-	-	-	-	-	-	-	75
Development Charge	-	813	712	3,481	1,600	1,560	-	1,326	-	-	1,760	-	1,660	12,912
Tax Levy	-	-	62	3,236	2,820	-	-	-	1,160	-	-	-	-	7,278
Timing Adjustment	461	(312)	2,170	(2,319)	-	-	-	-	-	-	-	-	-	-
TOTAL DEBENTURE REQUIREMENTS	536	501	2,945	4,398	4,420	1,560	-	1,326	1,160	-	1,760	-	1,660	20,266

2012 Business Plan and Budget

Community and Health Services

Emergency Medical Services

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
54301	EMS Vehicles - New	2,750	1,130	-	-	1,620	-	-
54390	Keswick Sation	300	-	300	-	-	-	-
54420	Queensville EMS Station Replacement	1,450	-	700	750	-	-	-
54490	Pefferlaw Station	1,167	-	392	775	-	-	-
54510	Vaughan Station - Maple Teston Rd	1,493	-	555	938	-	-	-
54520	EMS Vehicles - Replacement	29,714	29,714	-	-	-	-	-
54530	King Township - Nobleton	150	-	150	-	-	-	-
54540	Paramedics Defibrillators	1,680	-	1,680	-	-	-	-
54580	Vaughan-West Woodbridge	1,860	-	-	1,860	-	-	-
54590	Markham Station - 280 Church	1,992	-	1,992	-	-	-	-
54600	Medical Equipment Replacement	6,472	-	6,472	-	-	-	-
54610	Real Time Driver Feedback System	300	-	300	-	-	-	-
54625	EMS Security System Upgrade	390	-	390	-	-	-	-
54630	Multi-Patient Ambulance	1,000	-	1,000	-	-	-	-
54635	Ambulance Tail-Lift Retrofit	720	-	720	-	-	-	-
54640	Newmarket Northwest Station	1,510	-	-	1,510	-	-	-
54645	Newmarket Southeast Station	1,510	-	-	1,510	-	-	-

2012 Business Plan and Budget
Community and Health Services
Emergency Medical Services

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
NEW06	Markham Station - 48 & 14th	1,600	-	-	1,600	-	-	-		
NEW07	Richmond Hill Station - NE	1,560	-	-	1,560	-	-	-		
NEW08	Ballantrae Station	1,326	-	-	1,326	-	-	-		
NEW13	Thornhill Central	1,660	-	-	1,660	-	-	-		
NEW14	Sutton	1,160	-	-	1,160	-	-	-		
NEW15	Vaughan Kleinburg	1,760	-	-	1,760	-	-	-		
NEW16	King City	1,160	-	-	1,160	-	-	-		
NEW18	In-Vehicle Computer Aided Dispatch (CAD) for EMS	300	300	-	-	-	-	-		
NEW19	Aurora Paramedic Response Station Renovation	200	-	200	-	-	-	-		
NEW20	Bales Drive Helipad	100	-	100	-	-	-	-		
NEW21	Holland Landing Paramedic Response Station	830	-	830	-	-	-	-		
Total Tax Supported		66,114	31,144	15,781	17,569	1,620	-	-	-	-

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Capital Strategy (10 Year Plan)

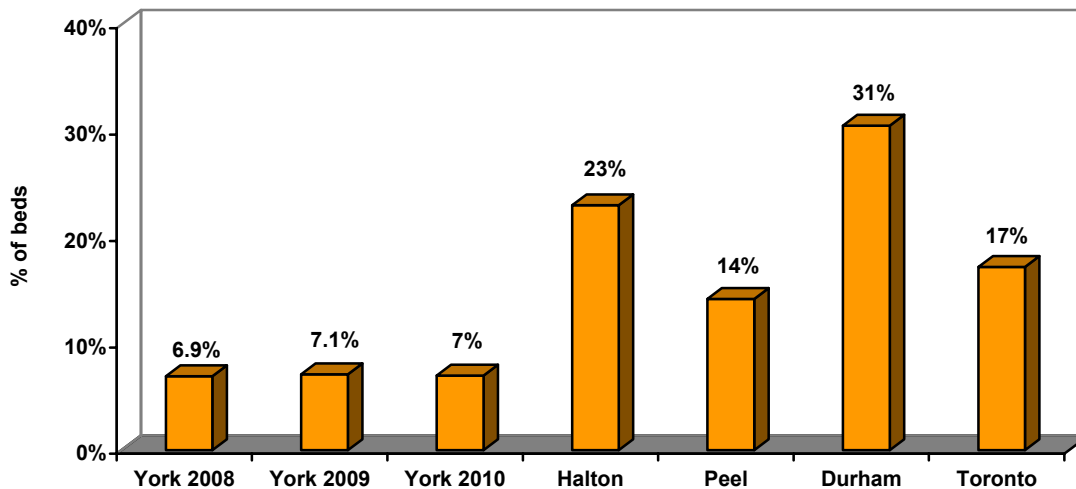
Long Term Care (LTC) Division continues to focus on promoting the health, well-being, safety and independence of our clients and to be recognized as leaders in the development and delivery of long term care and seniors programs through the provision of quality services.

Future development will focus on expanding this mandate, particularly in areas of the Region where service options are limited. Program expansion is subject to the availability of new funding opportunities through the Provincial Government.

The Region will continue to maintain and respond to opportunities for operational expansion as they arise, subject to their viability. Opportunities to champion innovative approaches to seniors care by establishing LTC Home Centres of Learning, Research and Innovation will also be pursued.

York Region has the lowest percent of municipal operated LTC beds compared to the total LTC beds in the Region, and compared to the neighboring Greater Toronto Area communities. York Region is currently operating approximately 7.0% of the beds in York Region. By comparison, the percentage of beds operated by Halton, Peel, Durham and Toronto are approximately 23%, 14%, 31% and 17% respectively in 2010.

Regionally Operated LTC Beds v/s Total Beds by Region



Key Initiatives (10 Year Plan)

Long Term Care has identified the following future priorities for program expansion.

Maple Health Centre

- Feasibility study for expansion at this site confirmed several viable options. In the short-medium term the most viable, cost effective and least disruptive option is a 28-bed expansion through the construction of two connecting wings that would create an internal courtyard. This expansion option will increase the size of the units from 24-26 beds to the current Ministry standard of 32 beds and will have a positive impact on operational costs and efficiencies at the home.
- As opportunity presents, application to Ministry of Health and Long Term Care (MOHLTC) for an additional 28 beds and funding for expansion at the Maple Health Centre Campus will be done. This may also provide an opportunity to relocate the 15 convalescent care beds to this new unit, and investigate options to increase the number of convalescent care beds.
- Project timeline – 2014-2016 (\$4,536,000)

Georgina Health Centre

- Develop and submit a proposal for a new 100 – 120 bed centre for northern York Region, potentially as part of a joint project with Housing York Inc to incorporate seniors housing and a long term care home on a multi-use site.
- Northern York Region has been identified as underserved in both seniors housing and long term care services.
- Project is contingent on MOHLTC funding, support of CLHIN and Council approval.
- Project timeline – 2015-2017 (\$19,800,000).

Clinical/Direct Care Major Equipment Replacement Plan

- LTC Homes are required to implement a replacement plan for the following equipment:
 - Institutional electric hi/lo health care beds (232) – 10 year life cycle
 - Built-in resident ceiling lifts (185) – 7 year life cycle
 - Bathing facility lifts / slings (9) – 5 year life cycle
 - Portable lifts / slings (9) – 7 year life cycle
- Replacement of operational equipment in both Homes
- Project timeline – 2012 (\$368,000)

Office Spaces - Furniture and Equipment Standardization

- LTC, with the assistance of Property Services, has conducted a review of all office space accommodating Regional Staff, including staff lounges, shared resource computer areas and staff meeting rooms. Corporate space and furniture standards will be followed in the upgrades.
- The review included Newmarket Health Centre, Maple Health Centre and Seniors Community Programs which identified workspace areas that require furniture to be replaced.
- Project timeline - 2011-2013 (\$350,000)

Long Term Care Homes and Seniors Community Program Centres – Interior Decoration and Furnishings

- LTC is planning to develop, redesign and upgrade all resident interior space within the two Homes and also the ACL and Adult Day Centre client space. This will include upgrading the furniture, interior decoration and staff lounges. This will improve the ambiance of the facilities and help create a home like atmosphere to meet the physical, emotional and psychological needs of the residents, and provide a comfortable and secure environment.
- Capital costs totalling \$663,000 include:
 - LTC Homes interior decorations - \$380,000
 - Seniors Community Programs (ACL) units furnishings - \$168,000
 - Adult Day Centres client furnishings - \$115,000
- Project timeline - 2012-2013

Kitchen Equipment Upgrades

- LTC conducted a dietary operational review at Newmarket Health Centre and Maple Health Centre to outline recommendations for improvements, and measure compliance against the new Long Term Care Homes Act, 2007 and MOHLTC standards.
- Detailed on-site review of current practices with MOHLTC standards included food and meal production systems and practices, sanitation practices, food quality, dining experiences, labour analysis, quality improvement tools being used, and equipment needs.
- To implement the recommendations from the operational review, dietary servery equipment needs to be replaced in all resident servery spaces; a total of 9 spaces in both Homes. This includes steam wells, flooring, mill work/cabinetry and minor kitchen equipment.
- Project timeline - 2011-2012 (\$350,000).

Road Widening / Parking Space Upgrades

- Maple Health Centre identified a traffic safety issue relating to staff, clients and visitors who exit the Home onto Keele Street. A consultant has been hired to do a Traffic Study/Site and Access review for the centre. The review included an assessment of site circulation, parking lot design and potential capacity deficiencies at the intersection of Keele Street and the site driveway, to identify issues and potential improvements.

- Newmarket Health Centre requires additional parking spaces to allow for adequate parking for staff, resident family members and visitors, and leased office space tenants.
- Project timeline - 2011-2013 (\$550,000)

LTC – Compliance with LTC Homes Act, 2007 and Ontario Regulations 79/10

- With the passing of the Act and Regulations on July 1, 2010, LTC staff identified a number of areas where the Region would be considered non-compliant if the Ministry was to inspect the homes. LTC staff has been working towards ensuring compliance with the Act and Regulations and there are a number of projects that require additional funding to ensure the Region is compliant.

The homes need to implement enhanced security features including digital recording devices and key-coded entry systems, and a number of improvements to the elevators, lighting, windows, doors and equipment in both homes to become compliant with legislation.

- Project timeline - 2011-2013 (\$1,125,000)

Conversion of Former Smoking Rooms

- Both Newmarket Health Centre and Maple Health Centre currently have self contained resident smoking rooms located within the living areas. To promote a smoke free environment it is proposed to convert these rooms into resident activity rooms to allow for a healthier setting for the residents, staff, family members and visitors.
- Project timeline - 2012 (\$100,000)

Time & Attendance Smart Card System

- LTC is in the process of implementing an electronic scheduling system (ScheduleSoft) for the Division. The purpose of this project is to implement a staff scheduling solution that is efficient and eliminate redundancy in current business processes, while allowing managers / supervisors to better manage staff schedules
- The next step is to implement card technology (smartcard readers) to integrate with the scheduling system. This will allow for improved sign in/out controls, eliminate time wasted collecting and processing paper timesheets, and improve payroll accuracy
- Project timeline - 2012 (\$140,000)

New Projects Added to the 2012 Budget Process

The following equipment and systems need to be replaced due to technology changes, high repair costs and/or life expectancy, and compliance requirements with the new Long Term Care Homes Act, 2007 and Regulations.

Residents Rooms Ceiling lifts replacement – Newmarket Health Centre

- In addition to the major equipment replacement plan, Newmarket Health Centre requires to replace 65 built-in ceiling lifts in resident's rooms. The current lifts are over 10 years old and the Home is having issues with maintenance, availability of mechanical parts and overall safety of the equipment. Also the replacement of the lifts is required in order for the Region to comply with the LTC Act and Regulations.
- Project timeline – 2012 (\$400,000)

Generator replacement – Maple Health Centre

- Maple Health Centre identified a deficiency in the existing emergency power system that does not have the capacity to support specified essential services as outlined in the LTC Act and Regulations. A consultant has been hired to conduct an Emergency Power System Audit review for the home. The review identified issues and current deficiencies and potential improvements. A new 750kw gas powered generator is recommended that has the capacity to provide 100% redundant backup of the entire home and also sustain additional home expansion plans.
- Project timeline – 2012 (\$650,000)

Program Space expansion - Maple Adult Day Centre

- Maple Adult Day Centre currently operates Day Programs within dedicated space in Maple Health Centre. Over 110 clients participate in day programs and services 6 days a week. An internal review by a consultant was conducted in March 2010 to identify improvements to the programs, including a review of the physical space. The consultant identified that the physical space is extremely crowded which may result as a safety issue for clients and a program quality issue for the program. LTC is recommending redesign and increasing the program space by approx 5,000sq.ft.
- Project timeline – 2012 Redesign (\$500,000) / 2103 Construction (\$1,500,000)

Long Term Outlook (10 Year Plan)

Expenditures

The 10 year capital plan projects the increase of service levels of beds by 2017 with the construction and development of a new Health Centre in northern York Region, subject to an award from the Ministry or the Central LHIN. Also, as opportunity presents, the expansion of Maple Health Centre with the construction and development of 28 additional beds.

An operational equipment and clinical / direct care major equipment replacement plan has been developed based on life cycle and life expectancy. LTC staff has been working towards ensuring compliance with the Act and Regulations and capital projects are underway to meet these requirements.

Pressures of Net Operating Impact of Capital Projects

The net operating impact relates to construction and development of a new Health Centre and expansion of Maple Health Centre. Key operating impacts include debenture payments, the costs of operating the new / expanded facilities, including staffing and operating costs. These costs are offset by Provincial operating funding, resident accommodation revenue, Provincial capital funding and Development charges revenues.

Debt repayment costs are consolidated and reflected in the "Incremental Net Operating Impact of Capital on Tax Levy" section of the 2012 Capital Budget Financial Summary.

2012 Business Plan and Budget										
Community and Health Services										
Long Term Care										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Salaries and Benefits	-	-	-	-	-	2,140	8,909	-	-	-
Other Costs	-	-	-	-	-	430	1,433	-	-	-
Total Gross Costs	-	-	-	-	-	2,570	10,342	-	-	-
Revenues										
Revenue	-	-	-	-	-	(1,506)	(6,454)	-	-	-
Other Revenue	-	-	-	-	-	(107)	(473)	-	-	-
Total Revenues	-	-	-	-	-	(1,613)	(6,927)	-	-	-
Total Net Impact on Tax Levy	-	-	-	-	-	957	3,415	-	-	-

2012 Business Plan and Budget											
Community and Health Services											
Long Term Care											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
GROSS EXPENDITURES											
Tangible Capital Assets											
Rehabilitation/Replacement											
55244	Operational Equipment	330	330	165	-	-	-	-	-	165	825
55245	Resident Beds	560	252	203	-	-	-	-	-	203	1,015
59405	LTC Act/Regulations Compliance (Newmarket Health Centre/Maple Health Centre)	-	30	970	125	-	-	-	-	1,095	1,125
59410	Office Standardization (Newmarket Health Centre/Maple Health Centre)	-	300	25	25	-	-	-	-	50	350
59415	LTC/Day Centres/Alternative Community Living (ACL) - Interior Decor	-	-	465	198	-	-	-	-	663	663
59420	Kitchen Upgrades (Newmarket Health Centre/Maple Health Centre)	-	51	299	-	-	-	-	-	299	350
59430	Conversion of Former Smoking Rooms (Newmarket)	-	-	100	-	-	-	-	-	100	100
new01	Resident Ceiling Lifts Replacement - NHC	-	-	400	-	-	-	-	-	400	400
new02	Replacement Generator - MHC	-	-	650	-	-	-	-	-	650	650
Sub Total Rehabilitation/Replacement				890	963	3,277	348	-	-	3,625	5,478

2012 Business Plan and Budget											
Community and Health Services											
Long Term Care											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
Enhancement/Improvement											
59400	Time and Attendance Smartcard System	-	-	140	-	-	-	-	-	140	140
59425	Newmarket Health Centre Parking/Maple Health Centre Driveway	-	50	350	150	-	-	-	-	500	550
new03	Space Expansion - Maple Adult Day Centre	-	-	500	-	-	-	-	-	500	500
Sub Total Enhancement/Improvement		-	50	990	150	-	-	-	-	1,140	1,190
Total Tangible Capital Assets		890	1,013	4,267	498	-	-	-	-	4,765	6,668
TOTAL GROSS EXPENDITURES		890	1,013	4,267	498	-	-	-	-	4,765	6,668

2012 Business Plan and Budget										
Community and Health Services										
Long Term Care										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Regional										
Reserve: General Capital	890	1,013	4,267	498	-	-	-	-	4,765	6,668
Sub Total Regional	890	1,013	4,267	498	-	-	-	-	4,765	6,668
TOTAL AVAILABLE FINANCING	890	1,013	4,267	498	-	-	-	-	4,765	6,668
TOTAL FINANCING SOURCES	890	1,013	4,267	498	-	-	-	-	4,765	6,668

**2012 Business Plan and Budget
Community and Health Services**

Long Term Care

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
55244	Operational Equipment	165	-	165	-	-	-	-		
55245	Resident Beds	203	-	203	-	-	-	-		
59400	Time and Attendance Smartcard System	140	-	140	-	-	-	-		
59405	LTC Act/Regulations Compliance (Newmarket Health Centre/Maple Health Centre)	1,095	-	1,095	-	-	-	-		
59410	Office Standardization (Newmarket Health Centre/Maple Health Centre)	50	-	50	-	-	-	-		
59415	LTC/Day Centres/Alternative Community Living (ACL) - Interior Decor	663	-	663	-	-	-	-		
59420	Kitchen Upgrades (Newmarket Health Centre/Maple Health Centre)	299	-	299	-	-	-	-		
59425	Newmarket Health Centre Parking/Maple Health Centre Driveway	500	-	500	-	-	-	-		
59430	Conversion of Former Smoking Rooms (Newmarket)	100	-	100	-	-	-	-		
new01	Resident Ceiling Lifts Replacement - NHC	400	-	400	-	-	-	-		
new02	Replacement Generator - MHC	650	-	650	-	-	-	-		
new03	Space Expansion - Maple Adult Day Centre	500	-	500	-	-	-	-		
Total Tax Supported		4,765	-	4,765	-	-	-	-		

2012 Business Plan and Budget															
Community and Health Services															
Long Term Care															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
GROSS EXPENDITURES															
Tangible Capital Assets															
Rehabilitation/Replacement															
55244	Operational Equipment	330	330	165	165	165	165	165	165	165	165	165	165	-	2,310
55245	Resident Beds	560	252	203	203	203	203	203	203	203	203	203	203	-	2,842
59405	LTC Act/Regulations Compliance (Newmarket Health Centre/Maple Health Centre)	-	30	970	125	-	-	-	-	-	-	-	-	-	1,125
59410	Office Standardization (Newmarket Health Centre/Maple Health Centre)	-	300	25	25	-	-	-	-	-	-	-	-	-	350
59415	LTC/Day Centres/Alternative Community Living (ACL) - Interior Decor	-	-	465	198	-	-	-	-	-	-	-	-	-	663
59420	Kitchen Upgrades (Newmarket Health Centre/Maple Health Centre)	-	51	299	-	-	-	-	-	-	-	-	-	-	350
59430	Conversion of Former Smoking Rooms (Newmarket)	-	-	100	-	-	-	-	-	-	-	-	-	-	100
new02	Replacement Generator - MHC	-	-	650	-	-	-	-	-	-	-	-	-	-	650
new01	Resident Ceiling Lifts Replacement - NHC	-	-	400	-	-	-	-	-	-	-	-	-	-	400
Sub Total Rehabilitation/Replacement		890	963	3,277	716	368	368	368	368	368	368	368	368	-	8,790

2012 Business Plan and Budget															
Community and Health Services															
Long Term Care															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
Growth/Expansion															
55215	Maple Health Centre- 28 Bed Addition	-	-	-	1,000	2,500	1,036	-	-	-	-	-	-	-	4,536
59260	Georgina Health Centre (120 beds)	-	-	-	-	2,500	11,000	6,300	-	-	-	-	-	-	19,800
Sub Total Growth/Expansion		-	-	-	1,000	5,000	12,036	6,300	-	-	-	-	-	-	24,336
Enhancement/Improvement															
59400	Time and Attendance Smartcard System	-	-	140	-	-	-	-	-	-	-	-	-	-	140
59425	Newmarket Health Centre Parking/Maple Health Centre Driveway	-	50	350	150	-	-	-	-	-	-	-	-	-	550
new03	Space Expansion - Maple Adult Day Centre	-	-	500	1,500	-	-	-	-	-	-	-	-	-	2,000
Sub Total Enhancement/Improvement		-	50	990	1,650	-	-	-	-	-	-	-	-	-	2,690
Total Tangible Capital Assets		890	1,013	4,267	2,366	1,368	5,368	12,404	6,668	368	368	368	368	-	35,816
TOTAL GROSS EXPENDITURES		890	1,013	4,267	2,366	1,368	5,368	12,404	6,668	368	368	368	368	-	35,816

2012 Business Plan and Budget														
Community and Health Services														
Long Term Care														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Reserve: General Capital	890	1,013	4,267	2,366	368	368	368	368	368	368	368	368	-	11,480
Sub Total Regional	890	1,013	4,267	2,366	368	368	368	368	368	368	368	368	-	11,480
TOTAL AVAILABLE FINANCING	890	1,013	4,267	2,366	368	368	368	368	368	368	368	368	-	11,480
TOTAL DEBENTURE REQUIREMENTS	-	-	-	-	1,000	5,000	12,036	6,300	-	-	-	-	-	24,336
TOTAL FINANCING SOURCES	890	1,013	4,267	2,366	1,368	5,368	12,404	6,668	368	368	368	368	-	35,816
DEBENTURE REPAYMENT SOURCES														
Development Charge	-	-	-	-	168	863	2,123	1,116	-	-	-	-	-	4,270
Tax Levy	-	-	-	-	83	425	1,046	550	-	-	-	-	-	2,104
Other	-	-	-	-	749	3,712	8,867	4,634	-	-	-	-	-	17,962
TOTAL DEBENTURE REQUIREMENTS	-	-	-	-	1,000	5,000	12,036	6,300	-	-	-	-	-	24,336

**2012 Business Plan and Budget
Community and Health Services**

Long Term Care

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)									
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries	
55215	Maple Health Centre- 28 Bed Addition	4,536	-	-	4,536	-	-	-	-
55244	Operational Equipment	1,650	-	1,650	-	-	-	-	-
55245	Resident Beds	2,030	-	2,030	-	-	-	-	-
59260	Georgina Health Centre (120 beds)	19,800	-	-	19,800	-	-	-	-
59400	Time and Attendance Smartcard System	140	-	140	-	-	-	-	-
59405	LTC Act/Regulations Compliance (Newmarket Health Centre/Maple Health Centre)	1,095	-	1,095	-	-	-	-	-
59410	Office Standardization (Newmarket Health Centre/Maple Health Centre)	50	-	50	-	-	-	-	-
59415	LTC/Day Centres/Alternative Community Living (ACL) - Interior Decor	663	-	663	-	-	-	-	-
59420	Kitchen Upgrades (Newmarket Health Centre/Maple Health Centre)	299	-	299	-	-	-	-	-
59425	Newmarket Health Centre Parking/Maple Health Centre Driveway	500	-	500	-	-	-	-	-
59430	Conversion of Former Smoking Rooms (Newmarket)	100	-	100	-	-	-	-	-
new01	Resident Ceiling Lifts Replacement - NHC	400	-	400	-	-	-	-	-
new02	Replacement Generator - MHC	650	-	650	-	-	-	-	-
new03	Space Expansion - Maple Adult Day Centre	2,000	-	2,000	-	-	-	-	-
Total Tax Supported		33,913	-	9,577	24,336	-	-	-	-

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2012 Business Plan and Budget											
Community and Health Services											
Public Health Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
GROSS EXPENDITURES											
Tangible Capital Assets											
Rehabilitation/Replacement											
NEW01	4261 Hwy 7 Markham	-	-	693	-	-	-	-	-	693	693
NEW02	Integrated Vaughan Office	-	-	152	1,551	-	-	-	-	1,703	1,703
NEW03	Reconfigure Contact Centre	-	-	118	-	-	-	-	-	118	118
NEW04	17250 Yonge Street	-	-	40	-	-	-	-	-	40	40
Sub Total Rehabilitation/Replacement				1,003	1,551	-	-	-	-	2,554	2,554
Growth/Expansion											
52000	Infectious Disease Control (IDC) Consolidation	-	15	577	-	-	-	-	-	577	592
Sub Total Growth/Expansion				15	577	-	-	-	-	577	592
Total Tangible Capital Assets				15	1,580	1,551	-	-	-	3,131	3,146
TOTAL GROSS EXPENDITURES				15	1,580	1,551	-	-	-	3,131	3,146

2012 Business Plan and Budget										
Community and Health Services										
Public Health Services										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Regional										
Development Charges	-	15	809	500	-	-	-	-	1,309	1,324
Reserve: General Capital	-	-	771	1,051	-	-	-	-	1,822	1,822
Sub Total Regional	-	15	1,580	1,551	-	-	-	-	3,131	3,146
TOTAL FINANCING SOURCES	-	15	1,580	1,551	-	-	-	-	3,131	3,146

2012 Business Plan and Budget

Community and Health Services

Public Health Services

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
52000	Infectious Disease Control (IDC) Consolidation	577	-	-	-	577	-	-
NEW01	4261 Hwy 7 Markham	693	-	571	-	122	-	-
NEW02	Integrated Vaughan Office	1,703	-	1,152	-	551	-	-
NEW03	Reconfigure Contact Centre	118	-	59	-	59	-	-
NEW04	17250 Yonge Street	40	-	40	-	-	-	-
Total Tax Supported		3,131	-	1,822	-	1,309	-	-

2012 Business Plan and Budget															
Community and Health Services															
Public Health Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
GROSS EXPENDITURES															
Tangible Capital Assets															
Rehabilitation/Replacement															
NEW01	4261 Hwy 7 Markham	-	-	693	-	-	-	-	-	-	-	-	-	-	693
NEW02	Integrated Vaughan Office	-	-	152	1,551	-	-	-	-	-	-	-	-	-	1,703
NEW03	Reconfigure Contact Centre	-	-	118	-	-	-	-	-	-	-	-	-	-	118
NEW04	17250 Yonge Street	-	-	40	-	-	-	-	-	-	-	-	-	-	40
Sub Total Rehabilitation/Replacement		-	-	1,003	1,551	-	-	-	-	-	-	-	-	-	2,554
Growth/Expansion															
52000	Infectious Disease Control (IDC) Consolidation	-	15	577	-	-	-	-	-	-	-	-	-	-	592
Sub Total Growth/Expansion		-	15	577	-	-	-	-	-	-	-	-	-	-	592
Total Tangible Capital Assets		-	15	1,580	1,551	-	-	-	-	-	-	-	-	-	3,146
TOTAL GROSS EXPENDITURES		-	15	1,580	1,551	-	-	-	-	-	-	-	-	-	3,146

2012 Business Plan and Budget														
Community and Health Services														
Public Health Services														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Development Charges	-	15	809	500	-	-	-	-	-	-	-	-	-	1,324
Reserve: General Capital	-	-	771	1,051	-	-	-	-	-	-	-	-	-	1,822
Sub Total Regional	-	15	1,580	1,551	-	-	-	-	-	-	-	-	-	3,146
TOTAL FINANCING SOURCES	-	15	1,580	1,551	-	-	-	-	-	-	-	-	-	3,146

2012 Business Plan and Budget
Community and Health Services
Public Health Services

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)									
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries	
52000	Infectious Disease Control (IDC) Consolidation	577	-	-	-	577	-	-	-
NEW01	4261 Hwy 7 Markham	693	-	571	-	122	-	-	-
NEW02	Integrated Vaughan Office	1,703	-	1,152	-	551	-	-	-
NEW03	Reconfigure Contact Centre	118	-	59	-	59	-	-	-
NEW04	17250 Yonge Street	40	-	40	-	-	-	-	-
Total Tax Supported		3,131	-	1,822	-	1,309	-	-	-

Capital Strategy (10 Year Plan)

As a designated Consolidated Municipal Service Manager, York Region is responsible for providing housing programs to low and moderate-income households.

Though an economic recovery from the global downturn that began in 2008 is underway, it appears to be fragile and this, combined with population growth and diversification, creates pressures on the housing system. A growing number of households in York Region appear to be struggling and this is demonstrated by the unprecedented increase in applicants to the centralized waiting list for assisted housing.

The most recent Canada Mortgage and Housing Corporation rental housing survey found the overall vacancy rate at the end of 2010 unchanged from the previous year at 1.8%, still well below the healthy rental market benchmark of 3%. As well, rental costs continue to increase and this combination of scarcity and high cost becomes insurmountable for vulnerable low income households.

In this environment, York Region Housing Services remains committed to developing strategies to increase the supply of affordable housing for low and moderate income households and to offer emergency accommodation to those who are homeless.

The attached capital forecast totaling \$142.8 million (between 2010 and 2021) represents York Region's plan to deliver more permanent affordable housing and emergency shelter beds over the next several years.

Canada Ontario Affordable Housing Program

Between 2006 and 2009 York Region received close to \$52 million in federal/provincial support to develop more than 400 new affordable housing units. These units were delivered by both Housing York Inc. and a number of non-profit community housing providers. The funding was flowed through to the non-profit community housing providers through the department's operating budget.

It is anticipated that new federal provincial funding will be announced later in 2011 that may affect the capital budget plan for 2012 and beyond.

Key Initiatives (10 Year Plan)

Direct Delivery

Overall, this Capital Plan provides for the completion of 547 units in the period 2012-2015 as outlined below.

Regional Projects

The Capital Plan includes the delivery of the following projects for Housing York Inc.:

- Mackenzie Green, Richmond Hill: This nine-storey building with 140 units is located in the heart of Richmond Hill. This project received a \$16.8 million allocation under the Affordable Housing Program Extension and will be completed in Q4 of 2012.
- Woodbridge Avenue, Vaughan: Planning is underway for the redevelopment of an existing HYI site in Woodbridge to accommodate approximately 150 new apartment units for seniors, singles and families.
- Belinda's Place, Newmarket: Construction will commence in 2012 on a 37 unit emergency shelter/transitional housing facility for single women to be owned by HYI and operated by Blue Door Shelters.

The proposed capital budget also provides for the post-occupancy completion of Kingview Court, 39 new units in King City and Mapleglen, 84 apartments in Vaughan. Included as well is budget for the purchase of a proposed building in Keswick with approximately 97 units that was selected as the result of the Request for Proposals conducted in 2010.

Long Term Outlook (10 Year Plan)

Expenditure

Federally and provincially capped funding represents a challenge to developing long-term affordable housing for vulnerable York Region residents. Housing Services will follow through on recommendations made in the Multi-Year Plan to develop an Affordable Housing Strategy identifying housing issues from homelessness to home ownership. The release of the Provincial Long-Term Affordable Housing Strategy and anticipated new federal/provincial funding will provide guidance, framework and structure to Regional staff in the development of York Region's Long Term Affordable Housing Strategy.

York Region will continue to monitor Federal, Provincial and Municipal funding opportunities and implement recommendations from the Multi Year plan to support the increasing needs for affordable housing for York Region's vulnerable population. Reports will be provided to Council as opportunities are identified.

Pressures of Net Operating Impact of Capital Projects

The key operating impacts for Housing Services include debenture repayments, the costs of operating the new facilities, including staffing requirements, and utility costs. The costs are covered by either tenant rents or from provincial subsidies.

Operating costs, and FTEs, related to Belinda's Place, are included in the outlook year projections for the Employment and Financial Support Branch.

Debt repayment costs are consolidated and reflected in the "Incremental Net Operating Impact of Capital on Tax Levy" section of the 2012 Capital Budget Financial Summary.

2012 Business Plan and Budget										
Community and Health Services										
Housing Services										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Salaries and Benefits	-	117	152	3	82	-	-	-	-	-
Other Costs	-	1,574	685	36	1,048	-	-	-	-	-
Total Gross Costs	-	1,691	837	39	1,130	-	-	-	-	-
Revenues										
Revenue	-	-	-	-	(1,374)	-	-	-	-	-
Other Revenue	-	(809)	(805)	(6)	-	-	-	-	-	-
Total Revenues	-	(809)	(805)	(6)	(1,374)	-	-	-	-	-
Total Net Impact on Tax Levy	-	882	32	33	(244)	-	-	-	-	-

2012 Business Plan and Budget											
Community and Health Services											
Housing Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
GROSS EXPENDITURES											
Tangible Capital Assets											
Growth/Expansion											
67912	Vaughan Civic Centre (84 units)	10,057	8,845	1,000	-	-	-	-	-	1,000	19,902
67915	Dew Street	2,969	6,551	500	-	-	-	-	-	500	10,020
67916	Housing York Inc. Woodbridge Site Intensification	15	50	1,500	-	-	-	-	-	1,500	1,565
67917	Mackenzie Green (Essex)	6,023	1,350	30,884	-	-	-	-	-	30,884	38,257
67918	Belinda's Place (Women's Shelter Newmarket)	115	700	1,000	4,185	-	-	-	-	5,185	6,000
NEW01	Fairwood Home- Keswick	-	-	5,000	18,582	-	-	-	-	23,582	23,582
Sub Total Growth/Expansion		19,179	17,496	39,884	22,767	-	-	-	-	62,651	99,326
Total Tangible Capital Assets		19,179	17,496	39,884	22,767	-	-	-	-	62,651	99,326
Non Tangible Capital Assets											
Growth/Expansion											
67510	Pre-Development Costs	302	100	170	-	-	-	-	-	170	572
67914	DOOR - Housing Provider Innovation Fund	367	133	-	-	-	-	-	-	-	500
Sub Total Growth/Expansion		669	233	170	-	-	-	-	-	170	1,072
Total Non Tangible Capital Assets		669	233	170	-	-	-	-	-	170	1,072
TOTAL GROSS EXPENDITURES		19,848	17,729	40,054	22,767	-	-	-	-	62,821	100,398

2012 Business Plan and Budget										
Community and Health Services										
Housing Services										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Regional										
Reserve: Social Housing	17,017	(3,675)	(5,765)	-	-	-	-	-	(5,765)	7,577
Sub Total Regional	17,017	(3,675)	(5,765)	-	-	-	-	-	(5,765)	7,577
External										
Federal Funding	-	2,584	10,390	-	-	-	-	-	10,390	12,974
Provincial Funding	2,822	6,251	30,113	22,767	-	-	-	-	52,880	61,953
Sub Total External	2,822	8,835	40,503	22,767	-	-	-	-	63,270	74,927
TOTAL AVAILABLE FINANCING	19,839	5,160	34,738	22,767	-	-	-	-	57,505	82,504
TOTAL DEBENTURE REQUIREMENTS	9	12,569	5,316	-	-	-	-	-	5,316	17,894
TOTAL FINANCING SOURCES	19,848	17,729	40,054	22,767	-	-	-	-	62,821	100,398
DEBENTURE REPAYMENT SOURCES										
Prior Years	-	3,646	-	-	-	-	-	-	-	3,646
Region of York Housing	-	8,932	8,174	-	-	-	-	-	8,174	17,106
Other	-	-	(2,858)	-	-	-	-	-	(2,858)	(2,858)
TOTAL DEBENTURE REQUIREMENTS	-	12,578	5,316	-	-	-	-	-	5,316	17,894

2012 Business Plan and Budget
Community and Health Services
Housing Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
67510	Pre-Development Costs	170	-	80	-	-	90	-		
67912	Vaughan Civic Centre (84 units)	1,000	-	-	-	-	1,000	-		
67915	Dew Street	500	-	(1,322)	(2,858)	-	4,680	-		
67916	Housing York Inc. Woodbridge Site Intensification	1,500	-	1,500	-	-	-	-		
67917	Mackenzie Green (Essex)	30,884	-	(6,023)	8,174	-	28,733	-		
67918	Belinda's Place (Women's Shelter Newmarket)	5,185	-	-	-	-	5,185	-		
NEW01	Fairwood Home- Keswick	23,582	-	-	-	-	23,582	-		
Total Tax Supported		62,821	-	(5,765)	5,316	-	63,270	-		

2012 Business Plan and Budget															
Community and Health Services															
Housing Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
GROSS EXPENDITURES															
Tangible Capital Assets															
Growth/Expansion															
67912	Vaughan Civic Centre (84 units)	10,057	8,845	1,000	-	-	-	-	-	-	-	-	-	-	19,902
67915	Dew Street	2,969	6,551	500	-	-	-	-	-	-	-	-	-	-	10,020
67916	Housing York Inc. Woodbridge Site Intensification	15	50	1,500	500	20,956	20,890	-	-	-	-	-	-	-	43,911
67917	Mackenzie Green (Essex)	6,023	1,350	30,884	-	-	-	-	-	-	-	-	-	-	38,257
67918	Belinda's Place (Women's Shelter Newmarket)	115	700	1,000	4,185	-	-	-	-	-	-	-	-	-	6,000
NEW01	Fairwood Home- Keswick	-	-	5,000	18,582	-	-	-	-	-	-	-	-	-	23,582
Sub Total Growth/Expansion		19,179	17,496	39,884	23,267	20,956	20,890	-	-	-	-	-	-	-	141,672
Total Tangible Capital Assets		19,179	17,496	39,884	23,267	20,956	20,890	-	-	-	-	-	-	-	141,672
Non Tangible Capital Assets															
Growth/Expansion															
67510	Pre-Development Costs	302	100	170	80	-	-	-	-	-	-	-	-	-	652
67914	DOOR - Housing Provider Innovation Fund	367	133	-	-	-	-	-	-	-	-	-	-	-	500
Sub Total Growth/Expansion		669	233	170	80	-	-	-	-	-	-	-	-	-	1,152
Total Non Tangible Capital Assets		669	233	170	80	-	-	-	-	-	-	-	-	-	1,152
TOTAL GROSS EXPENDITURES		19,848	17,729	40,054	23,347	20,956	20,890	-	-	-	-	-	-	-	142,824

2012 Business Plan and Budget														
Community and Health Services														
Housing Services														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Reserve: Social Housing	17,017	(3,675)	(5,765)	580	20,956	(4,060)	-	-	-	-	-	-	-	25,053
Sub Total Regional	17,017	(3,675)	(5,765)	580	20,956	(4,060)	-	-	-	-	-	-	-	25,053
External														
Federal Funding	-	2,584	10,390	-	-	9,000	-	-	-	-	-	-	-	21,974
Provincial Funding	2,822	6,251	30,113	22,767	-	9,000	-	-	-	-	-	-	-	70,953
Sub Total External	2,822	8,835	40,503	22,767	-	18,000	-	-	-	-	-	-	-	92,927
TOTAL AVAILABLE FINANCING	19,839	5,160	34,738	23,347	20,956	13,940	-	-	-	-	-	-	-	117,980
TOTAL DEBENTURE REQUIREMENTS	9	12,569	5,316	-	-	6,950	-	-	-	-	-	-	-	24,844
TOTAL FINANCING SOURCES	19,848	17,729	40,054	23,347	20,956	20,890	-	-	-	-	-	-	-	142,824
DEBENTURE REPAYMENT SOURCES														
Prior Years	-	3,646	-	-	-	-	-	-	-	-	-	-	-	3,646
Region of York Housing	-	8,932	8,174	-	-	-	-	-	-	-	-	-	-	17,106
Other	-	-	(2,858)	-	-	6,950	-	-	-	-	-	-	-	4,092
TOTAL DEBENTURE REQUIREMENTS	-	12,578	5,316	-	-	6,950	-	-	-	-	-	-	-	24,844

2012 Business Plan and Budget
Community and Health Services
Housing Services

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
67510	Pre-Development Costs	250	-	160	-	-	90	-		
67912	Vaughan Civic Centre (84 units)	1,000	-	-	-	-	1,000	-		
67915	Dew Street	500	-	(1,322)	(2,858)	-	4,680	-		
67916	Housing York Inc. Woodbridge Site Intensification	43,846	-	18,896	6,950	-	18,000	-		
67917	Mackenzie Green (Essex)	30,884	-	(6,023)	8,174	-	28,733	-		
67918	Belinda's Place (Women's Shelter Newmarket)	5,185	-	-	-	-	5,185	-		
NEW01	Fairwood Home- Keswick	23,582	-	-	-	-	23,582	-		
Total Tax Supported		105,247	-	11,711	12,266	-	81,270	-		

Capital Strategy (10 Year Plan)

The Information Technology capital plan focuses on programs that apply information technology to make the delivery of services to the citizens and the businesses in the Region more efficient and effective.

The Information Technology capital plan consists of projects within programs that support three aspects of information technology infrastructure at the Region:

- **Replacement & Rehabilitation** - maintain the installed information technology to ensure it continues to function reliably.
- **Growth / Expansion** - provide information technology equipment for new Region staff and extend information technology based services to all areas in the Region. This includes deployment of strategic initiatives that support high priority Departmental needs.
- **Improvements / Enhancements** - expand the effectiveness of existing systems by implementing additional functions.

Within these three program areas, through consultation with Departments, seventeen key initiatives were identified. Four of these - Asset Management, Business Intelligence; Customer Relationship Management; and Mobile Computing together with the Portal Joint Initiative with the Town of Markham are active. The 2012 Information Technology capital plan includes funding for these programs.

Key Initiatives (10 year Plan)

The following capital programs are key information technology initiatives.

Replacement & Rehabilitation

Telecommunications

The Telecommunications capital program is completing the remaining activities to decommission the legacy telephony systems and to refresh network equipment as required. The program will also implement the same enhanced telephony systems for York Regional Police as those used by other Region staff. A five year network strategy will be developed to define which telecom related services will be performed by York Region staff and which will be procured externally. A Request for Proposal will be issued and awarded for those services which will be provided by external vendors.

Data Centre Facilities

The Region's computing infrastructure has outgrown the capacity and capabilities of the computing centre on the 3rd floor of the Administrative Centre. During 2012, alternatives to maintaining a data centre in the Administrative Centre will continue to be evaluated and the cost of data centre facilities at a Central Services building, are budgeted for in this program

Data Security

This program will continue building security processes and implementing the tools needed to more fully secure the Region's information technology infrastructure from physical and cyber vulnerabilities such as hackers, spyware, viruses and other security threats. Again, in 2012 this program will implement projects that will periodically test the Region's network and computing environment to ensure all vulnerabilities are addressed.

Disaster Recovery

The Audit Committee directed Information Technology Services to create a disaster recovery plan that would enable the Region's computing infrastructure to continue operations in the event of a disaster at the primary data centre. The current work is to continue automating and integrating the disaster recovery site into the production environment. This includes reviewing tools to ensure the recovery site is maintained at an operational level and is in sync with the main computing environment..

Regional Fibre Network

Information Technology Services conducted a study to determine potential savings from replacing telephony services rented from network providers such as Bell, with Region installed and owned fibre optics. The study determined that over time, a Region owned fibre optic infrastructure is more economical. This program contains the program budget to implement replacement of a large portion of rented services with Region owned infrastructure. This program will also include a focus on implementing fibre lines in support of the VIVA initiatives in the Highway 7 corridor.

I. T. Equipment - (PC & Printer User Devices)

This capital program budgets for the replacement of computing equipment such as PCs, laptop computers and departmental printers that are deployed to Regional staff. Beginning in 2011, PC's started being refreshed on a 4 year cycle, rather than the traditional PC refresh every 3 years. In the later part of 2011 and into 2012 this program will replace the installed base of PC and laptop computers and some printers that are greater than four or five years old to ensure Regional staff have reliable technology and to enable the Region's move to the Microsoft Windows 7 - Office 2010 software.

I. T. Equipment - (Computer Room Equipment)

This capital program budgets for the replacement of computing equipment installed in the Region's computer room and disaster recovery sites. During 2012 - 2013, this program will retire end-of-life infrastructure technology and replace it with current technology equipment and at the same time provide data processing and network capacity to meet Departmental requirements.

Enterprise Architecture

York Region's computing environment continues to grow in size and complexity with minimal technology plans and standards for managing in the new environment. This program will advance the definition of the architectural constructs for the business architecture, information architecture, applications architecture and technology architecture.

Joint Portal with the Town of Markham

Beginning in 2008 the Region, in cooperation with the Town of Markham, began the development and implementation for 2010, of portal technology to better coordinate among their respective departments and to better collaborate with their constituents. This program contains budget amounts for the on-going support and update of the Portal system.

Growth/Expansion

e-DOCS Document Management

During 2012 and beyond, the e-Docs program will continue implementation activities for a continued roll-out of e-DOCS (the Region's electronic records retention and document management software) across the Regional departments.

Enterprise Business Systems

York Region uses the Peoplesoft suite of Enterprise Management Software to manage its corporate budgeting and financial planning, accounting, payroll, and human resources information processing. In 2012, the Enterprise Business Systems program will continue implementation of the following business systems projects: Enterprise Resource Planning application upgrades to meet legislative changes and implement product updates; development of self-service and workflow process enhancements; deployment of new functionality such as Project Costing and Asset accounting; and expansion of operating and capital budgeting tools.

Application Development & Integration

This project supports the development of new technologies to replace out-dated software, migrate and consolidate systems and integrate departmental and corporate applications into a smaller number of common systems.

Mobile Computing – this program will bring together and integrate: a clear understanding of the strategic, tactical and operational advantage of mobile computing in the various lines of business; best practice process changes; and the technology & interfaces needed for effective utilization of mobile computing. This project will improve customer service, operational efficiency, and emergency response capability. It will also significantly contribute to achieving the following strategic outcomes:

- Secure and reliable infrastructure;
- Region-wide online employee access;
- IT aligned with business;
- Value driven strategic IT investments; and
- Comply with legislation/privacy and records retention.

Improvements/Enhancements

Asset Management – this program will develop the Information & System Architecture and acquire the enterprise software for an Asset Management solution to be subsequently used by the Departments implementing best practices for their respective assets. Asset Management includes the processes to plan, fund, acquire, maintain, refurbish, retire/replace, and value/report on the tangible assets of the organization in a sustainable manner as needed to achieve its business objectives at acceptable levels of risk and cost. When implemented, this program will improve strategic and operational decision making, infrastructure resource allocation and operational efficiency; consolidate asset tracking; and reduce risk. It will also significantly contribute to achieving the following strategic outcomes:

- Secure and reliable infrastructure;
- Streamline processes through data sharing and integration;
- Comply with legislation/privacy and records retention; and
- Support Sustainability Strategy.

Business Intelligence - this program will develop the Information & System Architecture and acquire the enterprise software for a Business Intelligence solution to be subsequently used by the Departments implementing best practices. When implemented, this program will improve management decision making, customer service, and operational efficiency. It will also significantly contribute to achieving the following strategic outcomes:

- Secure and reliable infrastructure;
- Streamline processes through data sharing and integration;
- Enabled Knowledge workers.

Customer Relationship Management - this program, in conjunction with the corporate CRM initiative, will improve customer service, communication and management decision making, citizen engagement and operational efficiency. It will also significantly contribute to achieving the following strategic outcomes:

- Secure and reliable infrastructure;
- Region-wide online employee access;
- Streamline processes through data sharing and integration;
- Enabled Knowledge workers;
- IT aligned with business; and
- Customer-Centric service delivery.

York Broadband Network

This project supports the joint design and implementation of a York Broadband network in cooperation with the other MUSH (Municipalities - Universities - Schools - Hospitals) sector participants.

Long Term Outlook (10 Year Plan)

Expenditures

Information Technology Services' capital expenditures are driven by the requirement to replace end-of-life computer and telecommunications equipment; the need to fund additional infrastructure for new sites as the Region grows and the funding required for Corporate Projects contained in the York Region Information Technology Strategic Plan. The 10 year outlook is for a general moderation in the level of information technology capital spending.

Pressures of Net Operating Impact of Capital Projects

The operating impact of new Information Technology capital projects is the result of the on-going costs of hardware and software maintenance associated with growth in usage of existing software and implementation of new applications.

For 2012, the net operating impact has identified 2 positions for ongoing support of new Capital projects. These include Business Intelligence Senior Business Support Analyst (BSA), and a Portal Architecture Senior Business Support Analyst.

For 2013/2014, the net operating impact identifies an additional 7 capital related FTE's for support of new systems and include an Enterprise Business Systems BSA, Asset Management BSA, Customer Relationship Management Project Manager, Customer Relationship Management BSA, Document Management BSA, Application Development BSA, and a Telecom/Regional Fibre Network Analyst.

2012 Business Plan and Budget											
Finance Department											
Information Technology Services											
Net Operating Impact of Capital Projects 2012 - 2021											
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Operating Costs											
Salaries and Benefits	227	481	456	22	24	27	24	24	26	28	
Contract/Program Costs	-	342	401	222	99	99	99	99	99	99	
Total Gross Costs	227	823	857	244	123	126	123	123	125	127	
Revenues											
Revenue	(103)	(51)	(77)	(77)	(77)	(77)	(77)	(51)	-	-	
Total Revenues	(103)	(51)	(77)	(77)	(77)	(77)	(77)	(51)	-	-	
Total Net Impact on Tax Levy	124	772	780	167	46	49	46	72	125	127	

2012 Business Plan and Budget										
Finance Department										
Information Technology Services										
2012 Total Project Budget Authority										
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Estimated Total Project Cost
GROSS EXPENDITURES										
Tangible Capital Assets										
Rehabilitation/Replacement										
16655	Telecommunications	6,348	1,743	1,230	-	-	-	-	-	9,321
16660	Enterprise Architecture	971	357	400	350	275	277	-	-	2,630
16670	Data Centre Facilities	587	29	30	400	2,300	1,731	-	-	5,077
16675	Data Centre Disaster Recovery	356	242	200	-	-	-	-	-	798
16685	Server Based Computing (Citrix)	1,242	228	-	-	-	-	-	-	1,470
16695	e-Portal	1,917	590	628	200	200	-	-	-	3,535
16760	ERP Data Management	21	250	201	174	166	-	-	-	811
16859	Security	810	562	413	-	-	-	-	-	1,786
16892	Regional Fibre Network	1,041	938	1,558	-	-	-	-	-	3,537
16894	IT Pandemic & Emergency Response	16	83	-	-	-	-	-	-	99
16895	IT Equipment - 3YR Life (Printers/PC's)	12,903	2,725	6,416	-	-	-	-	-	22,043
16896	IT Equipment - 5YR Life - (Data Centre Equip)	1,977	2,646	1,305	-	-	-	-	-	5,927
Sub Total Rehabilitation/Replacement		28,188	10,393	12,380	1,124	2,941	2,008	-	-	57,034

2012 Business Plan and Budget											
Finance Department											
Information Technology Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
Growth/Expansion											
16690	eDocs Document Mgmt	1,741	750	1,069	-	-	-	-	-	1,069	3,560
16755	ERP Business Systems	289	790	709	339	-	-	-	-	1,048	2,127
16780	ERP License Expansion	321	161	181	181	181	-	-	-	543	1,026
16815	Application Development & Integration Program	253	168	375	-	-	-	-	-	375	795
16891	Mobile Computing	129	5	200	205	150	-	-	-	555	689
Sub Total Growth/Expansion				2,534	725	331	-	-	-	3,589	8,197
Enhancement/Improvement											
16800	Business Intelligence (ERP)	776	405	440	375	250	-	-	-	1,065	2,246
16810	Asset Management (ERP)	398	685	758	-	-	-	-	-	758	1,841
16816	Customer Relationship Management (CRM) Solutions	11	100	2,729	-	-	-	-	-	2,729	2,840
16893	York Broadband Network	43	6	10	-	-	-	-	-	10	59
Sub Total Enhancement/Improvement				1,228	3,937	375	250	-	-	4,562	6,987
Total Tangible Capital Assets				13,463	18,851	2,224	3,522	2,008	-	26,605	72,218
TOTAL GROSS EXPENDITURES				13,463	18,851	2,224	3,522	2,008	-	26,605	72,218

2012 Business Plan and Budget										
Finance Department										
Information Technology Services										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Financing										
Reserve: Capital Replacement	5,794	3,824	7,904	350	275	277	-	-	8,806	18,425
Reserve: General Capital	25,381	8,434	5,890	1,024	2,847	1,731	-	-	11,491	45,307
Reserve: IT Development	-	-	3,765	850	400	-	-	-	5,015	5,015
Reserve: Computer Software Acquisition	974	1,205	1,292	-	-	-	-	-	1,292	3,471
Sub Total Financing	32,150	13,463	18,851	2,224	3,522	2,008	-	-	26,605	72,218
TOTAL FINANCING SOURCES	32,150	13,463	18,851	2,224	3,522	2,008	-	-	26,605	72,218

2012 Business Plan and Budget

Finance Department

Information Technology Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
16655	Telecommunications	1,230	-	1,230	-	-	-	-
16660	Enterprise Architecture	1,302	-	1,302	-	-	-	-
16670	Data Centre Facilities	4,461	-	4,461	-	-	-	-
16675	Data Centre Disaster Recovery	200	-	200	-	-	-	-
16690	eDocs Document Mgmt	1,069	-	1,069	-	-	-	-
16695	e-Portal	1,028	-	1,028	-	-	-	-
16755	ERP Business Systems	1,048	-	1,048	-	-	-	-
16760	ERP Data Management	540	-	540	-	-	-	-
16780	ERP License Expansion	543	-	543	-	-	-	-
16800	Business Intelligence (ERP)	1,065	-	1,065	-	-	-	-
16810	Asset Management (ERP)	758	-	758	-	-	-	-
16815	Application Development & Integration Program	375	-	375	-	-	-	-
16816	Customer Relationship Management (CRM) Solutions	2,729	-	2,729	-	-	-	-
16859	Security	413	-	413	-	-	-	-
16891	Mobile Computing	555	-	555	-	-	-	-
16892	Regional Fibre Network	1,558	-	1,558	-	-	-	-
16893	York Broadband Network	10	-	10	-	-	-	-

2012 Business Plan and Budget

Finance Department

Information Technology Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Tax Supported (In \$000's)									
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries	
16895	IT Equipment - 3YR Life (Printers/PC's)	6,416	-	6,416	-	-	-	-	
16896	IT Equipment - 5YR Life - (Data Centre Equip)	1,305	-	1,305	-	-	-	-	
Total Tax Supported		26,605	-	26,605	-	-	-	-	-

2012 Business Plan and Budget															
Finance Department															
Information Technology Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)								Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018	2019			2020	2021
GROSS EXPENDITURES															
Tangible Capital Assets															
Rehabilitation/Replacement															
16655	Telecommunications	6,348	1,743	1,230	1,459	1,406	3,551	1,542	2,080	689	597	1,362	896	-	22,903
16660	Enterprise Architecture	971	357	400	350	275	277	-	-	-	-	-	-	-	2,630
16660B	Enterprise Architecture	-	-	-	-	-	-	150	150	150	150	150	150	-	900
16670	Data Centre Facilities	587	29	30	400	2,300	1,731	-	-	-	-	-	-	-	5,077
16675	Data Centre Disaster Recovery	356	242	200	50	58	50	50	50	50	50	50	50	-	1,256
16685	Server Based Computing (Citrix)	1,242	228	-	-	-	-	-	-	-	-	-	-	-	1,470
16695	e-Portal	1,917	590	628	200	200	-	-	-	-	-	-	-	-	3,535
16695B	e-Portal	-	-	-	-	-	200	200	200	200	200	200	200	-	1,400
16760	ERP Data Management	21	250	201	174	166	-	-	-	-	-	-	-	-	811
16760B	ERP Data Management	-	-	-	-	-	100	100	100	100	100	100	100	-	700
16859	Security	810	562	413	490	250	260	250	260	250	260	250	260	-	4,316
16892	Regional Fibre Network	1,041	938	1,558	1,200	720	500	500	500	500	500	500	500	-	8,957
16894	IT Pandemic & Emergency Response	16	83	-	-	-	-	-	-	-	-	-	-	-	99
16895	IT Equipment - 3YR Life (Printers/PC's)	12,903	2,725	6,416	5,077	5,025	4,025	4,241	4,241	5,141	5,276	5,276	5,276	-	65,621
16896	IT Equipment - 5YR Life - (Data Centre Equip)	1,977	2,646	1,305	650	785	1,935	405	1,445	725	785	1,935	405	-	14,997

2012 Business Plan and Budget															
Finance Department															
Information Technology Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)									Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	
Sub Total	Rehabilitation/Replacement	28,188	10,393	12,380	10,050	11,184	12,629	7,438	9,026	7,805	7,918	9,823	7,837	-	134,672
Growth/Expansion															
16690	eDocs Document Mgmt	1,741	750	1,069	650	250	40	40	40	40	40	40	40	-	4,740
16755	ERP Business Systems	289	790	709	339	-	-	-	-	-	-	-	-	-	2,127
16755B	ERP Business Systems	-	-	-	-	150	600	600	400	450	450	700	500	-	3,850
16780	ERP License Expansion	321	161	181	181	-	-	-	-	-	-	-	-	-	1,026
16780B	ERP License Expansion	-	-	-	-	-	125	125	125	125	125	125	125	-	875
16815	Application Development & Integration Program	253	168	375	1,150	325	425	475	475	525	525	525	525	-	5,745
16891	Mobile Computing	129	5	200	205	150	-	-	-	-	-	-	-	-	689
16891B	Mobile Computing	-	-	-	-	-	120	120	120	120	120	120	120	-	840
Sub Total	Growth/Expansion	2,734	1,874	2,534	2,525	1,056	1,310	1,360	1,160	1,260	1,260	1,510	1,310	-	19,892
Enhancement/Improvement															
16800	Business Intelligence (ERP)	776	405	440	375	250	-	-	-	-	-	-	-	-	2,246
16800B	Business Intelligence (ERP)	-	-	-	-	-	250	250	250	250	250	250	250	-	1,750
16810	Asset Management (ERP)	398	685	758	523	357	300	300	300	300	300	300	300	-	4,821
16816	Customer Relationship Management (CRM) Solutions	11	100	2,729	1,400	450	200	200	200	200	200	200	200	-	6,090
16893	York Broadband Network	43	6	10	10	10	1,421	-	-	-	-	-	-	-	1,500

2012 Business Plan and Budget															
Finance Department															
Information Technology Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost			
				2012	2013	2014	2015	2016	2017	2018			2019	2020	2021
	Sub Total Enhancement/Improvement	1,228	1,196	2,308	1,067	2,171	750	750	750	750	750	750	750	-	16,407
	Total Tangible Capital Assets	32,150	13,463	14,883	13,308	16,110	9,548	10,936	9,815	9,928	12,083	9,897	9,897	-	170,971
	TOTAL GROSS EXPENDITURES	32,150	13,463	14,883	13,308	16,110	9,548	10,936	9,815	9,928	12,083	9,897	9,897	-	170,971

2012 Business Plan and Budget														
Finance Department														
Information Technology Services														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Reserve: Capital Replacement	5,794	3,824	7,904	7,761	8,061	10,498	6,938	8,526	7,305	7,418	9,323	7,337	-	90,690
Reserve: General Capital	25,381	8,434	5,890	2,149	2,915	3,152	-	-	-	-	-	-	-	47,921
Reserve: IT Development	-	-	3,765	4,573	1,932	2,060	2,110	1,910	2,010	2,010	2,260	2,060	-	24,690
Reserve: Computer Software Acquisition	974	1,205	1,292	400	400	400	500	500	500	500	500	500	-	7,671
Sub Total Regional	32,150	13,463	18,851	14,883	13,308	16,110	9,548	10,936	9,815	9,928	12,083	9,897	-	170,971
TOTAL FINANCING SOURCES	32,150	13,463	18,851	14,883	13,308	16,110	9,548	10,936	9,815	9,928	12,083	9,897	-	170,971

2012 Business Plan and Budget

Finance Department

Information Technology Services

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
16655	Telecommunications	14,812	-	14,812	-	-	-	-
16660	Enterprise Architecture	1,302	-	1,302	-	-	-	-
16660B	Enterprise Architecture	900	-	900	-	-	-	-
16670	Data Centre Facilities	4,461	-	4,461	-	-	-	-
16675	Data Centre Disaster Recovery	658	-	658	-	-	-	-
16690	eDocs Document Mgmt	2,249	-	2,249	-	-	-	-
16695	e-Portal	1,028	-	1,028	-	-	-	-
16695B	e-Portal	1,400	-	1,400	-	-	-	-
16755	ERP Business Systems	1,048	-	1,048	-	-	-	-
16755B	ERP Business Systems	3,850	-	3,850	-	-	-	-
16760	ERP Data Management	540	-	540	-	-	-	-
16760B	ERP Data Management	700	-	700	-	-	-	-
16780	ERP License Expansion	543	-	543	-	-	-	-
16780B	ERP License Expansion	875	-	875	-	-	-	-
16800	Business Intelligence (ERP)	1,065	-	1,065	-	-	-	-
16800B	Business Intelligence (ERP)	1,750	-	1,750	-	-	-	-
16810	Asset Management (ERP)	3,738	-	3,738	-	-	-	-

2012 Business Plan and Budget

Finance Department

Information Technology Services

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
16815	Application Development & Integration Program	5,325	-	5,325	-	-	-	-
16816	Customer Relationship Management (CRM) Solutions	5,979	-	5,979	-	-	-	-
16859	Security	2,943	-	2,943	-	-	-	-
16891	Mobile Computing	555	-	555	-	-	-	-
16891B	Mobile Computing	840	-	840	-	-	-	-
16892	Regional Fibre Network	6,978	-	6,978	-	-	-	-
16893	York Broadband Network	1,451	-	1,451	-	-	-	-
16895	IT Equipment - 3YR Life (Printers/PC's)	49,994	-	49,994	-	-	-	-
16896	IT Equipment - 5YR Life - (Data Centre Equip)	10,375	-	10,375	-	-	-	-
Total Reserves Supported		125,358	-	125,358	-	-	-	-

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Capital Strategy (10 Year Plan)

Property Services Branch will continue to develop a Capital Program to address strategic, long-term accommodation requirements of the Region. The 10 year capital plan incorporates specific client accommodation needs related to administrative office space and the development of purpose built facilities.

Four major initiatives form the basis of the Property Services Capital Strategy:

Master Accommodation Plan (MAP)

1. The Master Accommodation Plan was updated in 2011. The Plan identifies which assets will be acquired, retained and improved over the longer term and impacts on the amount of capital allocated to those assets. The MAP also identifies key corporate initiatives which are reflected in the Capital Strategy.

Rehabilitation Program

2. Further development and maturation of the Branch's Rehabilitation Program. This includes updating the Building Condition Audits (BCAs) as part of the 5 year audit cycle, incorporating energy audits, along with the management of special projects such as designated substance surveys to address legislative requirements. The BCAs are scheduled to be updated in 2013.

Preventative Maintenance Programs (PMPs)

3. Implementation of Preventative Maintenance Programs (PMPs) throughout the portfolio which results in an extended life cycle for building structures and systems, and defers/reduces long-term capital expenditures.

Energy Management Program

4. An on-going Energy Management Program which implements retrofit measures that will reduce the utility costs throughout the portfolio while contributing to a cleaner environment through demand response initiatives. An integrated design process will ensure that sustainability is considered at every stage of the design and construction process. Compliance with the *Green Energy Act* is an additional responsibility for the coming year.

This strategic approach focuses on long-term asset management including the monitoring and active management of the Region's physical asset life cycle costs.

Key Initiatives (10 Year Plan)

The key initiatives are focussed on three distinct areas: rehabilitation and repair, provision of space to accommodate growth and changing space requirements (including the procurement & disposition of furniture), and energy conservation.

Rehabilitation and Repair

Building Condition Audits (BCAs) provide a schedule of major repairs and where required, the replacement of building elements/systems required to maintain the portfolio in good condition and a safe state of repair. The rehabilitation program will ultimately protect the asset value of each facility and forms the basis of the 10 year Capital Plan.

Decisions on whether to proceed with the repairs outlined in the audit are taken in the context of the Master Accommodation Plan and funding availability. Emphasis is placed on life safety and legislative requirements.

BCAs have been completed on the majority of the buildings within the portfolio. Additional audits will take place in 2012, including detailed roof assessments to facilitate better planning and improved roof replacement and repair options. Energy audits were incorporated in the BCAs starting in 2008.

Major rehabilitation initiatives for 2012 include:

- Various projects at multiple Water & Wastewater facilities
- Parking lot replacement and new lighting at the Newmarket Health Centre
- Parking lot redesign and replacement, and an emergency generator upgrade at the Maple Health Centre

Accommodation Projects

Continued staff growth requires innovative design and construction strategies to meet client demand. Renovation projects will incorporate new corporate space and furniture standards that will reduce the allocation of space per employee and the respective construction/operating costs related to the provision of this space.

Client departments will continue to be challenged to intensify the use of existing space prior to seeking new space.

Major 2012 accommodation projects include:

- Detailed design and tender of the Central Service Centre and new Courts facility with proposed construction in 2012/2015.
- Continued implementation of the Space Intensification Plan at Regional buildings in accordance with Corporate Space and Furniture Standards.
- Implementation of projects to address the requirements of the Built Environment Standard of the *Accessibility for Ontarians with Disabilities Act*.

- Implementation of projects to address the requirements of Bill 168 (Workplace Violence Assessment).
- Implementation of projects to address the requirements of the *Ontario Facility Safety Regulation* ("slips and falls").
- Continued expansion of EMS response stations at sites located in Keswick, Pefferlaw, and Vaughan.
- Design and tender of the new Forestry headquarters in Whitchurch-Stouffville.
- Project management of a number of Housing York Inc. developments.

Energy Conservation

Building Energy Feasibility Studies (BEFS) are continuing throughout Regional facilities. Implementation of those BEFS will result in significant savings in utility costs by reducing energy consumption. These audits have now been incorporated into the BCA cycle.

As a result of Council adopting a Sustainable Building Policy in 2006, energy efficient designs will be incorporated into all new Regional buildings resulting in significant utility savings over the buildings lifecycle, and also improving the work environment for employees. "Green" technologies will be used where feasible and compliance with the *Green Energy Act* is an important initiative for 2012.

The Region will continue to access both Federal and Provincial funding where available to offset these energy projects.

2012 Energy projects continuing from 2011 include:

- Continued BEFS implementation for Regional facilities, including Police.
- Energy Retrofits at a number of satellite facilities.
- Pursuit of Leadership in Energy and Environmental Design Existing Buildings (LEED EB) certification for the Administrative Centre
- Enhancement of the Environmental and Energy Management System (EEMS) which incorporates real time monitoring in support of the energy procurement strategy.

New and expanded 2012 Energy projects included as per capital detail summary:

- Solar photovoltaic cell (PV) installation at a number of Regional facilities to take advantage of the Provincial Feed-in Tarriff incentive
- EEMS Outreach to take the EEMS to a broader market through a licensee knowledge portal
- Energy Retro-commissioning to analyze and implement energy saving equipment and technologies at a number of Regional sites. This is an expansion of recommendations successfully implemented within the Administration Building
- To evaluate and implement emission control upgrades on emergency generator for demand response at Aurora Sewage Pumping Station

Real Estate Initiatives

Timely acquisition of key parcels of land to support client department program initiatives such as:

- Continuing acquisition of land to support the VIVA project
- Site for Transportation Services yard in North Markham
- Site for a YRT operations and maintenance facility in Richmond Hill/Markham
- Acquisition of key sites in Richmond Hill and Vaughan for future service centres identified in the MAP

New Projects Added to the 2012 Budget Process

The majority of Property Services capital projects relate to existing facilities and long-term strategies.

Projects that have been introduced or extended into the 2012 cycle include the following:

- The new Operations and Maintenance Facility in Richmond Hill for York Region Rapid Transit Corporation (YRRTC). PSB staff will be involved in the design, tender, and construction process. The budget for this project is being carried by YRRTC.
- Construction of a women's support shelter in Newmarket. PSB staff will project manage this initiative. The Region is currently finalizing negotiations for the acquisition of the property. The budget for this initiative is within the originating department.
- Installation of large solar photovoltaic arrays at various Regional sites (full investment of \$8.3 million over 2 years; \$5.6M requested to be approved in 2012). A revenue stream of \$500,000 is projected for 2013 and \$1.0 million per year subsequently, based on the implementation of the full array. However, for budgeting purposes, until the project is fully operational, these projections have been lowered to only offset the cost of project debt financing, reducing the revenue projections to \$381,000 for 2013 and \$568,000 for subsequent years.
- Project Scope Changes Added to the 2012 Budget Process.
- Central Services Centre. Potentially significant increase of gross floor area (26.4%) to accommodate future growth. Staff are awaiting revised cost estimates from external consultants.

Long Term Outlook (10 Year Plan)

Expenditures

The 10 year outlook focuses on continuation of the rehabilitation and repair program and completion of planned projects based upon the Building Condition Audits (BCAs). The BCAs that were carried out in 2008 and 2009 have resulted in changes to the 10 year Capital Budget.

Minimal rehabilitation and repairs (health & safety, building code) are taking place at those Newmarket properties which may be vacated in the next 3/4 years, subject to approval/completion of a Central Service Centre (CSC). The properties to be vacated are 465 Davis Drive (the Tannery), 22 Prospect Street (Health Clinic), 62 Bayview Parkway (Social Services), 1091 Gorham Street (Housing), 55 Eagle Street (Community Services & Housing), Gates of York (HR), and 130 Mulock Drive (PSB). Any further delays in the CSC may mean additional work will be required at those locations as well as resulting in additional lease space being required to meet growth needs over the next four years.

The Central Service Centre, including a new Courts facility for Newmarket, will be a major project over the next 4 years. The total projected cost is estimated at approximately \$200 million (with the full potential scope change). Further delays on this project will result in additional capital expenditures for leasehold improvements along with the operating impacts of rent and operating

costs for the new facilities. It would also further the fragmentation of departments to a number of different locations, which could impact service delivery.

The completion of the new EMS Central Support Facility at Bales Drive in 2011 has resulted in space becoming available at other locations for temporary office space needs prior to the completion of the Central Services Centre. There will be some capital expenditure for renovations, furniture and moves in 2012.

The next steps in consolidation of Regional facilities will take place in the southern tier municipalities in order to accommodate growth, reduce reliance on leased premises and improve client service in accordance with the Master Accommodation Plan, which proposes the construction of a South East Service Centre in Markham and a South West Service Centre in Vaughan. Construction is hoped to commence upon completion of the Central Service Centre. \$6.0 million of approved funding has been carried forward for the acquisition of land in 2012 and again in 2016.

Pressures of Net Operating Impact of Capital Projects

Projects in the capital budget that will have an impact on the operating budget in future years include the following:

- The solar PV panels (arrays) are to be debt financed (\$6.9 million over two years) which will be offset by the future revenue stream commencing in 2013 at \$500,000 and increasing to \$1.0 million annually thereafter, however, until the project is fully operational, these projections have been lowered to only offset the cost of project debt financing, reducing the revenue projections to \$381,000 for 2013 and \$568,000 for subsequent years to indicate an offset for debt financing costs only.
- Two staff positions in the CAFM project will move from capital funding to operating as the CAFM project evolves from development to full implementation. This project is a carry-forward from prior years and this is noted only to advise of a change in FTE status. These positions are key to the on-going success of the CAFM Archibus system and its contribution to project management and strategic space accommodation planning
- Design and construction of a Central Service Centre in Newmarket (debt funded). Occupancy is projected for 2015 but the net operating cost leading up to 2015, as well as the subsequent net operating savings from facility consolidation that will take place starting in 2015, is pending a report by external consultants
- Interim space intensification measures to accommodate growth until the Central Service Centre is complete. A full refitting of alternative sites is estimated at up to \$2.1 million between 2012 and 2015
- Acquisition of the two southern tier sites as per above (debt funded). The operating impact is not available at this time.
- Debt repayment costs are consolidated and reflected in the "Incremental Net Operating Impact of Capital on Tax Levy" section of the 2012 Capital Budget Financial Summary.

2012 Business Plan and Budget											
Corporate Services											
Property Services											
Net Operating Impact of Capital Projects 2012 - 2021											
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Operating Costs											
Salaries and Benefits	343	5	5	6	6	-	-	-	-	-	
Contract/Program Costs	391	592	594	597	15	-	-	-	-	-	
Total Gross Costs	735	597	600	602	21	-	-	-	-	-	
Revenues											
Revenue	(77)	(323)	(188)	-	-	-	-	-	-	-	
Total Revenues	(77)	(323)	(188)	-	-	-	-	-	-	-	
Total Net Impact on Tax Levy	658	273	412	602	21	-	-	-	-	-	

2012 Business Plan and Budget											
Corporate Services											
Property Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec. 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
GROSS EXPENDITURES											
Tangible Capital Assets											
Growth/Expansion											
14755	Security & Life Safety Projects	48	218	676	404	407	410	413	-	2,311	2,577
14761	Bales Site/Road Development	63	-	-	-	-	-	-	-	-	63
14763	Bales EMS Central Operations Centre (ISF)	9,314	11,547	-	-	-	-	-	-	-	20,861
14780	Central Service Centre - Pre Construction	865	550	9,243	-	-	-	-	-	9,243	10,658
Sub Total Growth/Expansion		10,289	12,315	9,919	404	407	410	413	-	11,554	34,158
Enhancement/Improvement											
14702	Energy Retrofits - Various Existing Buildings	664	599	271	-	-	-	-	-	271	1,534
14751	Energy Initiatives	63	125	5,555	-	-	-	-	-	5,555	5,743
14800	Energy & Environmental Management System	20	191	128	-	-	-	-	-	128	338
14810	Property Services Branch (PSB) - Technology	150	156	207	-	-	-	-	-	207	513
14835	Audio-visual (AV) Equipment & Events	134	416	282	-	-	-	-	-	282	832
NEW04	Green Energy Act Planning	-	-	58	-	-	-	-	-	58	58
NEW05	Energy Retrocommissioning	-	-	173	-	-	-	-	-	173	173
NEW06	Aurora Demand Response	-	-	230	-	-	-	-	-	230	230

2012 Business Plan and Budget										
Corporate Services										
Property Services										
2012 Total Project Budget Authority										
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
				2012	2013	2014	2015	2016		
Sub Total Enhancement/Improvement		1,030	1,487	6,903	-	-	-	-	6,903	9,419
Total Tangible Capital Assets		11,319	13,802	16,822	404	407	410	413	18,457	43,578
Non Tangible Capital Assets										
Rehabilitation/Replacement										
14703	Corporate Services - Facilities Rehab & Repair	906	782	285	-	-	-	-	285	1,974
14704	Corporate Services - All Facilities Rehab & Repair	52	122	100	-	-	-	-	100	274
14706	Roads Facilities Rehab & Repair	151	332	31	-	-	-	-	31	514
14707	Solid Waste Facilities Rehab & Repair	27	70	5	-	-	-	-	5	102
14708	Water & Waste Water Facilities Rehab & Repair	325	381	300	-	-	-	-	300	1,006
14709	York Region Transit Facilities Rehab & Repair	-	-	347	-	-	-	-	347	347
14711	Employment & Financial Sppt Facilities Rehab & Repair	2	60	123	-	-	-	-	123	185
14712	Family & Child Services Facilities Rehab & Repair	62	99	112	-	-	-	-	112	273
14713	Long Term Care Facilities Rehab & Repair	302	1,423	1,413	-	-	-	-	1,413	3,138
14714	Public Health Facilities Rehab & Repair	47	185	167	-	-	-	-	167	399
14716	EMS Facilities Rehab & Repair	89	48	8	-	-	-	-	8	145
NEW01	Corporate Single-Tenant Facility Remediation	-	-	110	-	-	-	-	110	110
Sub Total Rehabilitation/Replacement		1,965	3,501	3,002	-	-	-	-	3,002	8,468

2012 Business Plan and Budget

Corporate Services

Property Services

2012 Total Project Budget Authority

Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
				2012	2013	2014	2015			
Growth/Expansion										
14722	Master Accommodation Plan (MAP) Implementation	-	30	6,000	-	-	-	-	6,000	6,030
14855	Space Intensification Initiatives	916	1,636	2,110	-	-	-	-	2,110	4,662
NEW02	Corporate Furniture Management - Existing Furniture Program	-	-	53	-	-	-	-	53	53
NEW03	Courts Reconfiguration	-	-	175	-	-	-	-	175	175
Sub Total Growth/Expansion		916	1,666	8,338	-	-	-	-	8,338	10,920
Enhancement/Improvement										
14721	LEED Existing Building certification	25	45	145	-	-	-	-	145	215
14740	Ontario Disability Act (ODA)	50	228	125	-	-	-	-	125	403
14750	Building Energy Studies	8	67	93	-	-	-	-	93	167
14775	Property Services Branch (PSB) - General Capital (Corporate)	349	100	300	-	-	-	-	300	749
14790	Interval Meters	1	10	12	-	-	-	-	12	23
14860	Workplace Violence Risk Assessment (Bill 168)	-	35	195	-	-	-	-	195	230
14870	Fall Protection - Facility Safety Regulations (O.Reg. 851)	-	20	90	-	-	-	-	90	110
Sub Total Enhancement/Improvement		434	505	959	-	-	-	-	959	1,898
Total Non Tangible Capital Assets		3,314	5,672	12,299	-	-	-	-	12,299	21,285

2012 Business Plan and Budget											
Corporate Services											
Property Services											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
TOTAL GROSS EXPENDITURES											
		14,633	19,474	29,121	404	407	410	413	-	30,756	64,863

2012 Business Plan and Budget										
Corporate Services										
Property Services										
2012 Total Project Budget Authority										
	Actual Spent to Dec. 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Regional										
Reserve: Current Tax Levy	279	56	244	-	-	-	-	244	244	579
Reserve: General Capital	10,229	13,183	2,110	-	-	-	-	2,110	2,110	25,522
Reserve: Debt Reduction Fund	865	550	2,543	-	-	-	-	2,543	2,543	3,958
Reserve: Facilities Management	3,198	5,685	7,374	404	407	410	413	9,009	9,009	17,891
Sub Total Regional	14,571	19,474	12,271	404	407	410	413	13,906	13,906	47,950
TOTAL AVAILABLE FINANCING	14,571	19,474	12,271	404	407	410	413	13,906	13,906	47,950
TOTAL DEBENTURE REQUIREMENTS	63	-	16,850	-	-	-	-	16,850	16,850	16,913
TOTAL FINANCING SOURCES	14,633	19,474	29,121	404	407	410	413	30,756	30,756	64,863
DEBENTURE REPAYMENT SOURCES										
Prior Years	-	-	-	-	-	-	-	-	-	-
Tax Levy	63	-	16,850	-	-	-	-	16,850	16,850	16,913
TOTAL DEBENTURE REQUIREMENTS	63	-	16,850	-	-	-	-	16,850	16,850	16,913

2012 Business Plan and Budget

Corporate Services

Property Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
14702	Energy Retrofits - Various Existing Buildings	271	-	271	-	-	-	-
14703	Corporate Services - Facilities Rehab & Repair	285	-	285	-	-	-	-
14704	Corporate Services - All Facilities Rehab & Repair	100	-	100	-	-	-	-
14706	Roads Facilities Rehab & Repair	31	-	31	-	-	-	-
14707	Solid Waste Facilities Rehab & Repair	5	-	5	-	-	-	-
14708	Water & Waste Water Facilities Rehab & Repair	300	-	300	-	-	-	-
14709	York Region Transit Facilities Rehab & Repair	347	-	347	-	-	-	-
14711	Employment & Financial Sppt Facilities Rehab & Repair	123	-	123	-	-	-	-
14712	Family & Child Services Facilities Rehab & Repair	112	-	112	-	-	-	-
14713	Long Term Care Facilities Rehab & Repair	1,413	-	1,413	-	-	-	-
14714	Public Health Facilities Rehab & Repair	167	-	167	-	-	-	-
14716	EMS Facilities Rehab & Repair	8	-	8	-	-	-	-
14721	LEED Existing Building certification	145	-	145	-	-	-	-
14722	Master Accommodation Plan (MAP) Implementation	6,000	-	-	6,000	-	-	-
14740	Ontario Disability Act (ODA)	125	-	125	-	-	-	-
14750	Building Energy Studies	93	-	93	-	-	-	-
14751	Energy Initiatives	5,555	-	1,405	4,150	-	-	-

2012 Business Plan and Budget

Corporate Services

Property Services

Total Project Budget Authority Financing Sources by Project 2012-2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debuture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
14755	Security & Life Safety Projects	2,311	-	2,311	-	-	-	-
14775	Property Services Branch (PSB) - General Capital (Corporate)	300	244	56	-	-	-	-
14780	Central Service Centre - Pre Construction	9,243	-	2,543	6,700	-	-	-
14790	Interval Meters	12	-	12	-	-	-	-
14800	Energy & Environmental Management System	128	-	128	-	-	-	-
14810	Property Services Branch (PSB) - Technology	207	-	207	-	-	-	-
14835	Audio-visual (AV) Equipment & Events	282	-	282	-	-	-	-
14855	Space Intensification Initiatives	2,110	-	2,110	-	-	-	-
14860	Workplace Violence Risk Assessment (Bill 168)	195	-	195	-	-	-	-
14870	Fall Protection - Facility Safety Regulations (O.Reg. 851)	90	-	90	-	-	-	-
NEW01	Corporate Single-Tenant Facility Remediation	110	-	110	-	-	-	-
NEW02	Corporate Furniture Management - Existing Furniture Program	53	-	53	-	-	-	-
NEW03	Courts Reconfiguration	175	-	175	-	-	-	-
NEW04	Green Energy Act Planning	58	-	58	-	-	-	-
NEW05	Energy Retrocommissioning	173	-	173	-	-	-	-
NEW06	Aurora Demand Response	230	-	230	-	-	-	-
Total Tax Supported		30,756	244	13,662	16,850	-	-	-

2012 Business Plan and Budget															
Corporate Services															
Property Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
GROSS EXPENDITURES															
Tangible Capital Assets															
Growth/Expansion															
14755	Security & Life Safety Projects	48	218	676	404	407	410	413	-	-	-	-	-	-	2,577
14761	Bales Site/Road Development	63	-	-	-	-	-	-	-	-	-	-	-	-	63
14763	Bales EMS Central Operations Centre (ISF)	9,314	11,547	-	-	-	-	-	-	-	-	-	-	-	20,861
14780	Central Service Centre - Pre Construction	865	550	9,243	-	-	-	-	-	-	-	-	-	-	10,658
14781	Central Service Centre - Construction	-	-	-	96,700	77,200	16,700	-	-	-	-	-	-	-	190,600
Sub Total Growth/Expansion				10,289	12,315	9,919	97,104	77,607	17,110	413	-	-	-	-	224,758
Enhancement/Improvement															
14702	Energy Retrofits - Various Existing Buildings	664	599	271	-	-	-	-	-	-	-	-	-	-	1,534
14751	Energy Initiatives	63	125	5,555	2,755	-	-	-	-	-	-	-	-	-	8,498
14800	Energy & Environmental Management System	20	191	128	-	-	-	-	-	-	-	-	-	-	338
14810	Property Services Branch (PSB) - Technology	150	156	207	100	100	-	-	-	-	-	-	-	-	713
14835	Audio-visual (AV) Equipment & Events	134	416	282	-	-	-	-	-	-	-	-	-	-	832
NEW04	Green Energy Act Planning	-	-	58	-	-	-	-	-	-	-	-	-	-	58
NEW05	Energy Retrocommissioning	-	-	173	-	-	-	-	-	-	-	-	-	-	173
NEW06	Aurora Demand Response	-	-	230	-	-	-	-	-	-	-	-	-	-	230

2012 Business Plan and Budget															
Corporate Services															
Property Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost			
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		
	Sub Total Enhancement/Improvement	1,030	1,487	6,903	2,855	100	-	-	-	-	-	-	-	-	12,374
	Total Tangible Capital Assets	11,319	13,802	16,822	99,959	77,707	17,110	413	-	-	-	-	-	-	237,133
	Non Tangible Capital Assets														
Rehabilitation/Replacement															
14704	Corporate Services - All Facilities Rehab & Repair	52	122	100	350	100	100	100	100	350	100	100	100	100	1,774
14703	Corporate Services - Facilities Rehab & Repair	906	782	285	1,338	307	8,691	835	1,871	7,224	313	996	195	264	24,008
14711	Employment & Financial Sppt Facilities Rehab & Repair	2	60	123	29	-	-	-	-	-	-	-	-	-	214
14712	Family & Child Services Facilities Rehab & Repair	62	99	112	45	40	8	66	60	23	-	116	9	-	640
14714	Public Health Facilities Rehab & Repair	47	185	167	95	68	41	28	10	2	-	-	-	-	643
14716	EMS Facilities Rehab & Repair	89	48	8	-	17	80	3	12	60	-	40	94	26	477
14713	Long Term Care Facilities Rehab & Repair	302	1,423	1,413	82	91	771	-	1,960	-	2,159	512	-	2,105	10,818
14706	Roads Facilities Rehab & Repair	151	332	31	87	396	-	1,049	113	15	137	-	108	922	3,341
14707	Solid Waste Facilities Rehab & Repair	27	70	5	4	-	-	121	-	2	2	12	90	-	333
14708	Water & Waste Water Facilities Rehab & Repair	325	381	300	782	837	1,125	223	671	224	652	716	598	278	7,111
14709	York Region Transit Facilities Rehab & Repair	-	-	347	-	-	-	-	280	-	19	33	-	1,372	2,051
NEW01	Corporate Single-Tenant Facility Remediation	-	-	110	-	-	-	-	-	-	-	-	-	-	110
	Sub Total Rehabilitation/Replacement	1,965	3,501	3,002	2,812	1,856	10,816	2,425	5,077	7,900	3,382	2,525	1,194	5,067	51,521

2012 Business Plan and Budget															
Corporate Services															
Property Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)															
Growth/Expansion															
14722	Master Accommodation Plan (MAP) Implementation	-	30	6,000	-	-	-	6,000	-	-	-	-	-	-	12,030
14855	Space Intensification Initiatives	916	1,636	2,110	-	-	-	-	-	-	-	-	-	-	4,662
NEW02	Corporate Furniture Management - Existing Furniture Program	-	-	53	53	53	53	53	53	53	53	53	53	53	583
NEW03	Courts Reconfiguration	-	-	175	-	-	-	-	-	-	-	-	-	-	175
Sub Total Growth/Expansion		916	1,666	8,338	53	53	53	6,053	53	53	53	53	53	53	17,450
Enhancement/Improvement															
14721	LEED Existing Building certification	25	45	145	-	-	-	-	-	-	-	-	-	-	215
14740	Ontario Disability Act (ODA)	50	228	125	-	-	-	-	-	-	-	-	-	-	403
14750	Building Energy Studies	8	67	93	-	-	-	-	-	-	-	-	-	-	167
14775	Property Services Branch (PSB) - General Capital (Corporate)	349	100	300	300	300	300	300	300	300	300	300	300	300	3,749
14790	Interval Meters	1	10	12	-	-	-	-	-	-	-	-	-	-	23
14860	Workplace Violence Risk Assessment (Bill 168)	-	35	195	-	-	-	-	-	-	-	-	-	-	230
14870	Fall Protection - Facility Safety Regulations (O.Reg. 851)	-	20	90	-	-	-	-	-	-	-	-	-	-	110
Sub Total Enhancement/Improvement		434	505	959	300	300	300	300	300	300	300	300	300	300	4,898
Total Non Tangible Capital Assets		3,314	5,672	12,299	3,165	2,209	11,169	8,778	5,430	8,253	3,735	2,878	1,547	5,420	73,868

2012 Business Plan and Budget															
Corporate Services															
Property Services															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost			
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		
		14,633	19,474	29,121	103,124	79,916	28,279	9,191	5,430	8,253	3,735	2,878	1,547	5,420	311,001
TOTAL GROSS EXPENDITURES															

2012 Business Plan and Budget														
Corporate Services														
Property Services														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(in \$000's)														
FINANCING SOURCES														
Regional														
Reserve: Current Tax Levy	279	56	244	244	244	244	244	244	244	244	244	244	244	3,019
Reserve: General Capital	10,229	13,183	2,110	-	-	-	-	-	-	-	-	-	-	25,522
Reserve: Debt Reduction Fund	865	550	2,543	-	-	-	-	-	-	-	-	-	-	3,958
Reserve: Facilities Management	3,198	5,685	7,374	3,455	2,472	11,335	2,947	5,186	8,009	3,491	2,634	1,303	5,176	62,264
Sub Total Regional	14,571	19,474	12,271	3,699	2,716	11,579	3,191	5,430	8,253	3,735	2,878	1,547	5,420	94,763
TOTAL AVAILABLE FINANCING	14,571	19,474	12,271	3,699	2,716	11,579	3,191	5,430	8,253	3,735	2,878	1,547	5,420	94,763
TOTAL DEBENTURE REQUIREMENTS	63	-	16,850	99,425	77,200	16,700	6,000	-	-	-	-	-	-	216,238
TOTAL FINANCING SOURCES	14,633	19,474	29,121	103,124	79,916	28,279	9,191	5,430	8,253	3,735	2,878	1,547	5,420	311,001
DEBENTURE REPAYMENT SOURCES														
Prior Years	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tax Levy	63	-	16,850	99,425	77,200	16,700	6,000	-	-	-	-	-	-	216,238
TOTAL DEBENTURE REQUIREMENTS	63	-	16,850	99,425	77,200	16,700	6,000	-	-	-	-	-	-	216,238

2012 Business Plan and Budget

Corporate Services

Property Services

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
14702	Energy Retrofits - Various Existing Buildings	271	-	271	-	-	-	-
14703	Corporate Services - Facilities Rehab & Repair	22,055	-	22,055	-	-	-	-
14704	Corporate Services - All Facilities Rehab & Repair	1,500	-	1,500	-	-	-	-
14706	Roads Facilities Rehab & Repair	1,936	-	1,936	-	-	-	-
14707	Solid Waste Facilities Rehab & Repair	236	-	236	-	-	-	-
14708	Water & Waste Water Facilities Rehab & Repair	6,127	-	6,127	-	-	-	-
14709	York Region Transit Facilities Rehab & Repair	679	-	679	-	-	-	-
14711	Employment & Financial Sppt Facilities Rehab & Repair	152	-	152	-	-	-	-
14712	Family & Child Services Facilities Rehab & Repair	479	-	479	-	-	-	-
14713	Long Term Care Facilities Rehab & Repair	6,988	-	6,988	-	-	-	-
14714	Public Health Facilities Rehab & Repair	411	-	411	-	-	-	-
14716	EMS Facilities Rehab & Repair	314	-	314	-	-	-	-
14721	LEED Existing Building certification	145	-	145	-	-	-	-
14722	Master Accommodation Plan (MAP) Implementation	12,000	-	-	12,000	-	-	-
14740	Ontario Disability Act (ODA)	125	-	125	-	-	-	-
14750	Building Energy Studies	93	-	93	-	-	-	-
14751	Energy Initiatives	8,310	-	1,435	6,875	-	-	-

2012 Business Plan and Budget

Corporate Services

Property Services

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (in \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
14755	Security & Life Safety Projects	2,311	-	2,311	-	-	-	-
14775	Property Services Branch (PSB) - General Capital (Corporate)	3,000	2,440	560	-	-	-	-
14780	Central Service Centre - Pre Construction	9,243	-	2,543	6,700	-	-	-
14781	Central Service Centre - Construction	190,600	-	-	190,600	-	-	-
14790	Interval Meters	12	-	12	-	-	-	-
14800	Energy & Environmental Management System	128	-	128	-	-	-	-
14810	Property Services Branch (PSB) - Technology	407	-	407	-	-	-	-
14835	Audio-visual (AV) Equipment & Events	282	-	282	-	-	-	-
14855	Space Intensification Initiatives	2,110	-	2,110	-	-	-	-
14860	Workplace Violence Risk Assessment (Bill 168)	195	-	195	-	-	-	-
14870	Fall Protection - Facility Safety Regulations (O.Reg. 851)	90	-	90	-	-	-	-
NEW01	Corporate Single-Tenant Facility Remediation	110	-	110	-	-	-	-
NEW02	Corporate Furniture Management - Existing Furniture Program	530	-	530	-	-	-	-
NEW03	Courts Reconfiguration	175	-	175	-	-	-	-
NEW04	Green Energy Act Planning	58	-	58	-	-	-	-
NEW05	Energy Retrocommissioning	173	-	173	-	-	-	-
NEW06	Aurora Demand Response	230	-	230	-	-	-	-

2012 Business Plan and Budget									
Corporate Services									
Property Services									
10 year Capital Financing Sources by Project 2012 - 2021									
Tax Supported (In \$000's)									
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries	
		271,474	2,440	52,859	216,175	-	-	-	-
Total Tax Supported									

Capital Strategy (10 Year Plan)

Mission:

Our mission is to deliver a world-class Rapid Transit network system and infrastructure that moves people quickly, connects communities and shapes our living environment. This mission is further supported by a team of industry experts that understands and envisions the needs of our ever growing Region in which:

- People can move quickly, conveniently and reliably without a vehicle.
- Public transit is used extensively because it is attractive, easy to use, efficient and economical.
- People live, work, shop and play in close proximity to public transit.
- Employers locate in York Region because of its robust transit options for employees.
- Development and public transit are planned together to shape communities, support a sustainable future and promote energy conservation and contain urban sprawl.

Mandate:

Under its Articles of Incorporation, the York Region Rapid Transit Corporation (YRRTC) has broad powers in connection with the delivery of a public transportation system. Its Articles permit YRRTC to:

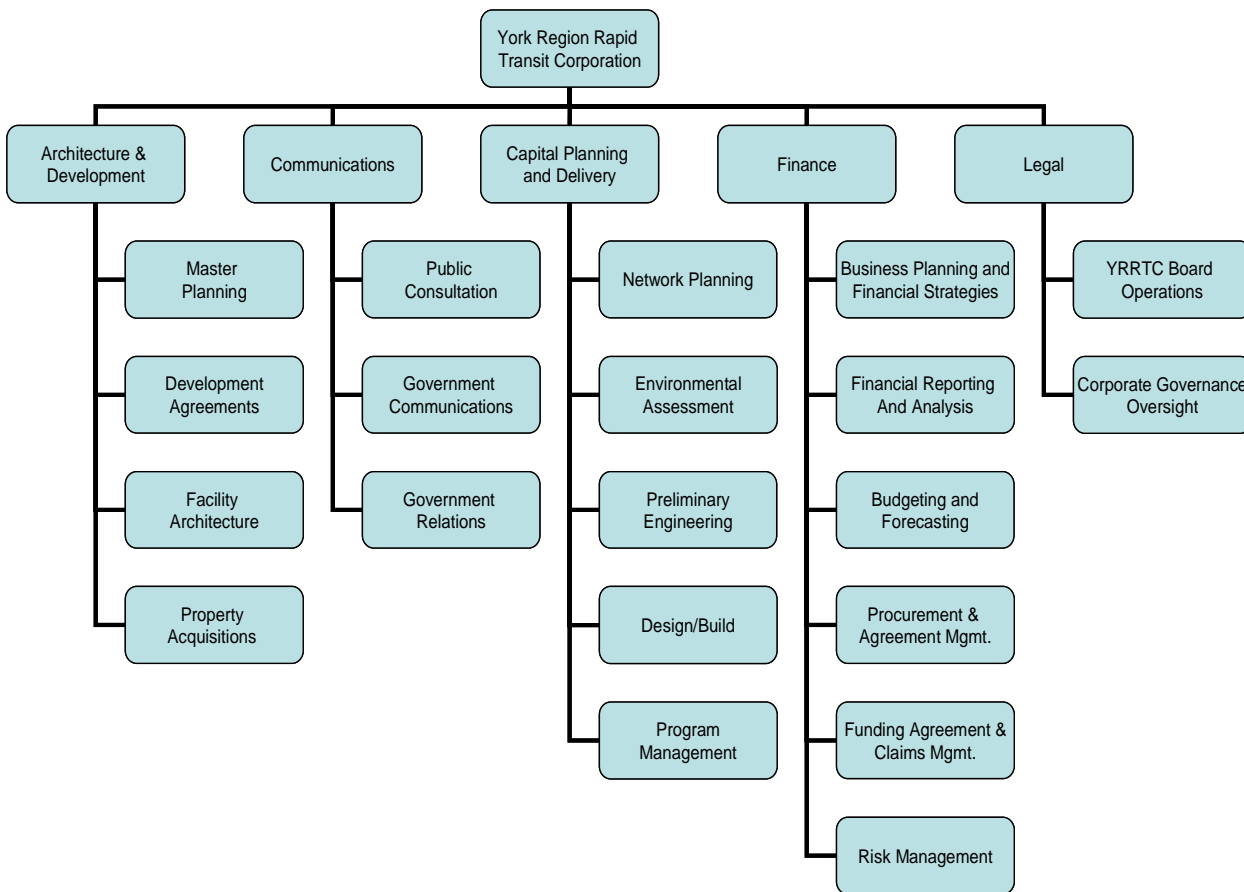
- Operate and maintain a public transportation system.
- Construct and own the system, including the related land and facilities, provided that these facilities are new.
- Undertake transit-related development.
- Sell, lease and encumber related land and facilities.

YRRTC is in a unique position to deliver a world-class Rapid Transit system, valued at a combined total of \$3.2 billion, that will provide:

- Safer and faster movement of people through the implementation of dedicated rapidways that are expected to reduce transit travel times during peak periods by up to 40% along the most congested sections of the corridors;
- Safer and faster movement of goods along the Region's major land transportation routes resulting from a decrease in the rate of automobile congestion;
- Reduced production of greenhouse gases and other airborne pollutants as the result of a reduction in automobile transportation mode share and the number of vehicles idling on congested roads and highways during peak travel periods;
- Effective, mixed-use urban development to accommodate rapidly growing population and employment in sustainable transit villages with increased land use densities;

- Enhanced economic activity with improved inter-regional transit connections that support increasingly balanced two-way travel patterns to and from York Region for residents, employees and tourists; and
- Leading-edge technologies and operational practices to enhance customer service and minimize greenhouse gas emissions.

To accomplish our mission to deliver this exceptional rapid transit system that moves people quickly, connects communities and shapes our living environment, we are structured along the streams of Architecture, Communications, Capital Planning and Delivery, Finance, and Legal Services as elaborated in the following chart.



YRRTC has partnered with private sector companies and government entities to design and deliver the Bus Rapid Transit (BRT) program, and use the services of an Owner’s Engineer (OE) to assist staff with program management and project controls.

It must be noted that the form of partnership or procurement, for any given program, is heavily influenced by the requirements of Senior Government funding partners, who contribute to the majority of the current Capital programs valued at \$3.2 billion.

YRRTC strategy is to always “be ready”. Since the Capital programs are reliant on funding from Senior Levels of Government, it is necessary for project designs to be advanced to the point where budgets and schedules are established to move to construction quickly. These elements are essential to increasing the likelihood of priority funding. In addition, our strategy is also to optimize the network and increase ridership. The park and ride strategy implementation contemplated to commence in 2012 is an example of the approach to reduce congestion at key transit transfer points and to attract more riders.

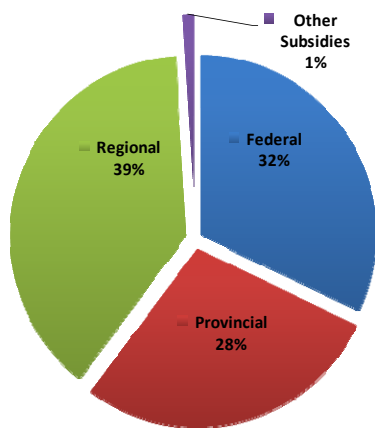
Rapid Transit Capital Programs

The ten-year Capital Programs, valued at a combined total of \$3.2 billion, consist of all studies, property acquisitions, engineering designs and construction necessary to deliver the Bus Rapid Transit network, the required terminals and bus operations facilities, the subway extensions, and the parking solutions that maximize the effectiveness of the transit system and the return on investment.

The programs and projects represented in the ten-year Capital Program for Regional Council approval, are those that are funded in part or fully by York Region – valued at \$1.37 billion.

Note that for the purpose of receiving Regional Council approval, the fully funded Metrolinx Capital Program for Bus Rapidways and Stations – valued at \$1.82 billion – is not included. But, while these projects do not require funding from York Region, they will result in increased operating costs once they have been constructed. The Net Operating Impact to York Region when these projects are completed is discussed later.

\$1.37 billion



* Regional Funding - \$531.1 million

\$1.82 billion



- Partly or Fully Funded by York Region - \$1.37 billion,

- Fully Funded by Senior Levels of Government (through Metrolinx) - \$1.82 billion.

Key Initiatives (10 Year Plan)

1. Programs - Partly or Fully Funded by York Region - \$1.37 billion

- Commence the final design and construction of the Operations, Maintenance and Storage Facility (OMSF), located in Headford Business Park-Richmond Hill;
- Ensure that necessary infrastructure adjacent to or associated with the Spadina Subway extension to be in service by year-end 2015, is constructed and appropriately funded;
- Advance funding support for the Yonge Subway extension, and maintain project momentum by progressing concept level design and preliminary engineering activities;
- Facilitate and participate in progressing Mobility Hubs;
- Implement business and governance model for parking operations and commence implementation of the parking strategy;
- Complete study to confirm rapid transit corridors prioritization of the 2010 Transportation Master Plan;
- Develop in conjunction with YRT, the transition to a new operating agreement and concession arrangement (if any) for vivaNext service, pre- and post-2015;
- Continue to advance communications/outreach programs to support the business objectives and public/stakeholder information needs before and during construction.

2. Programs - Fully Funded by Senior Levels of Government - \$1.82 billion

- Complete rapidway construction on Davis Drive from Yonge St. to DVP/Hwy. 404 (D1); Hwy. 7 from Richmond Hill Centre to Warden (H3);
- Commence rapidway construction on Yonge Street from Richmond Hill Centre to Major Mackenzie (Y2.1) and Hwy. 7 - Vaughan Metropolitan Centre (H2 VMC);
- Complete property acquisitions required for the remaining rapidway segments - Hwy. 7, west of Richmond Hill Centre to Pine Valley Drive (H2); Yonge Street, from Richmond Hill Centre to 19th Avenue (Y2.2), and south of Mulock Drive to Davis Drive (Y3.2).

Long Term Outlook (10 Year Plan)

Capital Program Partly or Fully funded by York Region - \$1.37 billion:

Expenditures decline over the next ten years for projects that are partially or fully funded by York Region. Approximately 87% of the budgeted capital expenditures of \$1.37 billion, will occur by 2014. The primary reason for this is that the Spadina Subway Extension needs to be in revenue service by the end of 2015 - with the bulk of capital expenditures occurring before that time. As well, projects funded under the CSIF-FLOW program, namely the completion of the Operations, Maintenance and Storage Facility (Bus Terminal & Garage) in Headford Business Park-Richmond Hill, the construction of a Bus Terminal, and the purchase of 43 articulated buses, must be procured and completed by December 2014 to meet the funding agreement requirements and obligations.

Costs associated with the implementation of the Transportation Master Plan have not been included in the Capital Program as a funding source has not been identified as of yet. The commencement of Environmental Assessments for priority segments will start to populate the ten-year Capital Program once the Network Prioritization Study being initiated in 2011 is completed.

Similarly, design-build costs for the Yonge Subway Extension program are not in the ten-year Capital Program. Once funding by Senior Levels of government has been announced, the capital expenditures with this program, estimated at \$3 billion today, will be added.

Pressures of Net Operating Impact of the combined Capital Programs:

It should be noted that fully-funded capital programs, as identified in the map in Appendices A and B, are administered through YRRTC, on behalf of York Region, and Metrolinx. While the all capital expenditures of \$1.82 billion are borne by Metrolinx and are not included in the 2012 Capital Program for Regional Council approval, there is Net Operating Impact to York Region included in the below quantifications.

Three operating activities are impacted by the completion of the combined Capital Programs:

- Repairs and Maintenance - \$6.5 million;
- Contract/Program Costs - \$5.6 million;
- Property Management for terminals and facilities - \$0.6 million.

Operating costs will continue to increase as a direct reflection of the scale of infrastructure. Over the ten year planning period, the annual sum of these costs will rise by \$4.6 million in 2012 to approximately \$12.7 million by 2017 - and then maintain to this level. These Net Operating Impact amounts are reflected in the York Region's Operating Expenditures budgets - namely Transportation and Corporate Services.

2012 Business Plan and Budget										
York Region Rapid Transit Corporation										
Rapid Transit										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Repairs and Maintenance	4,380	4,280	2,470	1,630	(6,560)	345	-	-	-	-
Contract/Program Costs	268	396	1,990	2,941	-	-	-	-	-	-
Other Costs	-	-	167	433	-	-	-	-	-	-
Total Gross Costs	4,648	4,676	4,627	5,004	(6,560)	345	-	-	-	-
Total Net Impact on Tax Levy	4,648	4,676	4,627	5,004	(6,560)	345	-	-	-	-

*** Projects that are Fully Funded by Senior Levels of Government, and are not part of the ten-year Capital Program for Regional Council approval:**

Viva Phase 1 was completed in 2005 and consists of rapid transit runs today in mixed traffic in four key corridors. vivaNext, the next phase of the project, includes the construction of 67 kilometres of surface rapid transit in these same corridors, integrated with the extension of the Yonge subway and Spadina subway lines north to the Richmond Hill Centre and Vaughan Corporate Centre, respectively.

The elements of vivaNext that relate to bus rapid transit are fully funded by the Province through Metrolinx in the amount of \$1.82 billion: \$67.6 million from the QuickWins Announcement; \$1.76 billion from the Metrolinx Master Agreement executed in April, 2011.

The projects are being program-managed and implemented through YRRTC and Metrolinx.

vivaNext elements

Conceptual Design and Preliminary Engineering for Bus Rapidways and Bus Terminal.

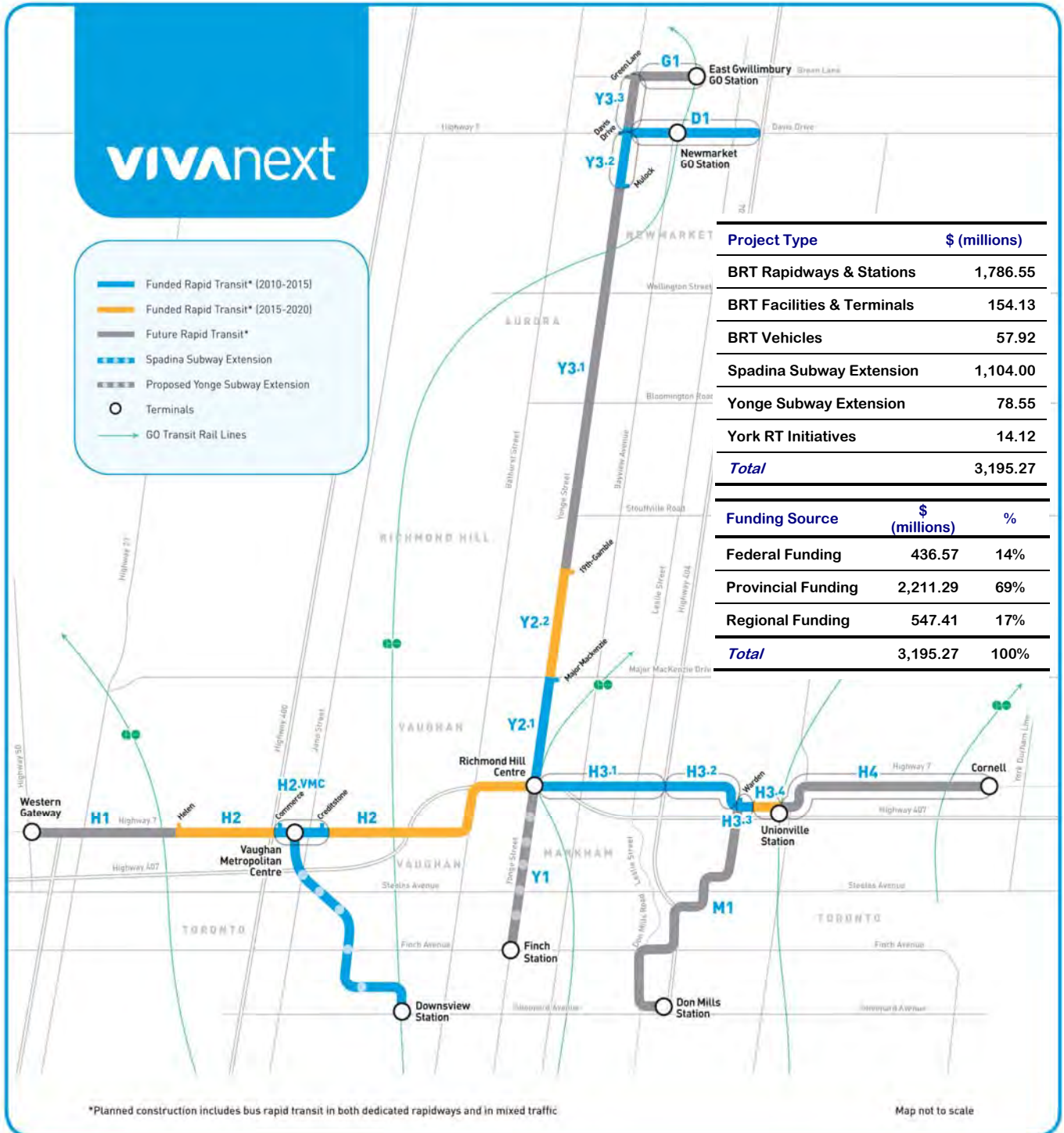
Land requirements for segments listed below as well as for the OMSF facility and Bus Terminal.

Final Design and Construction of Bus Rapidways and Canopies along Highway 7 from Pine Valley Drive to Kennedy Road; along Yonge Street from Richmond Hill Centre to 19th Avenue and from Mulock Avenue to Davis Drive; and along Davis Drive in Newmarket.

Total: \$1.82 billion

Appendix A – Bus Rapid Transit and Spadina Subway Extension Programs

The projects represented on the below map are for the combined Capital Programs of \$3.2 billion as they represent the bulk of construction in York Region over the next five years.



Appendix B – Bus Rapid Transit Projects

Segment or Facility	Description
H1	Hwy. 7 - from Highway 50 to Pine Valley Drive in Vaughan.
H2	Hwy. 7 - from Pine Valley Drive to Richmond Hill Centre.
H3	Hwy. 7 - from Richmond Hill Centre to Kennedy Road/Enterprise Drive. It will be constructed in 4 segments: H3.1 - Hwy. 7 from the Richmond Hill Centre to the DVP/Hwy. 404; H3.2 - Hwy. 7 from the DVP/Hwy. 404 to Warden south of Cedarland; H3.3 - Warden South of Cedarland to Enterprise Drive up to Birchmount (This project is also referred to as Enterprise - Markham Civic Mall); and H3.4 - Enterprise Drive from Birchmount to the GO Station on Kennedy.
H4	Hwy. 7 - from Kennedy Road/Enterprise Drive to Cornell Terminal.
Cornell Terminal	The eastern gateway of the network's primary east-west corridor facilitates intermodal transit connections with Durham Region and the City of Toronto.
Y1	Yonge Street - from Steeles Avenue to Richmond Hill Centre Terminal.
Y2	Yonge Street - from Richmond Hill Centre Terminal to 19 th Avenue
Y3	Yonge Street - from 19 th Avenue in Richmond Hill, to Green Lane in Newmarket. This segment will be constructed in three separate phases: Y3.1 - Yonge Street from 19 th Avenue to Mulock Drive; Y3.2 - Yonge Street from Mulock Drive to Davis Drive; and, Y3.3 - Yonge Street from Davis Drive to Green Lane. The Y3.2 section will be advanced first, along with D1 below.
D1	Davis Drive - from Yonge Street to DVP/Hwy. 404.
OMSF	Operations, Maintenance and Storage Facility (Bus Terminal and Garage) will be located in Headford Business Park, Richmond Hill.

2012 Business Plan and Budget										
York Region Rapid Transit Corporation										
Rapid Transit										
2012 Total Project Budget Authority										
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)			Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost	
				2012	2013	2014	2015	2016		
GROSS EXPENDITURES										
Tangible Capital Assets										
Growth/Expansion										
90992	Bus Rapid Transit (BRT) Facilities and Terminals	618	544	37,477	61,723	30,537	900	-	130,637	131,799
90993	Bus Rapid Transit (BRT) Vehicles - Partially or Fully Funded	7,093	3,045	3,500	30,562	-	-	-	34,062	44,200
90994	Bus Rapid Transit - Unfunded	-	-	910	165	-	-	-	1,075	1,075
90995	Light Rail Transit (LRT) (including Conversion Bus Rapid Transit to LRT)	113	-	1,141	-	-	-	-	1,141	1,254
90996	Spadina Subway Extension	115,114	155,000	275,000	215,000	175,000	124,980	24,608	814,588	1,084,702
90997	Yonge Subway Extension	210	4,100	10,000	-	-	-	-	10,000	14,310
90999A	Spadina - Viva Concourse	-	700	2,685	4,728	7,433	3,754	-	18,600	19,300
90999B	Network Configuration Study	-	-	350	300	188	-	-	838	838
90999C	Park 'n Ride Strategy	-	-	1,139	-	-	-	-	1,139	1,139
Sub Total Growth/Expansion		123,148	163,389	332,203	312,477	213,158	129,634	24,608	1,012,080	1,298,617
Total Tangible Capital Assets		123,148	163,389	332,203	312,477	213,158	129,634	24,608	1,012,080	1,298,617
TOTAL GROSS EXPENDITURES		123,148	163,389	332,203	312,477	213,158	129,634	24,608	1,012,080	1,298,617

2012 Business Plan and Budget										
York Region Rapid Transit Corporation										
Rapid Transit										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	Year End Forecast to Dec 31/2011	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
(In \$000's)										
FINANCING SOURCES										
Regional										
Development Charges	771	38,592	60,745	10,108	3,241	90	-	-	74,185	113,548
Reserve: General Capital	10,323	17,533	19,918	165	-	-	-	-	20,083	47,939
Reserve: Debt Reduction Fund	3,084	1,436	2,006	1,042	-	-	-	-	3,048	7,568
Sub Total Regional	14,179	57,561	82,670	11,315	3,241	90	-	-	97,316	169,055
External										
Provincial Funding	35,038	51,667	93,333	71,667	58,333	38,333	8,203	-	269,869	356,574
Federal Funding	38,894	53,461	108,822	117,809	73,602	38,783	8,203	-	347,219	439,573
Grants & Subsidies	-	-	-	-	-	5,089	8,203	-	13,292	13,292
Sub Total External	73,932	105,128	202,155	189,476	131,935	82,206	24,608	-	630,380	809,439
TOTAL AVAILABLE FINANCING	88,110	162,689	284,825	200,791	135,176	82,296	24,608	-	727,696	978,495
TOTAL DEBENTURE REQUIREMENTS	35,038	700	47,378	111,687	77,982	47,338	-	-	284,384	320,122
TOTAL FINANCING SOURCES	123,148	163,389	332,203	312,477	213,158	129,634	24,608	-	1,012,080	1,298,617
DEBENTURE REPAYMENT SOURCES										
Development Charges	25,928	-	16,489	53,033	43,167	31,986	-	-	144,675	170,603
Tax Levy	9,110	700	30,889	58,653	34,815	15,352	()	-	139,709	149,519
TOTAL DEBENTURE REQUIREMENTS	35,038	700	47,378	111,687	77,982	47,338	()	-	284,384	320,122

2012 Business Plan and Budget

York Region Rapid Transit Corporation

Rapid Transit

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)										
Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries		
90992	Bus Rapid Transit (BRT) Facilities and Terminals	130,637	-	1,887	49,768	13,663	65,318	-		
90993	Bus Rapid Transit (BRT) Vehicles - Partially or Fully Funded	34,062	-	1,161	12,464	3,406	17,031	-		
90994	Bus Rapid Transit - Unfunded	1,075	-	1,075	-	-	-	-		
90995	Light Rail Transit (LRT) (including Conversion Bus Rapid Transit to LRT)	1,141	-	1,141	-	-	-	-		
90996	Spadina Subway Extension	814,588	-	17,867	197,413	56,278	543,031	-		
90997	Yonge Subway Extension	10,000	-	-	5,000	-	5,000	-		
90999A	Spadina - Viva Concourse	18,600	-	-	18,600	-	-	-		
90999B	Network Configuration Study	838	-	-	-	838	-	-		
90999C	Park 'n Ride Strategy	1,139	-	-	1,139	-	-	-		
Total Tax Supported		1,012,080	-	23,131	284,384	74,185	630,380	-		

2012 Business Plan and Budget														
York Region Rapid Transit Corporation														
Rapid Transit														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)							Balance to Complete	Estimated Total Project Cost		
				2012	2013	2014	2015	2016	2017	2018			2019	2020
GROSS EXPENDITURES														
Tangible Capital Assets														
Growth/Expansion														
90992	Bus Rapid Transit (BRT) Facilities and Terminals	618	544	37,477	61,723	30,537	900	-	-	-	-	-	-	131,799
90993	Bus Rapid Transit (BRT) Vehicles - Partially or Fully Funded	7,093	3,045	3,500	30,562	-	-	-	-	-	-	-	-	44,200
90994	Bus Rapid Transit - Unfunded	-	-	910	165	-	-	-	-	-	-	-	-	1,075
90995	Light Rail Transit (LRT) (including Conversion Bus Rapid Transit to LRT)	113	-	1,141	-	-	-	-	-	-	-	-	-	1,254
90996	Spadina Subway Extension	115,114	155,000	275,000	215,000	175,000	124,980	24,608	-	-	-	-	-	1,084,702
90997	Yonge Subway Extension	210	4,100	10,000	39,853	24,386	-	-	-	-	-	-	-	78,549
90999A	Spadina - Viva Concourse	-	700	2,685	4,728	7,433	3,754	-	-	-	-	-	-	19,300
90999B	Network Configuration Study	-	-	350	300	188	-	-	-	-	-	-	-	838
90999C	Park 'n Ride Strategy	-	-	1,139	1,777	3,168	2,123	1,989	759	-	-	-	-	10,955
Sub Total Growth/Expansion		123,148	163,389	332,203	354,107	240,712	131,757	26,597	759	-	-	-	-	1,372,671
Total Tangible Capital Assets		123,148	163,389	332,203	354,107	240,712	131,757	26,597	759	-	-	-	-	1,372,671
TOTAL GROSS EXPENDITURES		123,148	163,389	332,203	354,107	240,712	131,757	26,597	759	-	-	-	-	1,372,671

2012 Business Plan and Budget														
York Region Rapid Transit Corporation														
Rapid Transit														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Development Charges	771	38,592	60,745	10,108	3,241	90	-	-	-	-	-	-	-	113,548
Reserve: General Capital	10,323	17,533	19,918	165	-	-	-	-	-	-	-	-	-	47,939
Reserve: Debt Reduction Fund	3,084	1,436	2,006	1,042	-	-	-	-	-	-	-	-	-	7,568
Sub Total Regional	14,179	57,561	82,670	11,315	3,241	90	-	-	-	-	-	-	-	169,055
External														
Provincial Funding	35,038	51,667	93,333	91,593	70,526	38,333	8,203	-	-	-	-	-	-	388,693
Federal Funding	38,894	53,461	108,822	117,809	73,602	38,783	8,203	-	-	-	-	-	-	439,573
Grants & Subsidies	-	-	-	-	-	5,089	8,203	-	-	-	-	-	-	13,292
Sub Total External	73,932	105,128	202,155	209,402	144,128	82,206	24,608	-	-	-	-	-	-	841,559
TOTAL AVAILABLE FINANCING	88,110	162,689	284,825	220,717	147,369	82,296	24,608	-	-	-	-	-	-	1,010,614
TOTAL DEBENTURE REQUIREMENTS	35,038	700	47,378	133,390	93,343	49,461	1,989	759	-	-	-	-	-	362,057
TOTAL FINANCING SOURCES	123,148	163,389	332,203	354,107	240,712	131,757	26,597	759	-	-	-	-	-	1,372,671
DEBENTURE REPAYMENT SOURCES														
Development Charges	25,928	-	16,489	53,033	43,167	31,986	-	-	-	-	-	-	-	170,603
Tax Levy	9,110	700	30,889	80,357	50,177	17,475	1,989	759	-	-	-	-	-	191,455
TOTAL DEBENTURE REQUIREMENTS	35,038	700	47,378	133,390	93,343	49,461	1,989	759	-	-	-	-	-	362,057

2012 Business Plan and Budget

York Region Rapid Transit Corporation

Rapid Transit

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
90992	Bus Rapid Transit (BRT) Facilities and Terminals	130,637	-	1,887	49,768	13,663	65,318	-
90993	Bus Rapid Transit (BRT) Vehicles - Partially or Fully Funded	34,062	-	1,161	12,464	3,406	17,031	-
90994	Bus Rapid Transit - Unfunded	1,075	-	1,075	-	-	-	-
90995	Light Rail Transit (LRT) (including Conversion Bus Rapid Transit to LRT)	1,141	-	1,141	-	-	-	-
90996	Spadina Subway Extension	814,588	-	17,867	197,413	56,278	543,031	-
90997	Yonge Subway Extension	74,239	-	-	37,119	-	37,119	-
90999A	Spadina - Viva Concourse	18,600	-	-	18,600	-	-	-
90999B	Network Configuration Study	838	-	-	-	838	-	-
90999C	Park 'n Ride Strategy	10,955	-	-	10,955	-	-	-
Total Tax Supported		1,086,134	-	23,131	326,319	74,185	662,499	-

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Capital Strategy (10 Year Plan)

York Regional Police's capital plan has been developed to provide the infrastructure necessary to deliver quality policing services. The York Regional Police 2012 capital budget totals \$211.8 million of new funding classified into the following components: vehicles, facilities, communications equipment, information technology, and specialized equipment. Expenditures in the 2012 capital plan will be funded via debenture proceeds (\$129.0 million or 61%), tax levies (\$70.5 million or 33%), development charge collections (\$6.0 million or 3%), auction proceeds (vehicle sales \$4.2 million or 2%), and reserves (\$2.1 million or 1%).

Key Initiatives (10 Year Plan)

Vehicles

- An annual project for the addition and replacement of marked, unmarked, and special purpose vehicles in accordance with York Regional Police's vehicle replacement methodology.
- Vehicle replacement is based on mileage of approximately 140,000 kilometres. The replacement methodology was set to maximize residual value of vehicles at auction and minimize major component repair cost. The 140,000 kilometre closely coincides with the 100,000 kilometre power train warranty as negotiated by the multi-agency co-operative purchasing group. Financing will in part come from auction proceeds, but primarily through contributions from the Operating Budget, consistent with established Budget practices.
- Additional Staff Vehicles will be fully paid for from development charges.
- Repair and maintenance expenses for all vehicles are contained in the Operating Budget.

Facilities

- #3 District Marine Headquarters - The required 2012 funding is \$1.5 million for architect fees and commencement of construction. An additional \$1.5 million is planned in 2013 for project completion for a total of \$3.0 million over a three year period from 2011 to 2013.
- Renovations to Existing Facilities - The renovation of the existing #3 District facility is needed to accommodate growth in recent years and provide for the future. The total cost is \$0.6 million in 2012.

Communications Equipment

- The portable and mobile radio project is an annual project for the replacement and addition of new radio equipment. Financing will be from a contribution from the Operating Budget of \$0.4 million for the replacement component and from development charges of \$0.1 million for radios relating to growth.

Information Technology

- Information Technology Hardware and Software - This annual project replaces aged desktop computers, laptops and printers in accordance with the Ever-Greening Strategy. It will be financed by a \$1.8 million contribution from the Operating Budget.
- Infrastructure and Retention - This project targets the expanding records retention needs of the organization and new IT initiatives. Of the \$1.1 million budget for 2012, \$0.8 million will be financed by debenture proceeds to be repaid over 5 years from the Operating budget and \$0.3 million will be financed by debt reduction fund.
- In-Car Video - This is Phase three of an existing project. \$0.5 million budget for 2012 will outfit 57 vehicles with advanced in-car camera and recording technology. Financing will come from debenture proceeds to be repaid over 5 years from the Operating budget.

Specialized Equipment

- Specialized equipment of \$0.4 million includes furniture and other equipment for staff and will be paid for from contributions from the Operating Budget of \$0.2 million and from development charge collections of \$0.2 million.

New Projects Added to the 2012 Budget Process**Facilities**

- \$4.0 million has been budgeted for the Central Services Building project to outfit the third floor shell and to expand parking. This two-year project has a total cost of \$7.0 million with completion anticipated by December 2013. Financing will be through 20 year debentures to be repaid from a combination of development charge contributions, estimated at 38% for 2012, and contributions from the Operating Budget.

Information Technology

- Employee Scheduling - This new \$0.3 million project is for software specifically designed for law enforcement organizations. It creates schedules based on varying work rules and shift patterns and accommodates schedule changes. Features include an approval process for shift exceptions, property assignments, skills inventory and interfaces with external training and court schedules. Financing will come from debenture proceeds to be repaid over 5 years from the Operating Budget.

Long Term Outlook (10 Year Plan)

Expenditures

Capital requirements for the next 10 years (2012-2021) can be summarized into three main groups with facilities representing 41.43% of needs, vehicles 26.14% and information technology (including equipment) 32.43%. As the region continues to grow, York Regional Police will focus on both the maintenance and growth of its assets, in order to best serve the community of York Region.

Pressures of Net Operating Impact of Capital Projects

The net operating impact of new capital projects is split between debt repayment of \$84 million over 10 years, which is being driven by growth related facility requirements, and direct program costs of \$71 million resulting from annual vehicle and information technology replacement.

2012 Business Plan and Budget										
Police Services										
York Regional Police										
Net Operating Impact of Capital Projects 2012 - 2021										
(In \$000's)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Operating Costs										
Contract/Program Costs	349	24	210	220	358	92	230	240	220	398
Total Gross Costs	349	24	210	220	358	92	230	240	220	398
Revenues										
Other Revenue	9	(13)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Total Revenues	9	(13)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Total Net Impact on Tax Levy	358	11	200	210	348	82	220	230	210	388

2012 Business Plan and Budget											
Police Services											
York Regional Police											
2012 Total Project Budget Authority											
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
GROSS EXPENDITURES											
Tangible Capital Assets											
Rehabilitation/Replacement											
27730	Marine Patrol Boat	-	-	500	-	-	-	-	-	500	500
27820	Police Helicopter	-	-	709	-	-	-	-	-	709	709
29010	Vehicles - Replacement & Additional	-	-	4,091	-	-	-	-	-	4,091	4,091
29022	IT Hardware and Software	-	-	1,768	-	-	-	-	-	1,768	1,768
29026	In Car Video	44	1,164	488	-	-	-	-	-	488	1,696
29028	Portable and Mobile Radio Replacement	-	-	500	-	-	-	-	-	500	500
29030	IT Infrastructure and Retention	-	945	1,133	-	-	-	-	-	1,133	2,078
29033	Renovations to Existing Facilities	-	-	600	-	-	-	-	-	600	600
Sub Total Rehabilitation/Replacement			44	9,789	-	-	-	-	-	9,789	11,942
Growth/Expansion											
29010	Vehicles - Replacement & Additional	-	-	161	-	-	-	-	-	161	161
29017	Specialized Equip - Growth Staff	-	-	445	-	-	-	-	-	445	445
29031	#3 District - Marine Headquarters	-	24	1,456	-	-	-	-	-	1,456	1,480

2012 Business Plan and Budget										
Police Services										
York Regional Police										
2012 Total Project Budget Authority										
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)				Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost
				2012	2013	2014	2015	2016		
29038	Central Services Building - 3rd Floor	-	-	4,000	-	-	-	-	4,000	4,000
Sub Total Growth/Expansion		-	24	6,062	-	-	-	-	6,062	6,086
Enhancement/Improvement										
29023	Interception Equipment Rooms	-	-	1,256	-	-	-	-	1,256	1,256
29032	Digital Evidence Management	-	-	450	-	-	-	-	450	450
29039	Employee Scheduling	-	-	339	-	-	-	-	339	339
Sub Total Enhancement/Improvement		-	-	2,045	-	-	-	-	2,045	2,045
Total Tangible Capital Assets		44	2,133	17,896	-	-	-	-	17,896	20,073
TOTAL GROSS EXPENDITURES		44	2,133	17,896	-	-	-	-	17,896	20,073

2012 Business Plan and Budget										
Police Services										
York Regional Police										
2012 Total Project Budget Authority										
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	Balance to Complete (2017-2021)	Total Project Budget Authority	Estimated Total Project Cost

FINANCING SOURCES

Regional

Development Charges	-	-	388	-	-	-	-	-	388	388
Other Revenues	-	-	377	-	-	-	-	-	377	377
Reserve: Current Tax Levy	-	-	6,200	-	-	-	-	-	6,200	6,200
Reserve: Debt Reduction Fund	-	1,457	2,056	-	-	-	-	-	2,056	3,513
Sub Total Regional	-	1,457	9,021	-	-	-	-	-	9,021	10,478
TOTAL AVAILABLE FINANCING	-	1,457	9,021	-	-	-	-	-	9,021	10,478
TOTAL DEBENTURE REQUIREMENTS	44	676	8,875	-	-	-	-	-	8,875	9,595
TOTAL FINANCING SOURCES	44	2,133	17,896	-	-	-	-	-	17,896	20,073

DEBENTURE REPAYMENT SOURCES

Development Charges	-	-	1,770	-	-	-	-	-	1,770	1,770
Tax Levy	44	676	7,105	-	-	-	-	-	7,105	7,825
TOTAL DEBENTURE REQUIREMENTS	44	676	8,875	-	-	-	-	-	8,875	9,595

2012 Business Plan and Budget

Police Services

York Regional Police

Total Project Budget Authority Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
27730	Marine Patrol Boat	500	-	-	500	-	-	-
27820	Police Helicopter	709	-	-	709	-	-	-
29010	Vehicles - Replacement & Additional	4,252	3,745	-	-	130	-	377
29017	Specialized Equip - Growth Staff	445	250	-	-	195	-	-
29022	IT Hardware and Software	1,768	1,768	-	-	-	-	-
29023	Interception Equipment Rooms	1,256	-	-	1,256	-	-	-
29026	In Car Video	488	-	-	488	-	-	-
29028	Portable and Mobile Radio Replacement	500	437	-	-	63	-	-
29030	IT Infrastructure and Retention	1,133	-	350	783	-	-	-
29031	#3 District - Marine Headquarters	1,456	-	956	500	-	-	-
29032	Digital Evidence Management	450	-	450	-	-	-	-
29033	Renovations to Existing Facilities	600	-	300	300	-	-	-
29038	Central Services Building - 3rd Floor	4,000	-	-	4,000	-	-	-
29039	Employee Scheduling	339	-	-	339	-	-	-
Total Rate Supported		17,896	6,200	2,056	8,875	388	-	377

2012 Business Plan and Budget															
Police Services															
York Regional Police															
10 year Capital Plan 2012 - 2021															
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)										Estimated Total Project Cost	
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		Balance to Complete
GROSS EXPENDITURES															
Tangible Capital Assets															
Rehabilitation/Replacement															
27100	#1 District Multi-Function Facility	-	-	-	-	12,000	10,000	10,000	-	-	-	-	-	-	32,000
27730	Marine Patrol Boat	-	-	165	-	-	250	-	-	1,000	-	-	-	-	1,915
27820	Police Helicopter	-	-	709	250	340	250	-	1,590	-	250	-	-	-	3,389
29010	Vehicles - Replacement & Additional	-	-	4,091	4,210	4,340	4,600	4,740	4,880	5,030	5,180	5,340	-	-	46,881
29012	Radio Software and Infrastructure Replacement	-	-	10,000	10,000	-	-	-	-	-	-	-	-	-	20,000
29022	IT Hardware and Software	-	-	1,768	1,820	1,870	1,930	1,990	2,050	2,110	2,170	2,240	2,310	-	20,258
29023	Interception Equipment Rooms	-	-	-	-	-	-	-	1,256	-	-	-	-	-	1,256
29026	In Car Video	44	1,164	488	377	450	585	585	450	450	585	585	450	-	6,213
29028	Portable and Mobile Radio Replacement	-	-	500	520	540	560	580	600	620	640	640	660	-	5,860
29030	IT Infrastructure and Retention	-	945	1,133	810	830	850	880	910	940	970	1,000	1,030	-	10,298
29033	Renovations to Existing Facilities	-	-	600	250	-	2,100	1,000	-	1,300	1,200	500	750	-	7,700
Sub Total Rehabilitation/Replacement		44	2,109	9,789	18,402	18,030	10,835	21,885	20,256	21,890	10,595	11,395	10,540	-	155,770

2012 Business Plan and Budget														
Police Services														
York Regional Police														
10 year Capital Plan 2012 - 2021														
Project Number	Project Name	Actual Spent to Dec 31/2010	2011 Year End Forecast	(In \$000's)										Estimated Total Project Cost
				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Growth/Expansion														
26730	Training Branch Facility	-	-	9,000	-	-	-	-	-	-	-	-	-	18,000
27600	District Sub-Stations	-	-	2,000	-	5,000	-	-	-	5,000	-	-	-	20,000
29010	Vehicles - Replacement & Additional	-	-	210	220	230	240	250	260	270	280	-	-	2,321
29017	Specialized Equip - Growth Staff	-	-	445	470	618	490	500	510	510	658	-	-	5,112
29031	#3 District - Marine Headquarters	-	24	1,456	-	-	-	-	-	-	-	-	-	2,980
29038	Central Services Building - 3rd Floor	-	-	4,000	-	-	-	-	-	-	-	-	-	7,000
Sub Total Growth/Expansion		-	24	6,062	22,150	11,670	690	848	5,730	750	770	5,780	938	55,413
Enhancement/Improvement														
29023	Interception Equipment Rooms	-	-	1,256	-	-	-	-	-	-	-	-	-	1,256
29032	Digital Evidence Management	-	-	450	-	450	-	-	-	-	-	-	-	900
29039	Employee Scheduling	-	-	339	-	-	-	-	339	-	-	-	-	678
Sub Total Enhancement/Improvement		-	-	2,045	-	-	-	-	450	339	-	-	-	2,834
Total Tangible Capital Assets		44	2,133	17,896	40,552	29,700	11,525	22,733	26,436	22,979	11,365	17,175	11,478	214,017
TOTAL GROSS EXPENDITURES		44	2,133	17,896	40,552	29,700	11,525	22,733	26,436	22,979	11,365	17,175	11,478	214,017

2012 Business Plan and Budget														
Police Services														
York Regional Police														
10 year Capital Plan 2012 - 2021														
	Actual Spent to Dec 31/2010	2011 Year End Forecast	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Balance to Complete	Estimated Total Project Cost
(In \$000's)														
FINANCING SOURCES														
Regional														
Development Charges	-	-	388	629	629	629	629	629	629	629	629	629	-	6,045
Other Revenues	-	-	377	390	400	410	420	430	440	450	460	470	-	4,247
Reserve: Current Tax Levy	-	-	6,200	6,224	6,434	6,654	7,012	7,104	7,334	7,574	7,794	8,192	-	70,523
Reserve: Debt Reduction Fund	-	1,457	2,056	-	-	-	-	-	-	-	-	-	-	3,513
Sub Total FINANCING SOURCES	-	1,457	9,021	7,243	7,463	7,693	8,061	8,163	8,403	8,653	8,883	9,291	-	84,327
TOTAL AVAILABLE FINANCING	-	1,457	9,021	7,243	7,463	7,693	8,061	8,163	8,403	8,653	8,883	9,291	-	84,327
TOTAL DEBENTURE REQUIREMENTS	44	676	8,875	33,310	22,238	3,833	14,673	18,274	14,577	2,713	8,293	2,188	-	129,690
TOTAL FINANCING SOURCES	44	2,133	17,896	40,552	29,700	11,525	22,733	26,436	22,979	11,365	17,175	11,478	-	214,017
DEBENTURE REPAYMENT SOURCES														
Development Charges	-	-	1,770	9,440	10,100	-	6,000	9,500	5,000	-	4,500	-	-	46,310
Tax Levy	44	676	7,105	23,870	12,138	3,833	8,673	8,774	9,577	2,713	3,793	2,188	-	83,380
TOTAL DEBENTURE REQUIREMENTS	44	676	8,875	33,310	22,238	3,833	14,673	18,274	14,577	2,713	8,293	2,188	-	129,690

2012 Business Plan and Budget

Police Services

York Regional Police

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
26730	Training Branch Facility	18,000	-	-	18,000	-	-	-
27100	#1 District Multi-Function	32,000	-	-	32,000	-	-	-
27600	District Sub-Stations	20,000	-	-	20,000	-	-	-
27730	Marine Patrol Boat	1,915	-	-	1,915	-	-	-
27820	Police Helicopter	3,389	-	-	3,389	-	-	-
29010	Vehicles - Replacement & Additional	49,202	42,125	-	-	2,830	-	4,247
29012	Radio Software and Infrastructure Replacement	20,000	-	-	20,000	-	-	-
29017	Specialized Equip - Growth Staff	5,112	3,162	-	-	1,950	-	-
29022	IT Hardware and Software	20,258	20,006	-	-	252	-	-
29023	Interception Equipment Rooms	2,512	-	-	2,512	-	-	-
29026	In Car Video	5,005	-	-	4,623	383	-	-
29028	Portable and Mobile Radio Replacement	5,860	5,230	-	-	630	-	-
29030	IT Infrastructure and Retention	9,353	-	350	9,003	-	-	-
29031	#3 District - Marine Headquarters	2,956	-	956	2,000	-	-	-
29032	Digital Evidence Management	900	-	450	450	-	-	-
29033	Renovations to Existing Facilities	7,700	-	300	7,400	-	-	-
29038	Central Services Building (formerly Investigative and Support Services Facility)	7,000	-	-	7,000	-	-	-

2012 Business Plan and Budget

Police Services

York Regional Police

10 year Capital Financing Sources by Project 2012 - 2021

Tax Supported (In \$000's)

Project Number	Project Name	Capital Project Total	Current Tax Levy - Reserves	Reserves	Debtenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
29039	Employee Scheduling	678	-	-	678	-	-	-
Total Rate Supported		211,840	70,523	2,056	128,970	6,045	-	4,247

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Appendix

2012 Long-Term Debt Management Plan

2012 Long-Term Debt Management Plan

Introduction

Municipalities in Ontario are restricted by the Province in the amount of debt they can incur through an Annual Repayment Limit (ARL). The ARL limits Council's authorization of projects to those for which the annual cost of servicing its long-term debt and financial obligations does not exceed 25% of its own source revenue plus a growth cost supplement equal to 80% of the average of the Region's last three fiscal years of development charge collections. The cost supplement applies to York Region only.

In order 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.
2. As part of the preparation of its budget for the fiscal year, Council must adopt or affirm a plan for the management of its long-term debt and financial obligations.

As of October 2011, the Region has maintained an AAA credit rating for the tenth year in a row.

The Province requires Regional Council to consider the following items as part of its long-term debt management plan:

1. The Region's needs for its long-term debt and financial obligations over a multi-year period
2. Projections of the ARL 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 Region's long-term debt strategy
4. 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 2012
7. Evaluation and comparison of 2011 projections and outcomes.

2012 Long-Term Debt Management Plan

1. The Region’s Needs for its Long-Term Debt and Financial Obligations Over a Multi-Year Period

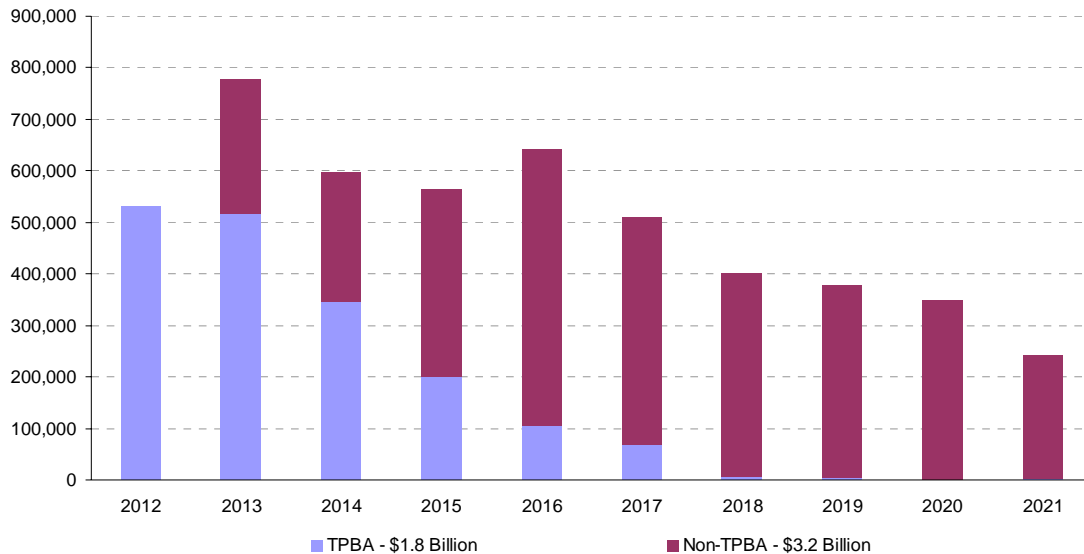
The Region is relying on debt to fund a significant portion of its capital plan

The 2012 Capital Plan shows capital expenditure needs totalling approximately \$8.2 billion over the 2012-2021 forecast period. Of this, approximately \$5 billion will be funded from debenture proceeds. Approximately \$1.8 billion of the \$5 billion in projected debenture requirements is included within the Total Project Budget Approval (TPBA) identified for 2012, as illustrated in Chart 1.

TPBA provides Council’s authorization for departments to proceed with capital projects. Approving a capital project requires that the Region demonstrate the availability of all sources of funding, including debt, over the time the project will be delivered. To this end, the Region must demonstrate it has enough debt room at the time of project commitment to remain within its provincially-mandated debt limits.

Additionally, the Region’s Capital Plan contains projects with an estimated debt of about \$3.2 billion that are planned, but not yet approved.

Chart 1
Forecast of New Debt to be Issued
2012-2021
(\$000’s)



Note: Forecast includes additional debt to maintain Development Charge reserve balances at a minimum of one year principal and interest payment

For the purposes of this Debt Management Plan, the Region will need to estimate its future debt requirements on a TPBA basis as well. This will be described in further detail below.

2012 Long-Term Debt Management Plan

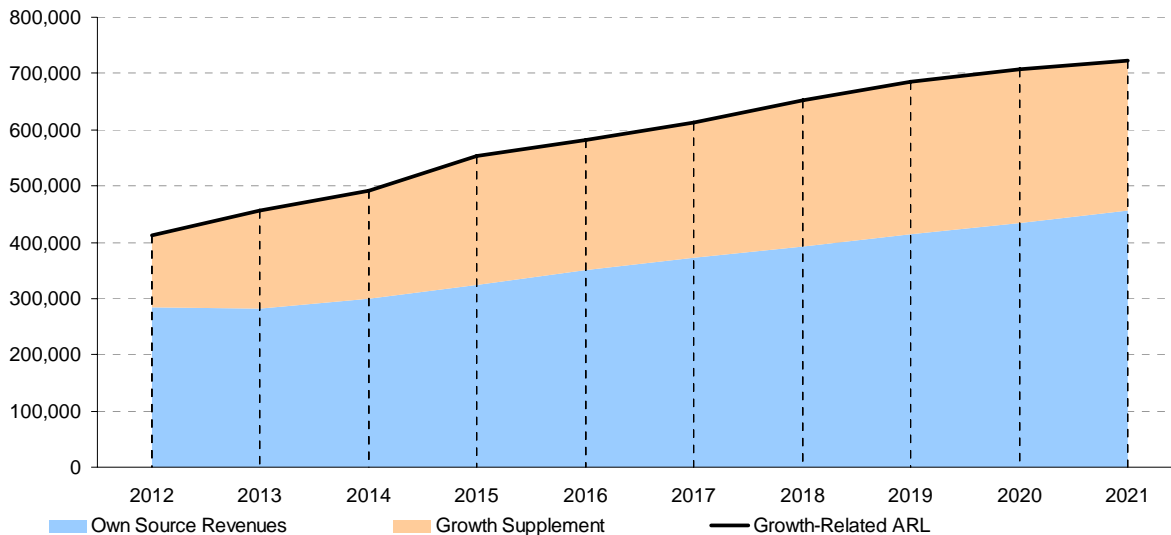
2. Projections of the Growth-Related ARL for Each Year of the Multi-Year Period Compared to Existing and Proposed Long-Term Debt-Related Payments

How much debt room are we estimating we will have?

The ARL is calculated by determining and projecting 25% of the Region's own-source revenues, and adding 80% of the 3-year rolling average of development charges. The Region's existing and proposed annual debt payments and financial obligations must be within this limit. These calculations are shown in Appendix 1.

Based on these calculations, the Region's ARL increases from \$412 million in 2012 to \$722 million by 2021, as illustrated in Chart 2 below:

Chart 2
Annual Repayment Limit Forecast
2012-2021
(\$000's)



2012 Long-Term Debt Management Plan

What are our estimated debt and financial obligation payments?

The existing debt payment and financial obligations include the following components:

- Principal Obligations
- Interest Obligations
- Social Housing Mortgages
- Long-term Leases
- Hospital Funding

These obligations totalled approximately \$271 million at the end of 2011, and are estimated to decrease to \$118 million by 2021. The largest component is the principal and interest obligations on existing debt, which decrease from \$242 million in 2012 to \$86 million in 2021 as existing debt is repaid in full. Hospital financing is forecast to increase at a rate of 2% per year, rising from \$12.2 million in 2012 to \$14.6 million in 2021.

As noted earlier, the financial implications of the TPBA budgeting concept employed by the Region requires that there be enough debt room under the growth-related ARL at the time of project authorization. For example, in order to assign TPBA to projects as part of the 2012 budget process, the Region must have sufficient room under its 2012 growth-related ARL to accommodate the related project costs “as if” they are going to be incurred in full in 2012, regardless of planned timing.

TPBA to be assigned in 2012 totals \$1.8 billion. Assuming an annual interest rate of 4.75% and a term of 20 years, this generates an annual repayment obligation of approximately \$138 million¹.

For 2012, the Region will be within its debt limit room, as shown in Table 1 below.

Table 1
Region’s 2012 Annual Repayment Limit
(\$ Millions)

Component Description	Forecast 2012
25% of Own Source Revenues	\$284
Plus: Growth Cost Supplement	\$128
Total Growth-Related ARL	\$412
Less: Existing Debt Payment and Financial Obligations	\$271
Less: Anticipated New Debt Payment and Financial Obligations	\$138
Remaining Growth-Related ARL (>\$0)	\$3

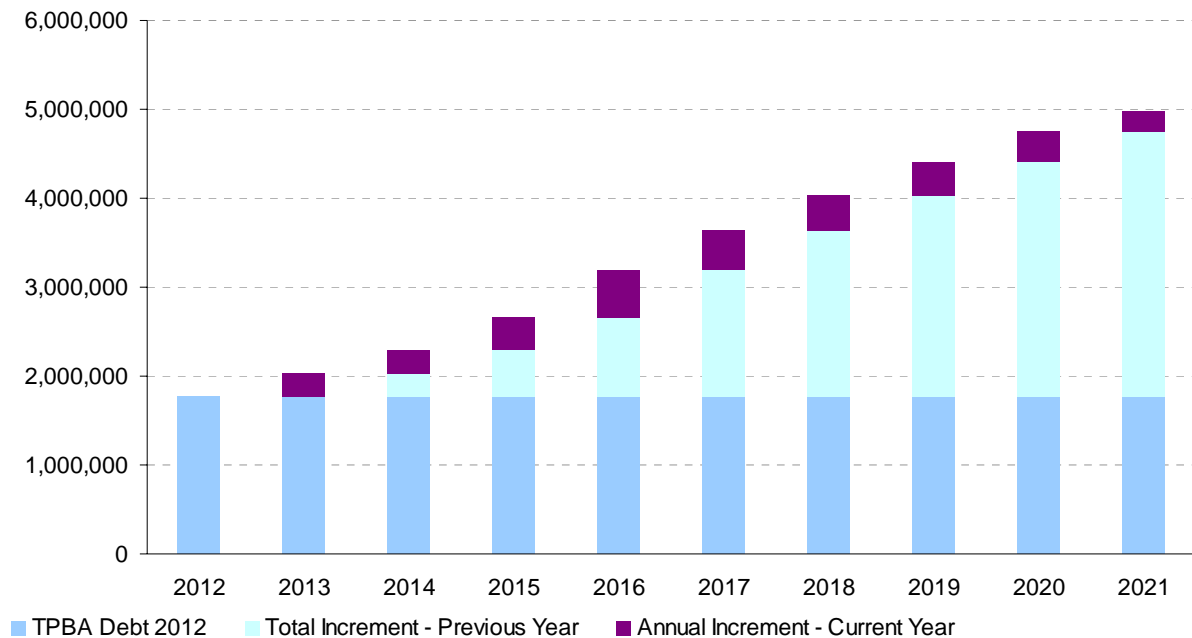
¹ Interest rate based on a review of current and historic rates. Term based on anticipated average term of future debt issues. Debt repayment is calculated on a “Full Commitment Basis” which allocates a full year’s payment to the year of issuance rather than the partial (i.e., interest only) payment that usually occurs as a result of issuance timing.

2012 Long-Term Debt Management Plan

We estimate we will be within our debt limit room in future years, if we assume that all of the anticipated non-TPBA debt planned over the next ten years will become TPBA in the year that it is projected to be incurred.

In order to provide this calculation over a multi-year period, future TPBA will need to be estimated. However, future TPBA is difficult to ascertain beyond the current year because circumstances will change from one year to the next and this may result in additional and/or cancelation of TPBA. For the purposes of this plan, it is assumed that the debt needs identified in the 2012 budget remain constant and all of the anticipated non-TPBA debt planned over the next ten years will become TPBA in the year that it is projected to be incurred². This will increase TPBA from \$1.8 billion in 2012 to \$5 billion in 2021 as shown in Chart 3.

Chart 3
Cumulative TPBA Debt Issuance Forecast
2012-2021
(\$000's)



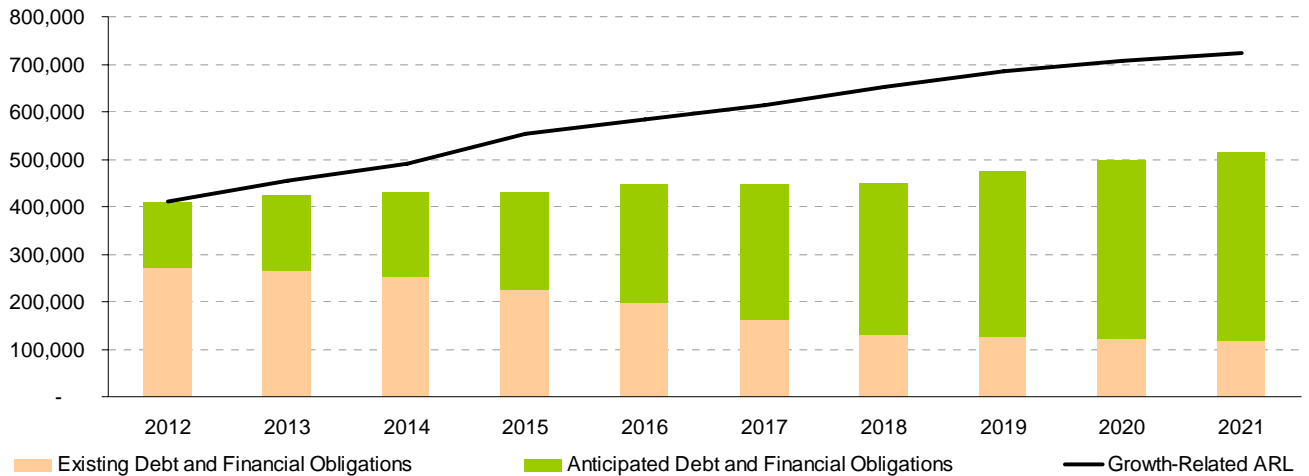
² While it is acknowledged that debt authorities will not be carried forward from one year to the next, it is assumed that the amount of debt authorized in 2012 will form the “base” for the debt request to be authorized in subsequent years.

2012 Long-Term Debt Management Plan

The annual debt payments related to each year’s increment will be calculated on the same basis as the 2012 TPBA, except that the assumed interest rate will increase from 4.75% to 6% over the forecast period³. As a result, the anticipated debt and financial obligation associated with new TPBA will increase from \$138 million in 2012 to \$398 million in 2021.

The multi-period growth-related ARL vs. debt and financial obligation forecast is provided in Chart 4.

Chart 4
Growth-Related Annual Repayment Limit
vs. Existing and Anticipated Debt and Financial Obligations TPBA Basis
2012-2021
(\$000’s)



Charts 4 and 5 include the annual increment in debt-financed capital investment, but do not include the multi-year impact of TPBA (which is not shown and would mean that the Region is closer to its Annual Repayment Limit).

3. Risk and Mitigation Strategies Associated with the Region’s Long-Term Debt Strategy, Including Interest Rate Risk and Foreign Currency Exposure

Our anticipated DC Collections represent one of the most significant risks to remaining within our debt room

DC collections are difficult to predict from one year to the next and can vary significantly as economic conditions change over time. Lower than forecast DC Collections could limit the

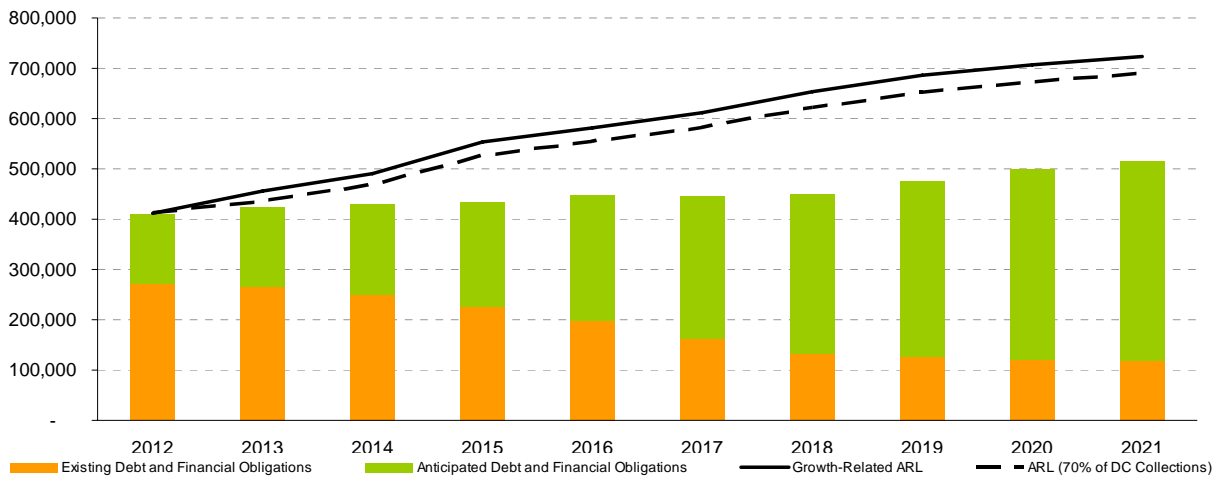
³ The term will remain 20 years and the payment will continue to be calculated on a “Full Commitment” basis.

2012 Long-Term Debt Management Plan

Region's debt issuing abilities to levels below those indicated in this plan and require changes in the phasing of the capital plan.

As a matter of normal practice, the Region's capital plans will be measured against an adjusted growth-related ARL whereby only 70% of the three-year rolling average of historic DC collections is included as a cost supplement, versus the 80% permitted. This would have the effect of partially mitigating the impact of lower-than-expected DC collections. The impact on the growth-related ARL calculations is illustrated in Chart 5.

Chart 5
Adjusted Growth-Related Annual Debt Repayment – TPBA Basis
vs. Existing and Anticipated Debt and Financial Obligations
2012-2021
(\$000's)



Lower-than-expected DC collections in any given year can result in a decrease in liquidity and debt servicing ability. To help mitigate this, it is Regional policy to maintain overall DC reserve balances that are at least equal to the next year's estimated principal and interest obligations. Moreover, the Region maintains significant non-DC reserves that could be used to fund DC-related projects and expenditures on an interim basis, should the need arise.

We have built an increase into our expected costs of debt financing over time

The growth-related ARL forecast will be sensitive to interest rate fluctuations over the forecast period. For example, a 1% increase in interest rates would result in approximately \$0.6 million in additional financing costs for every \$100 million in debt, assuming a twenty-year term. On the \$5 billion in forecasted debt included in the 2012 budget, this equates to approximately \$33 million in additional financing costs and consequently less room under the growth-related ARL.

2012 Long-Term Debt Management Plan

In light of this, interest rate assumptions have been adjusted within the debt repayment calculations so as to incorporate the impact of increasing rates on the growth-related ARL as follows:

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
4.75%	4.75%	4.75%	4.91%	5.08%	5.25%	5.43%	5.61%	5.80%	6.00%

Interest rate fluctuations will also affect debt with refunding provisions⁴. For existing debt, this risk has been accounted for by recalculating the annual repayment using a twenty-year term (vs. ten years) with an annual interest rate of approximately 5.5% (vs. 5% or less on actual issues)⁵. For new debt, forecasted annual repayments have been calculated at the rates noted above using a twenty-year term.

We have the ability to offset market risk through a variety of mechanisms

Given the volatility of the financial markets in recent years, there is a risk that 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 will be employed to deal with this eventuality include:

- Use of bond forward agreements to hedge interest costs
- Pre-financing
- Borrowing applications to government agencies such as Infrastructure Ontario
- Limit the use of debt repaid from tax levy where the amortization period differs from the term of the debt
- Use of variable rate debt/lines of credit or short-term borrowing from reserves during periods of market turmoil or in anticipation of significantly lower interest rates
- Use of underwriting syndicates.

The debt management plan has other risks

Other risks relate to the capital infrastructure costs as they have been forecasted. Factors such as change orders, inflation, the addition of new projects or projects being moved up in the forecast period could result in higher debt requirements than are anticipated in this Plan. It is now Regional policy to prioritize projects each year as part of the budget process to ensure sufficient debt financing is available for the highest priority projects. In addition, phase-in strategies for large capital projects will also be considered.

⁴ Refunding provisions occur where the debt amortization period (i.e., 20 years) is longer than the contractual terms (i.e., 10 years) requiring part of the debt to be refinanced for an additional term.

⁵ This assumes that the refinancing will take place over an additional 10 years at 5.5%.

2012 Long-Term Debt Management Plan

4. Long-Term Debt and Financial Obligation 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.

The policy covers all financial obligations entered into by the Region. It establishes objectives, standards of care, authorized financing instruments, reporting requirements and responsibilities so as to ensure that the Region's operating and infrastructure needs are financed as effectively as possible.

5. Prudent and Cost-Effective Management of Existing and Projected Long-Term Debt and Other Financial Obligations

The Region's Capital Financing and Debt Policy described above sets out provisions to manage existing and projected long-term debt and other financial obligations in the most prudent and cost-effective manner possible. These provisions include:

- Parameters and risk considerations for financing leases, which can be used in certain circumstances where long-term debt financing is neither feasible nor appropriate (i.e., lease vs. buy)
- Diversification and optimization of term structure 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 the funding will be received
- 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
- Maintain a AA- credit rating in order to minimize interest costs and maximize access to capital markets
- Use of an underwriting syndicate to facilitate the marketing and selling of debenture issues.

6. Estimated 2012 Needs of the Region for Temporary Borrowing

Temporary borrowing requirements arise from the need to finance operational expenditures pending receipt of taxes and other revenues. In 2012, it is estimated that approximately \$300 million will be required for operating needs. Temporary borrowing can also result from the need to interim finance capital asset expenditures until long-term financing is in place. In 2012, it is estimated that approximately \$225 million will be required for capital needs.

Similar to long-term debt and financial obligations, the Province limits the amount of funding used for temporary borrowing needs to 50% of budgeted total revenue from January to

2012 Long-Term Debt Management Plan

September and 25% from October to December⁶. The Region's estimated temporary borrowing needs noted above are well within these limits. Furthermore, it is Regional policy to fund these short-term needs out of reserves and this is expected to continue in 2012. Any funds borrowed from reserves are always paid back during the year of borrowing.

7. Evaluation and Comparison of 2011 Projections and Outcomes

As Table 2 shows, the Region was in compliance with its growth-related ARL for 2011. The 2011 debt management plan is in Appendix 2.

Table 2
Region's 2011 Annual Repayment Limit
(\$ Millions)

Component Description	Actual 2011
25% of Own Source Revenues	\$273
Plus: Growth Cost Supplement	\$136
Total Growth Related ARL	\$409
Less: Existing Debt Payment and Financial Obligations	\$273
Less: Anticipated Debt Payment and Financial Obligations (Contract Commitment Basis)	\$95
Remaining Growth-Related ARL (>\$0)	\$41

Existing debt included \$550 million of debt issued in 2011, which added approximately \$16 million to the existing debt payment and financial obligations⁷. For 2011, anticipated debt was projected on a contract commitment basis. After consulting the respective operating departments, it was determined that the Region had approximately \$1.2 billion in contractual commitments requiring debt financing. Annual principal and interest calculations were based on a term of 20 years at an annual interest rate of 4.96%.

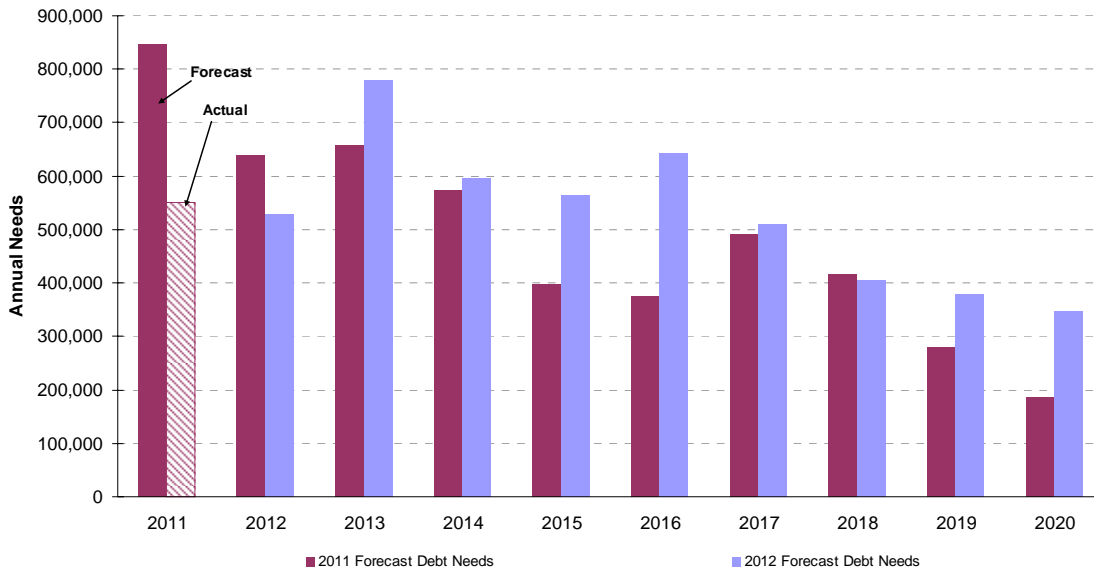
As noted earlier, the ten-year capital plan included in the 2012 budget shows a total debt requirement of \$5 billion in new debt over the forecast period. This represents a \$200 million increase over and above the debt requirements identified in 2011 due to cost adjustments. In addition there have been significant timing changes resulting from better forecasting assumptions built into the capital plan. The comparison of annual debt requirements is detailed in Chart 6.

⁶ Temporary borrowing provisions are set out in Section 405 and 407 of the Municipal Act. Temporary borrowings are not part of the ARL calculations.

⁷ Total debt issue includes \$75 million in pre-funding related to 2012 expenditures, so \$475 million is considered in the calculation of the 2011 principal and interest obligations. The remaining \$75 million is included in the 2012 anticipated needs.

2012 Long-Term Debt Management Plan

Chart 6
Comparison of Debt Needs
2011 Budget vs. 2012 Budget
2012-2021
(\$000's)



Note: 2011 and 2012 forecasts include additional debt to maintain Development Charge reserve balances at a minimum of one year principal and interest payment

The 2012 forecast assumes that the ARL will increase at a slightly higher rate than the 2011 forecast for the period 2016-2021 due to the normalization of the growth in own-source revenue using more current data.

Conclusion

The long-term debt management plan addresses the matters that Council is required to consider before adopting the plan. In doing so, the Region will be able to use the financing capacity as calculated by the ARL to fund and manage its capital plan. However, the ARL methodology as outlined in the Regulation and described above is still under review by staff to assess its long-term implications.

2012 Long-Term Debt Management Plan

APPENDIX 1 Determination of ARL

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.

Table A1 provides the 2012 – 2021 forecast based on information and assumptions contained in the 2012 Operating Budget.

2012 Long-Term Debt Management Plan

Table A1
Annual Repayment Limit Calculation
Forecast Budget Years 2012-2021
(\$000's)

ARL Determination	Budget Year		2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
	FIR Year ¹	FIR Year ¹										
Net Revenues												
Property Taxes/PILs ²			781,609	789,417	825,122	882,012	953,396	1,015,508	1,065,729	1,118,434	1,173,746	1,231,793
User Rates - Sewage/Water/Solid Waste			175,776	193,683	215,268	239,264	265,993	295,813	318,912	337,681	351,035	364,919
Transportation User Fees			53,696	53,203	62,433	66,336	70,342	73,174	77,847	82,818	88,106	93,732
Other User Fees ³			32,742	18,282	19,487	24,155	25,122	24,563	26,016	27,556	29,186	30,913
Provincial Fines			5,730	10,595	10,695	10,802	11,018	11,128	11,362	11,600	11,844	12,092
Other Revenue ⁴			85,319	60,923	67,786	71,800	77,445	72,250	71,242	78,295	84,856	89,825
Total - Net Revenues⁵			\$1,134,872	\$1,126,103	\$1,200,791	\$1,294,369	\$1,403,316	\$1,492,436	\$1,571,108	\$1,656,384	\$1,738,773	\$1,823,274
25% of Net Revenues			\$283,718	\$281,526	\$300,198	\$323,592	\$350,829	\$373,109	\$392,777	\$414,096	\$434,693	\$455,818

Notes:

- Own Source Revenues from two years prior to the current year are included in current year ARL calculations represented by FIR Year. FIR Year 2010 is based on actual results. FIR Year 2011 based on restated forecast. FIR Years 2012-2015 based on budget data from 2012 Operating Budget.
- Property Taxes for 2012 assume approx. 2.7% assessment growth plus 1.8% net levy growth for a total of 4.5%. These grow at an average annual rate of approximately 5.2% over the remaining forecast period.
- Other User Fees include: Protection, Health, Social and Family, Social Housing, Recreation, and Planning. These are assumed to grow at an average annual rate of 6.4%.
- Other Revenue includes: Investment Income, Sale of publications etc., and recoveries. Recoveries for 2011-2015 do not include capital related recoveries. Investment income is based on the 2011 reserve forecast assuming an average annual rate of return of approx. 5.1%. Recoveries will continue the downward trend forecast between 2011-2015.
- Total Net Revenues equal total budgeted net revenues from 2012 Operating Budget. These are forecast to increase approximately 5.41%/year on average.

2012 Long-Term Debt Management Plan

Growth Cost Supplement

The growth cost supplement is based on development charge collections. The Regulation allows the Region to include an amount equal to 80% of the average DC collections for the previous three fiscal years. DC collections are very sensitive to economic conditions and as such, can vary widely year to year. Historic and forecast DC collections are provided in Chart A1 below.

Chart A1
Annual DC Collections Actual and Forecast
2012-2021
(\$'000's)



Over the seven year period 2005 – 2011 annual collections have averaged approximately \$154 million, with peaks in 2007 and 2010 due to developer prepayments resulting from by-law review/rate increases. Collections were significantly lower in 2008 and 2009 due to the recession.

Based on a review of historic 30-year trends in housing formation⁸, building permit activity, and economic cycles, a forecast was developed that shows average collections increasing to approximately \$315 million annually. From this, the annual cost supplement has been calculated at \$128 million in 2012, increasing to \$267 million by 2021.

⁸ Household formation for the past 30 years in the Region calculated as the Persons Per Unit (PPU) based on the number of completions per year compared to the annual incremental increase in population.



The Regional Municipality of York
17250 Yonge Street
Newmarket, Ontario, L3Y 6Z1
Canada